



Final

# Truck Route Master Plan Review: Consultation/Engagement Strategy

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Prepared for City of Hamilton  
by IBI Group  
In association with GLPi and David Kriger Consultants Inc.  
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## Document Control Page

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# 1 Approach

The project team will identify a comprehensive set of needs and concerns by purposefully engaging various affected communities and facilitating dialogue with City of Hamilton residents, the Council Truck Route Sub-committee, adjacent municipalities/provincial agencies and other stakeholders throughout the study. The vision will be "collaboration, not confrontation".

This Public Consultation/Engagement Strategy outlines the actions that will be undertaken to provide residents and key stakeholders the opportunity to understand the study scope and purpose, and keep them up to date on study activities and progress. The study requires a balanced assessment of the needs and objectives of the community, the City and its stakeholders.

IBI Group will consult stakeholder groups and members of the public in two phases over the course of the project:

- **Phase 1** will be conducted near the beginning of the study. This phase will adopt a two-fold "Let's Talk Trucks" approach:
  - a. The first goal will be to provide information to stakeholders on the policies, structure and trade-offs within Hamilton's Official Plan and strategies, and the existing truck route network. This may include discussion on the difference between types of networks (e.g. permissive vs. hybrid), trade-offs of having a dense versus leaner network, reasons trucks travel within Hamilton and the types of truck (e.g. weights, categories); and,
  - b. The second goal will be to focus on listening to stakeholders, collecting comments and answering questions for all topics related to the truck route network and study. This will include existing issues (e.g. hotspots), direction for the study and lived experiences of residents, travellers and businesses on how the truck route network works or does not work for them.
- **Phase 2** will be conducted further along in the study to present the study's preliminary findings and recommendations. Members of the public and stakeholders will be given an opportunity to provide feedback, which will be used to refine and finalize the recommended truck route network.

All consultation activity content will be submitted to City Project Staff for review and approval. IBI Group will prepare all notices, advertisements, and display and presentation materials (as required), and provide professional staff to lead discussions. The consultation activity venues are assumed to be secured by City Project Staff, and they are also assumed to arrange for stakeholder and public notification through email blasts, postings on the City's website, social media advertisements, and/or newspaper advertisements.

## 2 Work Plan

### 2.1 Communication Strategy

#### **Task 1: City Website Updates and Social Media**

With a view to keeping the public and stakeholders up to date on the study's progress, communicating public consultation/engagement activities, and providing an alternative method of asking questions providing feedback, IBI Group will prepare materials for the City to post on its

dedicated study website. This will include providing all relevant project materials, including notices, stakeholder meeting materials, PIC boards and handouts, and Pop-Up Engagement handouts in a format that can be posted onto the City of Hamilton website (e.g. PDF file). Development of communication materials will incorporate the recommended practices from the City of Hamilton's *Equity, Diversity and Inclusion Handbook*.

Ongoing maintenance of website content is not assumed to be part of this scope. IBI Group will also create a set of local and social media advertisements introducing the study and providing information about public engagement activities for the City to post.

## 2.2 Consultation/Engagement Plan

### Task 2: City Project Team/Technical Advisory Committee Meetings

Four City Project Team meetings are anticipated at the following key junctures in the study:

- **Study Initiation Meeting (Completed August 2019):** IBI Group will prepare an updated Work Plan, Engagement Plan and Schedule to present at this meeting. This session will set the course for the collection of GIS data and other information and background materials;
- **Phase 1 Completion Meeting:** This will discuss the policy directions and other findings of Phase 1, as well as preliminary findings from Stage 2 review of practices and policies. This meeting will be very important in setting a firm foundation for the remaining technical work. Technical Memorandum #1 will be refined based on the outcomes of this meeting;
- **Recommended Truck Network Meeting:** This meeting will discuss the findings of Stages 2 and 3, including the recommended truck route network and how it was developed. Technical Memorandum #3 will be refined based on the findings of this meeting; and,
- **Draft Final Report Meeting:** This meeting will discuss the contents of, and obtain final feedback for the Draft Final Report, and all supporting documents.

### Task 3: Stakeholder Meetings

Key industry stakeholders will be invited to meet with IBI Group and the City Project Team. Throughout the course of the study, the following stakeholder meetings will be conducted:

- One (1) Joint meeting with adjacent municipalities and provincial agencies;
- Three (3) Council Truck Route Sub-committee meetings;
- Two (2) Moderated-facilitated Panel Discussion/Focus Groups;
- Two (2) Goods movement community (port, airport, and trucking association) meetings;
- Four (4) Business Community (BIAs and Chamber of Commerce) meetings;
- Two (2) major phases of broader City-wide engagement meetings/community forums at four locations; and,
- One (1) City Council meeting.

