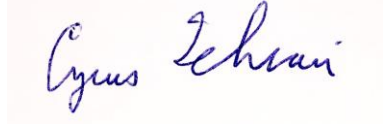




INFORMATION REPORT

TO:	Mayor and Members of General Issues Committee
COMMITTEE DATE:	July 6, 2020
SUBJECT/REPORT NO:	CityLAB Annual Report (CM20006) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Patrick Byrne (905) 977-1897
SUBMITTED BY:	Cyrus Tehrani Chief Digital Officer City Manager's Office
SIGNATURE:	

COUNCIL DIRECTION

As part of the CityLAB Hamilton Feasibility Review (Report CM16016 – November 16, 2016), staff were directed to provide an annual update to the General Issues Committee respecting the success of CityLAB Hamilton for the duration of the pilot.

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with an update on the progress of CityLAB including overall status of the actions, highlights of key achievements, and next steps. CityLAB continues to offer value for the City through leveraging partnerships with Hamilton's post-secondary institutions. CityLAB has increased the number of matched projects, pivoted to online delivery during the COVID-19 pandemic, and is well-positioned to assist staff in meeting the Term of Council priorities in service of the Strategic Plan.

Principles of Co-operation and Alignment to Strategic Plan

CityLAB is an innovation hub that brings together student, academic, and civic leaders to co-create a better Hamilton for all. This partnership between McMaster University, Mohawk College, Redeemer University, and the City of Hamilton matches students and faculty with City staff to develop innovative solutions to city-identified projects that align with the City's Strategic and Term of Council Priorities.

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CityLAB Hamilton is contributing towards the Post-Secondary Education Principles of Co-operation that were agreed upon by the post-secondary schools and the City in 2016, particularly in the areas of:

- Working in Collaboration
- Community Engagement
- Community Building
- Retaining Local Talent

CityLAB is moving the City's Strategic Priorities forward through an emphasis on **Community Engagement and Participation** by actively including students and the community in meaningful projects that allow for mutual understanding of City processes and encourage a more open and transparent government, rooted in a spirit of collaboration and partnership.

CityLAB also supports the **Our People and Performance** priority by providing opportunities for City staff to grow their network, collaborate with peers from across the City, and work with top students and faculty members in areas directly related to their work. CityLAB offers staff an excellent opportunity for professional development by contributing to a vibrant culture that fosters innovative thinking.

By providing Hamilton's top students with the opportunity to directly apply their skills and knowledge to improving the city, CityLAB is offering direct support to the City's goal of retaining students and reversing the brain drain. CityLAB is expected to help retain students in Hamilton by engaging them in robust professional networks and by encouraging personal investment and a sense of ownership in the direction of their city. Our feedback from students has indicated an increased desire to live and work in Hamilton for the long term after they have taken part in a CityLAB project.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

NA

Overall Status of CityLAB

CityLAB continues to have an enthusiastic response from students, faculty members, and City staff. Throughout 2019, we have matched a number of projects successfully that represent shared interests and alignments between staff, faculty, and student expertise, we have conducted extensive consultation with faculty members and administration at Hamilton's three post-secondary institutions, and we have formalized and strengthened our process for accepting challenges from City staff members. CityLAB continues to break down institutional barriers as we form communities of experts across and within institutions in order to better achieve Hamilton's Strategic Priorities.

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From engaging with project partners, we know that CityLAB is:

- saving the City money on research and data collection
- giving City staff direct access to extra resources and people power
- leveraging valuable City staff time to do more with less
- creating new ideas, insights, and data
- engaging young people in the community
- growing networks and developing strong partnerships
- helping students to see their future in Hamilton

Cumulative Highlights (since 2017)

People

- 1,888 Students
- 73 City Staff
- 46 Faculty Members

Projects

- 106

Student hours

- 39,000 +

Selected Project Highlights

Rural Transportation Options for 55+ Residents – What are innovative transportation solutions for individuals 55+ living in rural areas of Hamilton?

Term of Council Priority: Multi-Modal Transportation

This project delivered an action plan for engaging residents, a literature scan of best practices across Canada, and relevant next steps for staff to explore and implement including suggestions for modified HSR and DARTS operations, partnerships with technology companies, and models for integrated programs supporting health outcomes. City staff members in the Public Health department were provided with direct access to expert student and faculty members in a variety of fields including transportation planning and design, and public health.

