



City of Hamilton

Report for Information

To: Chair and Members
General Issues Committee

Date: May 06, 2026

Report No: PW24011(c)

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

Ward(s) Affected: City Wide

Recommendations

1. That Report PW24011(c) respecting Management Update on Red Hill Valley Parkway Inquiry **BE RECEIVED** for information.

Key Facts

- This Memorandum provides an update on the progress of implementing the 36 recommendations from the “Report of the Red Hill Valley Inquiry” (“Inquiry Report”) from the Honourable Mr. Justice Herman J. Wilton-Siegal, dated November 2023. The 36 recommendations have been translated into 37 discrete action items.
- In September 2025, Report PW24011(b) noted that 16 of the 37 action items (43%) had been completed. Since then, an additional seven action items have been completed, bringing the total to 23 of 37 action items completed (62%).
- Implementation of the Inquiry recommendations has strengthened traffic safety practices, improved interdepartmental coordination, and enhanced transparency and accountability in staff reporting and communications with Council and the public.

- The Interdepartmental Working Group has driven notable progress in implementing the action plan through regular meetings and collaboration. The group includes staff from Public Works, Corporate Services, Planning and Economic Development, and Healthy & Safe Communities, with representation from Divisions such as Human Resources, Information Technology, Transportation, and Engineering Services, contributing to greater efficiency and effectiveness.
- While meaningful progress has been achieved, the remaining action items require further coordination and time to ensure all necessary steps are completed. As such, completion is now anticipated by fall 2026. A final update is anticipated immediately after the municipal election to inform Council of the status of all action items.

Financial Considerations

- To date, \$5,750 has been spent on staff training, with most of the training developed and delivered in-house, minimizing external costs.
- As the development of the superelevation adjustment between King Street and Greenhill Avenue budget advanced, more detailed engineering design and cost refinement were completed. This is reflected in the adopted budget and has resulted in an approximately \$1.6 million or 36% reduction relative to earlier estimates, supporting responsible capital planning.
- No additional funding is required to fulfil the remaining action items.

Background

- On November 29, 2023, the Honourable Mr. Justice Herman J. Wilton-Siegal released the Red Hill Valley Parkway Judicial Inquiry Report. It provided a summary of the key evidence received by the Inquiry and the Commissioner's findings on the Terms of Reference, including recommendations to prevent any future incidents of non-disclosure of significant information to Council and the community.
- 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 made a total of 36 recommendations in response to the matters outlined in the Inquiry Terms of Reference. These recommendations included 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 and the community. Of the 36 recommendations, 11 have been identified as having a city-wide impact, with the remaining 25 recommendations pertaining to Public Works.

- Council instructed the General Manager, Public Works to establish an Interdepartmental Working Group of City staff on December 13, 2023, to address the recommendations in the Report.
- A complete list of the action items addressing the recommendations and completion status is depicted in the Red Hill Valley Judicial Inquiry Action Plan, included herein as Appendix A.
- A Status Update Infographic – Progress Update, included in Appendix B (Communications Plan), was developed to support Council's direction to communicate progress with the public.
- The infographic has since been updated to reflect the current status of all action items and, upon Council approval, will be made publicly available at the [Red Hill Valley Parkway Judicial Inquiry Overview webpage](#).

Analysis

- 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 identified 37 actionable items from the 36 recommendations within these categories, the status of which is presented in this report and appendices.
- The sections below summarize the key progress made on action items related to the eight categories and lists the action items in progress for completion. For items that have been completed, the corresponding completion dates are provided in brackets.

Broken out by the eight categories, progress on the 37 action items is provided below.

Traffic Safety

The following key actions are **complete**:

- Annual Collision Report (Ongoing since 2016).
- Parkway Management Committee with safety as a standing agenda item (September 2024).
- The appointment of a Chief Roads Official; subsequent merger of that role into the Director of Transportation (March 2023).
- Field investigation/survey analysis to confirm geometry and grading between Greenhill Avenue to Queenston Road. (July 2025). Detailed Design work to modify the superelevation that was identified in this field study has been initiated, with capital budget approved, tender preparation commencing, and construction planned for 2026.
- Update of Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan (June 2025).
- Update Parkway Management Committee Terms of Reference to confirm role of management-level staff (April 2025).
- Roadway safety training module for staff involved in planning, design, construction, operation, and maintenance (December 2025).

The following key action items are **in progress** for completion in 2026:

- Creation of Standard Operating Procedures related to Traffic Safety including Friction and Fatal Injury Investigations. Draft procedures have been developed and are being finalized following appropriate reviews and approvals.
- Clear delineation of responsibilities of Public Works Divisions, sections, and/or groups, where there are overlapping responsibilities for matters related to traffic safety. Human Resources and the Transportation Division are finalizing updates to related job descriptions.
- Adoption of processes for comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues on the RHVP and LINC. The Transportation Division is engaging with MTO respecting this recommendation.

Delineating the Roles and Responsibilities of City Staff

The following key actions are **complete**:

- Update Public Works Project Management Standard Operating Procedure and Charter to strengthen project charter requirements and conflict-resolution mechanisms for projects crossing organizational lines (October 2025).