Depending on the meeting's timing and purpose, the stakeholder meetings will consist of an IBI Group led presentation discussing the study's purpose, methodology, analysis, and/or preliminary findings and recommendations. The formal presentation will be followed by some mix of open and structured discussion where attendees will be provided an opportunity to ask

questions and provide feedback. Feedback collected during these meetings will be given due consideration in the further refinement and finalization of the study's analysis, findings, and recommendations. The stakeholder meetings aim to incorporate the principles and strategies outlined in the City's *Equity, Diversity and Inclusion Handbook*.

The City Project Team will be responsible for issuing invitations and securing venues for the stakeholder meetings.

### **Phase 1 Stakeholder Meetings – Fall 2019**

Meetings conducted during Phase 1 will follow the 'Let's Talk Trucks' format discussed in Section 1. The objective of the meetings in this phase will be to provide a foundation on what the truck route master plan is and how it works, followed by a listening stage to collect stakeholder feedback, comments, questions, and perspectives on their lived experiences using, interacting or conversing with the network.

#### **Truck Route Sub-committee Meeting #1 – Fall 2019**

Objective	<ul style="list-style-type: none"> <li>• Introduce core members of the IBI Group project team to the sub-committee.</li> <li>• Present the draft consultation and engagement plan for input from members prior to implementing it.</li> </ul>
Approach	<ul style="list-style-type: none"> <li>• Staff report, presentation and Q&amp;A at a subcommittee meeting.</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Support for the consultation and engagement plan. Feedback from subcommittee on the document will be considered and may be incorporated into the final plan.</li> </ul>

#### **Adjacent Municipalities and Provincial Agencies – Fall 2019**

Objective	<ul style="list-style-type: none"> <li>• Understand any upcoming or potential changes to truck routes in adjacent municipalities and MTO roadways.</li> <li>• Collect feedback on truck-related hotspots.</li> </ul>
Approach	<ul style="list-style-type: none"> <li>• Daytime meeting with representatives from municipalities and provincial agencies.</li> <li>• Initial presentation outlining the study and existing truck route network and masterplan followed by a structured discussion.</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Minutes outlining the comments, feedback and ideas discussed in the meeting that document inter-city connections input for Phase 2.</li> </ul>

#### **Business Community Meeting #1A (Chamber of Commerce) and 1B (BIAs) – Fall 2019**

Objective	<ul style="list-style-type: none"> <li>• Collect feedback from business groups that may rely on goods movement to operate, but are not necessarily be in the business of goods movement</li> <li>• Understand hotspots, challenges/opportunities, major origins/destinations and how local businesses rely on goods movements to operate.</li> </ul>
Approach	<ul style="list-style-type: none"> <li>• A daytime facilitated workshop to listen to concerns from a cross-section of businesses representatives. The workshop will be held at a central, accessible venue.</li> <li>• The session will follow the Let's Talk Trucks approach: it will start with a brief educational presentation to provide attendees with an understanding of how the network works and is structured. It will be followed by an open workshop discussion among those present.</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Meeting minutes that summarize the feedback provided by representatives.</li> </ul>

#### Goods Movement Community Meeting #1 – Fall 2019

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| Objective | <ul style="list-style-type: none"> <li>Collect feedback from existing users on of the truck route network and master plan</li> <li>Understand hotspots, challenges/opportunities, major origins/destinations and how goods movement firms use the network.</li> </ul>  |
| Approach  | <ul style="list-style-type: none"> <li>A daytime facilitated workshop to listen to concerns from a cross-section of goods movement groups/agencies. The workshop will be held at a central, accessible venue.</li> <li>The session will follow the Let's Talk Trucks approach: it will start with a brief educational presentation to provide attendees with an understanding of how the network works and is structured. It will be followed by an open workshop discussion among those present.</li> </ul> |
| Outcome   | <ul style="list-style-type: none"> <li>Meeting minutes that summarize the feedback provided by representatives.</li> </ul>   |