CityHousing Hamilton (CHH) Projects – Increasing available housing stock and improving tenant experiences

Term of Council Priority: Homelessness & Affordable Housing

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CityLAB continues to partner with CHH on a number of diverse projects. Highlights include a tenant engagement project that provided CHH staff members with detailed information pointing out gaps in current programming, as well as areas where tenants feel satisfied. The scope of this work would not have been possible to gather with existing staff resources and the data gathered will help staff improve how they support tenants.

CHH and Mohawk College have continued their partnership to renovate and update units. Most recently, they began work on two units at 1150 Limeridge Rd E. Due to COVID-19, the work has stopped but the units are halfway completed. When complete, it will bring the total up to 6 units brought back online to address Hamilton's housing waitlist through CityLAB work.

Developing Community Engagement in Paramedic System Transformation - How can we inform the public about alternatives to calling 911 and how can we involve them in designing effective messaging?

Term of Council Priority - Fiscal Health & Financial Management

Through this project, Hamilton Paramedic Services (HPS) received an integrated communications plan featuring evidence-based strategies based on best practices from science communications experts. This project produced a number of strategies that were then pitched to HPS to select the most promising strategy. Implementation of the strategy will hopefully lead to a reduction of non-emergency calls to 911 and result in cost savings and more efficient service provision.

A selection of other recent projects include:

Project Title	Strategic Priority	Term of Council Priority
Keeping International Students in Hamilton (multipart)	Economic Prosperity and Growth; Culture and Diversity	Equity, Diversity & Inclusion
Millennials in the Market	Economic Prosperity and Growth	
Employee Leadership in Office Greening	Clean and Green	Climate Change
Mischief in the Harbour: Invasive Species	Clean and Green	Climate Change
Cultivating Cultural Humility at the Hamilton Public Library	Community Engagement and Participation; Culture and Diversity	Equity, Diversity & Inclusion
Sustainable Workplaces	Clean and Green	Climate Change
Community Art Best Practices and Toolkit	Community Engagement and Participation	
HR Go Green	Clean and Green	Climate Change
Rural Transportation Options for 55+ (multipart)	Clean and Green; Healthy and Safe Communities	Multi-Modal Transportation
Access and Pathways: Navigating Community Resources (multipart)	Healthy and Safe Communities	
Greenway Multi-Use Trail Design (multipart)	Clean and Green; Built Environment and Infrastructure	Multi-Modal Transportation
HAMsoil (multipart)	Healthy and Safe Communities; Clean and Green	
Central Library Information Hub (multipart)	Community Engagement and Participation	
Growing to Eat Better (multipart)	Clean and Green; Community Engagement and Participation	Climate Change
Digitally Upgrading Hamilton Fire Department Equipment	Healthy and Safe Communities	
Sports Facility Guide	Economic Prosperity and Growth	
Creating a Vision for Minimum Grid Cycling Network	Clean and Green; Built Environment and Infrastructure	Multi-Modal Transportation
HSR Service Animal Policy Review (multipart)	Healthy and Safe Communities	Equity, Diversity & Inclusion; Multi-Modal Transportation
Reducing Undergraduate Food Waste	Clean and Green	Climate Change
Dismantling Barriers to Diverse Leadership in Hamilton	Culture and Diversity; Community Engagement and Participation	Equity, Diversity & Inclusion;
Hamilton Heritage Hunt	Culture and Diversity	
Belonging, Well-Being, Engagement and Expression in EarlyON Child and Family Centres	Healthy and Safe Communities	
Waste Diversion in Multi-Residential Buildings in Hamilton	Clean and Green	Climate Change
Combatting Senior Isolation	Healthy and Safe Communities	
Aging Well in Hamilton: Developing a Sustainable and Equitable Policy Path for Discounted Seniors Programs and Services	Healthy and Safe Communities	Equity, Diversity & Inclusion
Bridging the Digital Divide	Economic Prosperity and Growth; Community Engagement and Participation	
Narratives of Economic Immigrants	Culture and Diversity; Economic Prosperity and Growth	
The Future of Active Transportation	Clean and Green	Multi-Modal Transportation

For full listing of completed projects and additional details on each, please refer to www.citylabhamilton.com/projects

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Program Growth and Development

Based on feedback we've received from our stakeholders, we have instituted some changes and improvements to our processes, including:

- Built a robust Program Committee with representation from each institution and working to fully develop and implement the vision set forward by our Steering Committee
- Improved our intake and matching processes to better align with partner needs
- Increased efforts to document and archive project deliverables through our website so that relevant info can be more easily accessible and passed on to successive projects
- Built in an evaluation to each project to ensure we are receiving regular feedback from students, faculty, and staff members

Upcoming Projects

With the disruptions caused by COVID-19, we have rapidly adjusted our programming to accommodate better use of digital resources to ensure that our programming continues uninterrupted. Instead of offering in-person Matchmaker events for kicking off the project matching phase, we have pivoted to online sessions that are recorded and made available on our website, www.citylabhamilton.com/challenges

Examples of Current Challenge Submissions by City staff

Connecting Families with Loved Ones in Long Term Care - How can we create an electronic platform for families to better engage in the lives of their loved ones in long-term care facilities at the City?

Accelerating Climate Resilience – How can Public Works build a resilient future for Hamilton in a world that is rapidly changing around us?

Your City in Data: Visualizing Info That Matters – How can we use data visualization and other engaging communication strategies to show the value of municipal services?

COVID-19 Effects on Parkland: How has the COVID-19 pandemic changed how people use and value parkland?

We are currently working to scope and match these and other potential projects for the Fall and Winter 2020/2021 academic year. A second call for challenges will be issued in October.

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Website and Communications

CityLAB continues to develop our website, www.citylabhamilton.com which showcases the projects underway, provides a form for staff to submit their challenges, and gives background and contact information. We have seen significant growth in our traffic this year and expect this trend to continue as we further develop our program.

Period	Unique Visitors	Page Views	Visits
Oct. 1 – Dec. 31, 2017	284	1019	259
2018	5,480	15,700	5,628
2019	8,307	28,100	8,068

Newsletter and Social Media

CityLAB has a large social media and monthly newsletter subscriber base where program news, updates and activities are communicated. The Semester in Residence program also has its own social media platforms that allow for sharing and collaboration, as well as a podcast called CityCast.

	Newsletter	Instagram	Twitter
Followers/subscribers	537	674	835

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

NA

RELEVANT CONSULTATION

For the purposes of this information report, the relevant consultations have included members of the CityLAB Steering and Program Committees, made up of representatives from each of our partner institutions.

ANALYSIS AND RATIONALE FOR RECOMMENDATIONS

NA

Other Developments

CityLAB has garnered attention from a wide variety of media as well as from other Canadian cities, universities, and colleges. We continue to develop partnerships and

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share information with other cities embarking on similar programs. We currently have established connections with 13 campus-municipal partnerships across Canada, and one internationally and are seen as a leader in the field. CityLAB has played host to many groups that have connected or come on site to learn more about this highly successful and unique program.

Next Steps

CityLAB is well-positioned to continue to deliver its mission over the long term. As the City deals with the effects of COVID-19, we are strategically situated to provide research support, access to leading innovators, and extra people power as we navigate the future of our City. As a program that is premised on the shared financial contributions of all partners, the City is able to strategically leverage resources from our post-secondary partners to make this model not only a sound investment, but also an efficient use of limited dollars to ensure far-reaching impact.

Operating Revenues

Source	2020	2021	2022 (until May 31)	TOTAL \$K
City of Hamilton	\$45	\$45	\$19	\$109
McMaster	\$85	\$85	\$35	\$205
Mohawk	\$36	\$36	\$15	\$87
Redeemer	\$10	\$10	\$4	\$24
Total	\$176	\$176	\$73	\$425

The City of Hamilton's contributions represents 25.6% of the yearly operating budget for the program, with the post-secondary partners bearing 74.4%.

The current CityLAB Program and Licence Agreement, as agreed to by all parties in 2019, is set to expire May 31, 2022. Accordingly, based on relevant consultations with all program partners, CityLAB staff will be proposing recommendations about the future of the program. In order to ensure program continuity and alignment with the various institutional cycles, we expect to bring these recommendations to GIC in or around Q2 of 2021.

ALTERNATIVES FOR CONSIDERATION

Not applicable

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

- Community Engagement and Participation

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- Our People and Performance
- Healthy and Safe Communities

APPENDICES AND SCHEDULES ATTACHED

Appendix A - CityLAB Highlights 2020