The following key action items are **in progress** for completion in 2026:

- Job Specific Code of Conduct Training: Provide additional resources and tools for employees and people leaders to provide more education and awareness regarding collaboration and accountability between Departments and Divisions with overlapping responsibilities.

The Culture Within the Public Works Department

The following key actions are **complete**:

- Update to the Public Works Departmental Training Procedure to ensure staff complete Code of Conduct training as required (January 2025).
- Inclusion of specific competencies related to collaboration, cooperation, transparency, and accountability in performance documents of Public Works staff (January 2025).
- Career mobility and development discussions for Public Works (May 2025).
- Performance Accountability Training: People Leaders received additional training on creating development plans aligned with identified leadership competencies (May 2025).
- Inclusion of competency requirements in Public Works Training procedure to ensure that required competencies are effectively included in performance documents (September 2025).
- Employee Surveys for Public Works Leaders to assess the extent to which Public Works leadership demonstrates collaboration, transparency, and accountability (October 2025).

Information Sharing and Communication Among Staff

The following key actions are **complete**:

- Formalize Public Works Off-boarding process to improve succession planning and sharing of institutional knowledge (November 2025).

The following key action items are **in progress** for completion in 2026:

- Implement an Electronic Documents and Records Management System including library for consultant documentation.

Staff Reporting Obligations

The following key action items are **in progress** for completion in 2026:

- Update Staff Council Relationship Policy to ensure communication of accurate and truthful information.
- Create new Procedure on Reporting to Council, to outline staff responsibilities when drafting, reviewing, and presenting Council reports.

Staff Communications with the Media and Public

The following key action items are **complete**:

- 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 (December 2024).
- City Wide Media Training: This training included explicit guidelines for honest communication with the media and public, particularly on difficult issues (December 2025).

Consultant Engagements and Assignments

The following key action items are **complete**:

- Create Tracking and Sharing Consultant Report Recommendations, and Actions – Public Works Standard Operating Procedure (January 2022).
- Update Code of Conduct Policy (September 2025).

The following key action items are **in progress** for completion in 2026:

- Update Corporate Procurement templates to include requirements around consultant assignments.
- Dissemination of requirements to be followed when working with consultants through formal procedural documentation for Public Works.

Staff Reports

The following key action items are **complete**:

- City Wide Report Writing Training: Improved training to ensure effective interactions with Council (July 2025).

Next Steps

Staff will continue advancing the remaining action items with a focus on key priorities, including:

- Finalizing and implementing Standard Operating Procedures related to traffic safety, including Friction and Fatal Injury Investigations.
- Continuing engagement with the Ministry of Transportation of Ontario (MTO) to adopt a more comprehensive, system-based approach to monitoring and addressing traffic safety on the Red Hill Valley Parkway and Lincoln M. Alexander Parkway.
- Advancing the implementation of an Electronic Documents and Records Management System to improve information sharing, record retention, and access to consultant documentation.
- Completing updates to corporate policies and procedures, including the Staff Council Relationship Policy and the Procedure on Reporting to Council.

As required, a subsequent report will be provided to the General Issues Committee immediately following the municipal election, which will include a final status update on the implementation of the recommendations from the Inquiry Report.

Relationship to Council Strategic Priorities

This report aligns with the City of Hamilton 2022-2026 Council Strategic Priorities in the following ways:

1. Safe & Thriving Neighbourhoods
 - 1.1. Supports safer mobility through actions addressing traffic safety and improving how people move around the City.
 - 1.2. Enhances neighbourhood well-being by strengthening internal processes that contribute to effective service delivery in public spaces and transportation systems.
2. Responsiveness & Transparency
 - 2.1. Improves interdepartmental coordination through structured consultations and clearer roles and responsibilities, advancing a high-performing public service.
 - 2.2. Strengthens internal culture by promoting accountability, collaboration, and clarity in staff responsibilities.

2.3. Improves communication and information sharing within the Department and with media and the public.

Previous Reports Submitted

- [PW24011\(b\) Red Hill Valley Parkway Inquiry: Management Update, September 10, 2025](#)
- [PW24011\(a\), Red Hill Valley Parkway Inquiry: Management Update, March 19, 2025](#)
- [PW24011, Red Hill Valley Parkway Inquiry: Management Update, April 3, 2024](#)
- [PW23029\(a\), Red Hill Valley Parkway Inquiry Final Report, December 6, 2023](#)

Consultation

- Nenzi Cocca, Director, HR Systems & Operations, Human Resources, City Manager's Office
- Brian Hollingworth, Director, Engineering Services, Public Works
- Matt Pietryszyn, Manager, Data Services, Corporate Services
- Mike Field, Acting Director, Transportation, Public Works
- Michael Wright, Director, Corporate Asset Management, Public Works
- Ann Thomas, Acting Manager, Departmental Programs and Initiatives, Public Works
- Norm Miller, Senior Communications Advisor, City Manager's Office
- 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, Superintendent, Process Improvement & Quality, Departmental Programs and Initiatives, Public Works

Submitted and Recommended by:

Jackie Kennedy, General Manager, Public Works