#### Moderated-Facilitated Panel Discussion/Focus Group #1 – Fall 2019

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| Objective | <ul style="list-style-type: none"> <li>Collect feedback from representatives of groups with interests related to the study, including groups that may not typically attend other consultation and engagement events (e.g. equity seeking groups) to ensure their voices are heard.</li> </ul>  |
| Approach  | <ul style="list-style-type: none"> <li>An evening facilitated workshop with representatives from a cross-section of stakeholder groups. The workshop will be held at a central, accessible venue and be led by an independent facilitator (Glenn Pothier).</li> <li>The session will follow the Let's Talk Trucks approach: it will start with a brief educational presentation to provide attendees with an understanding of how the network works and is structured. It will be followed by small-group workshop where facilitators will listen and record feedback.</li> <li>Invite representatives from a cross-section of interest and advocacy groups. Possible sectors that could be invited include: <ul style="list-style-type: none"> <li>Transportation (e.g. Truck Route Reboot, Environment Hamilton, Cycle Hamilton);</li> <li>Equity (e.g. Hamilton Roundtable for Poverty Reduction, Immigrant Workers Centre, Hamilton Centre for Civic Inclusion);</li> <li>Resident groups (e.g. neighbourhood associations, student associations);</li> <li>Health/accessibility (e.g. Advisory Committee for Persons with Disabilities, Seniors Advisory Committee); and,</li> <li>Other groups as identified, which could include individuals from previous stakeholder meetings who could be a willing and constructive part of the collaborative process.</li> </ul> </li> </ul> |
| Outcome   | <ul style="list-style-type: none"> <li>Meeting minutes that summarize the feedback provided by representatives.</li> </ul>   |

#### Truck Route Sub-committee Meeting #2 – Winter 2020

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| Objective | <ul style="list-style-type: none"> <li>Discuss the policy direction and other findings of Phase 1 (e.g. themes and hotspots identified during consultation).</li> <li>Preliminary findings from Phase 2 review of practices and policies.</li> </ul> |
| Approach  | <ul style="list-style-type: none"> <li>Staff report, presentation and Q&amp;A at a meeting of the subcommittee.</li> </ul>   |
| Outcome   | <ul style="list-style-type: none"> <li>Direction from subcommittee for Stage 2, if applicable.</li> </ul>  |

### ***Phase 2 Stakeholder Meetings – Winter 2020***

The second phase of consultation will take place throughout winter 2020. The objective of this phase is to present the preliminary findings and recommendations to stakeholders and collect their feedback and input on how the plan can be refined.

#### **Goods Movement Community Meeting #2 – Winter 2020**

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| Objective | <ul style="list-style-type: none"> <li>• Present the preliminary findings and recommendations and collect feedback on them, prior to going to PIC #2.</li> <li>• Identify potential refinements and improvements to the preliminary findings and recommendations prior to going to PIC #2.</li> </ul>   |
| Approach  | <ul style="list-style-type: none"> <li>• The session will start with a report back on Phase 1 consultation themes, and introduce preliminary Phase 2 findings and recommendations. The groups could then discuss different aspects (e.g. policy, route network, etc.) in facilitated discussion on specific topics of interest.</li> <li>• A similar time, venue and format will be used for this meeting.</li> </ul> |
| Outcome   | <ul style="list-style-type: none"> <li>• Meeting minutes that summarize the feedback provided by representatives.</li> </ul>  |

#### **Business Community Meeting #2A (Chamber of Commerce) and 2B (BIAs) – Winter 2020**

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| Objective | <ul style="list-style-type: none"> <li>• Present the preliminary findings and recommendations and collect feedback on them, prior to going to PIC #2.</li> <li>• Identify potential refinements and improvements to the preliminary findings and recommendations prior to going to PIC #2.</li> </ul>   |
| Approach  | <ul style="list-style-type: none"> <li>• The session will start with a report back on Phase 1 consultation themes, and introduce preliminary Phase 2 findings and recommendations. The groups could then discuss different aspects (e.g. policy, route network, etc.) in facilitated discussion on specific topics of interest.</li> <li>• A similar time, venue and format will be used for this meeting.</li> </ul> |
| Outcome   | <ul style="list-style-type: none"> <li>• Meeting minutes that summarize the feedback provided by representatives.</li> </ul>  |

#### **Moderated-Facilitated Panel Discussion/Focus Group #2 – Winter 2020**

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| Objective | <ul style="list-style-type: none"> <li>• Present the preliminary findings and recommendations to attendees and collect feedback on them, prior to going to PIC #2.</li> <li>• Identify potential refinements and improvements to the preliminary findings and recommendations prior to going to PIC #2.</li> </ul>  |
| Approach  | <ul style="list-style-type: none"> <li>• An evening facilitated workshop to listen to concerns from a cross-section of stakeholder groups. The workshop will be held at a central, accessible venue. An independent facilitator (Glenn Pothier) will lead the workshop.</li> <li>• The session will start with a report back on Phase 1 consultation themes, and introduce preliminary Phase 2 findings and recommendations. The groups could then discuss different aspects (e.g. policy, route network, etc.) in facilitated table discussion on specific topics of interest.</li> <li>• The same groups will be invited to participate in this session as in Session #1</li> </ul> |
| Outcome   | <ul style="list-style-type: none"> <li>• Meeting minutes that summarize the feedback provided by representatives.</li> </ul>  |



