



## City of Hamilton Memorandum

**To:** Chair and Members  
General Issues Committee

**Date:** March 19, 2025

**Report No:** PW24011(a)

**Subject/Title:** Management Update on Red Hill Valley Parkway Inquiry

**Ward(s) Affected:** City Wide

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### Recommendation

That Report PW24011(a) **BE RECEIVED** for information.

### Key Facts

- This Memorandum is to provide an update on the progress of implementing the recommendations from the “Report of the Red Hill Valley Inquiry” (“Inquiry Report”) from the Honourable Mr. Justice Herman J. Wilton- Siegal, dated November 2023.
- A comprehensive list of the action items addressing the recommendations and completion status is depicted in the Red Hill Valley Inquiry Action Plan is included as Appendix “A” to Report PW24011(a).
- A Status Update Infographic - Year One Progress Update, included in Appendix “B” to Report PW24011(a), was created to address Council’s request to communicate progress of action items with the public. Upon approval, this infographic will be made available for the public at [Red Hill Valley Parkway Judicial Inquiry Overview](#).
- To date, 9 of the 36 action items (25%) have been completed. The remaining action items are in progress to be completed by Quarter 1, 2026.
- Future updates will continue bi-annually until actions are complete.

### Financial Considerations

- As required, a subsequent report will be provided to the General Issues Committee by September 2025 which will include a further status update on the progress of implementing the recommendations from the Inquiry Report. This

report will also provide information on resources/cost associated with the facilitation of the required training for staff, the specifics of which are being finalized.

## Background

- On November 29, 2023, the Honourable Mr. Justice Herman J. Wilton- Siegal released the Inquiry Report which provides a summary of the key evidence received by the Inquiry and Commissioner's findings on the Terms of Reference, including recommendations to prevent any future incidents of non-disclosure of significant information to Council.
- Report PW23029(a), considered by Council at its meeting held on December 2023, provided a high-level summary of the Commissioner's findings relating to the key Terms of Reference. The Commissioner has made a total of 36 recommendations in response to the matters outlined in the Inquiry Terms of Reference. These recommendations include making changes to the City's by-laws, policies, and procedures and are aimed at preventing any future incidents of non-disclosure of information to Council. Of the 36 recommendations, 11 have been identified as having a city-wide impact, with the remaining 25 recommendations pertaining to Public Works.
- To address the recommendations mentioned in the November 29, 2023, Red Hill Valley Parkway Inquiry Report from the Honourable Mr. Justice Herman J. Wilton- Siegal, Council instructed the General Manager, Public Works to establish an Interdepartmental Working Group on December 13, 2023.

## Updates

- The Interdepartmental Working Group, chaired by Public Works, formed in December 2023, has driven notable progress in implementing the action plan through regular meetings and collaboration among Human Resources, Information Technology, Transportation, Engineering Services, Planning and Economic Development and Healthy & Safe Communities, resulting in greater efficiency and effectiveness.
- The recommendations have been categorized into the following eight categories:
  - Traffic Safety on the Red Hill Valley Parkway and Lincoln M. Alexander Parkway
  - Delineating the Roles and Responsibilities of City Staff
  - The Culture Within the Public Works Department
  - Information Sharing and Communication Among Staff
  - Staff Reporting Obligations
  - Staff Communications with the Media and Public
  - Consultant Engagements and Assignments
  - Staff Reports

- The Working Group has identified 36 actionable items from the 36 recommendations within these categories, the status of which is presented in this report and the attached appendices.
- The sections below summarize the key progress made on action items related to the 8 categories and displays the action items in progress for completion.

### **Traffic Safety**

- The following key actions have been successfully implemented:
  - Annual Collision Report.
  - Parkway Management Committee with safety as a standing agenda item.
  - The appointment of a Chief Roads Official; subsequent merger of that role into the Director of Transportation.
- The following summarizes the key action items in progress for completion in 2025:
  - Field investigation/survey analysis to confirm geometry and grading between Greenhill Avenue to Queenston Road.
  - Creating and updating Standard Operating Procedures related to Traffic Safety including Friction, Fatal Injury Investigations and Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan.
  - Roadway safety training module for staff involved in planning, design, construction, operation, and maintenance.