#### Truck Route Sub-committee Meeting #3 – Summer/Fall 2020

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| Objective | <ul style="list-style-type: none"> <li>• Present the final findings and recommendations.</li> <li>• Obtain a recommendation from the sub-committee to adopt the Truck Route Master Plan Review by City Council.</li> </ul> |
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| Approach | <ul style="list-style-type: none"> <li>• Staff report, presentation and Q&amp;A at a meeting of the subcommittee.</li> <li>• Provide an overview of the recommended master plan, policies and network and address comments or questions that members or the community or debutants may have.</li> </ul> |
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| Outcome | <ul style="list-style-type: none"> <li>• Recommendation to City Council to approve the Truck Route Master Plan Review.</li> </ul> |
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#### City Council Meeting #1 – Fall 2020

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| Objective: | <ul style="list-style-type: none"> <li>• Present the recommendations of the study to City Council for adoption, including the preferred truck route network.</li> </ul> |
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| Approach: | <ul style="list-style-type: none"> <li>• Presentation and Q&amp;A at a meeting of City Council.</li> </ul> |
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| Outcome: | <ul style="list-style-type: none"> <li>• Approved truck route master plan.</li> </ul> |
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### Task 4: City-Wide Public Information Centres and Pop-Up Engagement

Two rounds of four Public Information Centres (PICs) will be conducted during the course of the study (eight PICs total). These will be complemented by two rounds of two pop-up events that will occur at approximately the same time (four pop-ups total).

#### *PIC Round #1 – Fall 2019*

The first round of PICs would will be held shortly after the project commencement to ensure the public and relevant stakeholders are given an opportunity to provide input in shaping the study. These PICs will adopt the “Let’s Talk Trucks” approach. Handout sheets and display boards will be developed to educate attendees on attributes related to the plan, including:

- Providing information on the Hamilton Official Plan and other strategies that influence the truck route network;
- Providing information on the different types of trucks (e.g. categories of sizes and weights);
- Displaying the current truck route network;
- Explaining what the types of truck route networks (e.g. hybrid vs. permissive); and,
- Discussing the pros and cons of dense versus lean network,

The event attendees will be encouraged to provide feedback on truck route network concerns and issues via comment sheets and maps created by IBI Group. The aim would be to understand what the public likes and doesn’t like about truck route movements, and how they would like the truck route network to perform.

Based on IBI Group’s past experience, a “drop-in” open house format, with boards on display to present existing conditions to help lead discussions, is found to be effective. Alternative event formats include workshops or a presentation with a questions/answers period. The exact format of the event will be confirmed with City Staff.

### ***PIC Round #2 – Winter 2020***

The second round of PICs will be conducted at the end of the technical component to present and discuss the preliminary findings and recommendations. It would follow a similar format to PIC #1 (TBC with City Staff). The content of this PIC will centre on:

- The methodology used to develop alternatives network;
- How network alternatives were evaluated; and,
- The preliminary recommended truck route network.

At a minimum, event attendees will be encouraged to provide feedback via comment sheets created by IBI Group.

### ***Pop-Up Events – Fall 2019 and Winter 2020***

In addition to the formal PICs, two rounds of two pop-up community events will be hosted throughout the City that are timed to take place around the same time as the PICs. The objective of these events is to connect with residents who may not typically come out to PIC events, raise awareness of the study, and collect feedback. The timing of the pop-up events will be in line with the PICs.

The pop-up events will consist of two staff members with a banner, small table and handout materials. They will have relevant background information to inform individuals about the studies, collect comments, and provide handout cards that will direct individuals to the survey, website and study contacts. Depending on the specific location, rovers can also disseminate into the crowds to hand out information cards. Possible locations for these pop-up events could include those listed in Exhibit 1. The location of the events will be strategically determined through consultation with City Staff.

Exhibit 1: Potential Events and Venues for Pop-Up Events

FESTIVALS & EVENTS	REGULAR EVENTS	OTHER EVENTS
CP Holiday Train (Dec/TBA)	Art Crawl (second Friday of every month)	Lime Ridge Mall
Winterfest (Feb/TBA)	Barton Village BIA First Friday (first Friday of every month)	Library Branch
March Break Activities (e.g. Westfield Heritage Village Maple Syrup Festival)	Concession Street BIA Sidewalk Sounds (third Friday of every month)	Recreation Centre
	Ti-Cat Shuttle pick-up (e.g. Lime Ridge, Eastgate or University Plaza)	

IBI Group can also provide pop-up booth materials to the City should they choose to conduct additional pop-up events outside the scope of this assignment.