### **Delineating the Roles and Responsibilities of City Staff**

- The following summarizes the key action items in progress for completion in 2025:
  - Update Public Works Project Management Standard Operating Procedure and Charter.
  - Job Specific Code of Conduct Training - Relevant case studies will educate on collaboration and accountability between departments with overlapping responsibilities. To monitor efforts, training completion metrics will be monitored regularly.

### **The Culture Within the Public Works Department**

- The following key actions have been successfully implemented:
  - Update to the Public Works Departmental Training Procedure to ensure staff complete Code of Conduct training as required.
  - Inclusion of specific competencies related to collaboration, cooperation, transparency, and accountability in performance documents of Public Works staff.
- The following summarizes the key action items in progress for completion in 2025 (Note: The employee surveys will be administered in 2025, with results

available in Q1 2026. The 2024 Cyber Incident has impacted the training timelines due to resource reallocation.):

- Career mobility and development discussions for Public Works.
- Create Public Works Competence Procedure and administer Performance Accountability Training: To ensure that required competencies are effectively included in performance documents and middle management receive additional training on creating development plans centred around identified leadership competencies.
- Employee Surveys for Public Works Leaders - to assess the extent to which Public Works leadership demonstrates collaboration, transparency, and accountability.

### **Information Sharing and Communication Among Staff**

- The following summarizes the key action items in progress for completion in 2025:
  - Implement an Electronic Documents and Records Management System including library for consultant documentation.
  - Update Public Works Off-boarding process to improve succession planning and sharing of institutional knowledge.

### **Staff Reporting Obligations**

- The following summarizes the key action items in progress for completion in 2025:
  - Update Staff Council Relationship Policy to ensure communication of accurate and truthful information.

### **Staff Communications with the Media and Public**

- The following key actions have been successfully implemented:
  - Update to the Media Relations Policy to ensure City staff shall endeavour to be truthful and accurate at all times when speaking with the media and public.
- The following summarizes the key action items in progress for completion in 2025:
  - City Wide Media Training - This training will include explicit guidelines for honest communication with the media and public, particularly on difficult issues.

### **Consultant Engagements and Assignments**

- The following key actions have been successfully implemented:
  - Create Tracking and Sharing Consultant Report Recommendations, and Actions – Public Works Standard Operating Procedure.
- The following summarizes the key action items in progress for completion in 2025:

- Updating existing Tracking and Sharing Consultant Report Recommendations, and Actions – Public Works Standard Operating Procedure.
- Update Corporate Procurement Policy to include requirements around consultant assignments.
- Update Code of Conduct Policy.

### **Staff Reports**

- The following summarizes the key action items in progress for completion in 2025:
  - City Wide Report Writing Training - Improved training to ensure effective interactions with Council.

### **Next Steps**

- As required, a subsequent report will be provided to the General Issues Committee by September 2025 which will include a further status update on the progress of implementing the recommendations from the Inquiry Report. Updates will continue bi-annually until actions are closed.

### **Previous Reports Submitted**

- [PW24011, Red Hill Valley Parkway Inquiry: Management Update, April 3, 2024](#)
- [PW23029\(a\), Red Hill Valley Parkway Inquiry Final Report, December 6, 2023](#)

### **Consultation**

Carrie Brooks-Joiner, Director, Strategic Initiatives, Healthy and Safe Communities  
Nenzi Cocca, Director, HR Systems & Operations, Human Resources, City Manager's Office

Brian Hollingworth, Director, Transportation Planning and Parking, Planning and Economic Development

Doug Kay, Director, Information Technology, Corporate Services

Jackie Kennedy, Director, Engineering Services, Public Works

Carolyn Ryall, Director, Transportation, Public Works

Ann Thomas, Acting Manager, Departmental Programs and Initiatives, Public Works

Andrea Vargas, Acting Director, Corporate Asset Management, Public Works

Matthew Trennum, City Clerk, Corporate Services

### **Appendices and Schedules Attached**

Appendix A: Red Hill Valley Inquiry Action Plan

Appendix B: Communication Plan

**Prepared by:** Marlene Schmidt, Quality Management Coordinator  
Departmental Programs and Initiatives, Public Works

**Submitted and  
recommended by:** Carlyle Khan, General Manager  
Public Works