### **Task 5: Online Survey/Questionnaire**

An online survey/questionnaire will be completed as part of the public engagement activities during the first phase of engagement near the end of Stage 1. The survey will target both stakeholders and City of Hamilton residents. The online survey can be hosted on a website such as Survey Monkey, LimeSurvey or on the City's website, and will be launched at the first PIC/Workshop/Open House and made available for a six-week period.

Draft survey questions will be submitted to the City Project Team for review, and will focus on identifying existing issues, truck route network problem areas, and desired study outcomes. The questions will be finalized based on comments provided by the City.

### Task 6: City Council Presentation

The culminating activity of the study is to present the final TRMP Study Review report to City Council and responding to Council questions and comments.

## 3 Schedule

The workflow of meetings and consultation/engagement activities identified in Section 2 are shown in Exhibit 2. A high-level schedule of each phase of consultation is shown in Exhibit 3. Exact dates will be confirmed in consultation with City staff.

Exhibit 2: Engagement and Consultation Activity Work Flow

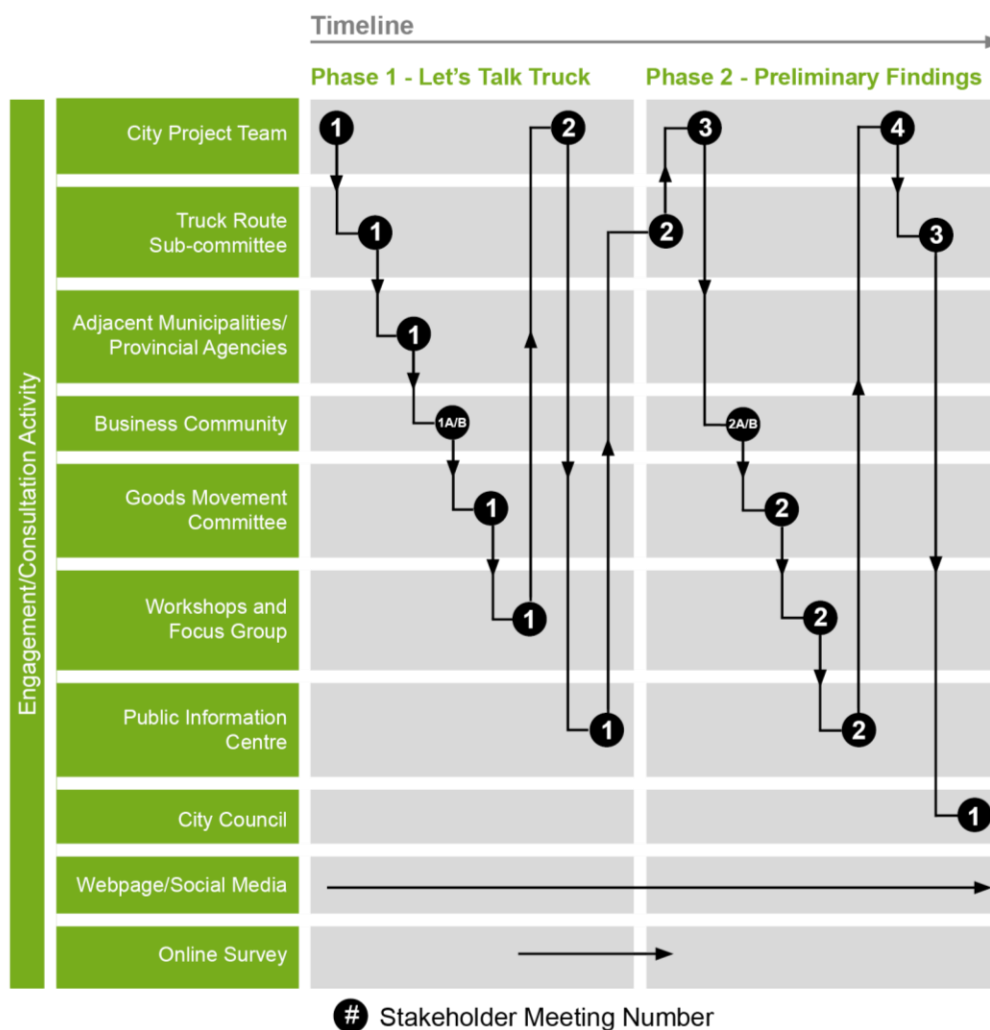


Exhibit 3: Tentative Consultation and Engagement Schedule

