

Status of Actions addressing the Red Hill Valley Parkway Inquiry (RHVPI) Recommendations

#	Action	Applies to RHVPI Report Recommendation Number	Applies to RHVPI Report Core Categories	Status	Completion date/ Projected Completion Date
1	Create PW Asset Responsibilities Within the Right-of-Way (PW-P-026-002)	12.14.2 1(4)	Traffic Safety On The RHVP And LINC	Completed	Mar-21
2	Create Escarpment Access Closure Procedure (PW-P-026-003)	12.14.2 1(4)	Traffic Safety On The RHVP And LINC	Completed	Jul-21
3	The appointment of a Chief Roads Official; subsequent merger of that role into the Director of Transportation	12.14.2 1(1)	Traffic Safety On The RHVP And LINC	Completed	Mar-23
4	Create standardized Public Works Project Management Charter	12.14.5 14(1 and 2)	Traffic Safety On The RHVP And LINC; Delineating The Roles And Responsibilities Of City Staff; Consultant Engagements And Assignments	Completed	Nov-23
5	Create ongoing Network Screening Lists	12.14.2 2(2) and 2(3) and 2(4)	Traffic Safety On The RHVP And LINC	Completed	Jun-24
6	Develop an Annual Collision Report with a section specific for the Parkways	12.14.2 1(1) and 2(2) and 2(3) and 2(4)	Traffic Safety On The RHVP And LINC	Completed	Sep-24
7	Parkway Management Committee with safety as a standing agenda item	12.14.2 1(2) and 1(3)	Traffic Safety On The RHVP And LINC	Completed	Sep-24
8	Update Parkway Management Committee Terms of Reference to confirm role of management level staff	12.14.2 1(1) and 1(3)	Traffic Safety On The RHVP And LINC	Completed	Apr-25
9	Update Policy Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan (PW-Y-026-001)	12.14.2 1(1) and 1(4)	Traffic Safety On The RHVP And LINC	Completed	Jun-25
10	Identify any gaps requiring further analysis and reporting to Parkway Management Committee by communication between Engineering service Transportation and Planning	12.14.2 2(3 and 4)	Traffic Safety On The RHVP And LINC	Completed	Jun-25
11	Field investigation to determine if the 420 m radius curve between the King Street and Greenhill Avenue interchanges was constructed with a superelevation of at least 6%.	12.14.2 (3)	Traffic Safety On The RHVP And LINC	Completed	Jul-25
12	Training on Roadway safety fundamentals to other Divisions	12.14.2 2(5)	Traffic Safety On The RHVP And LINC	Completed	Dec-25
13	Formalize Fatal Injury Investigations and Reporting Process	12.14.2 2(2)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q2

#	Action	Applies to RHVPI Report Recommendation Number	Applies to RHVPI Report Core Categories	Status	Completion date/ Projected Completion Date
14	Job description review and approval processes of the Overall Responsible person for matters related to Traffic Safety	12.14.2 1(2) and 12.14.3 (4)	Traffic Safety On The RHVP And LINC; Delineating The Roles And Responsibilities Of City Staff	In Progress	2026 Q3
15	Communication and Change Management Strategy (related to Friction testing)	12.14.2 1(2 and 4) and 2(6)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q2
16	Create a Roles and Responsibilities document for matters related to Traffic Safety	12.14.2 1(1 and 2) and 2(5) and 12.14.3 (4)	Traffic Safety On The RHVP And LINC; Delineating The Roles And Responsibilities Of City Staff	In Progress	2026 Q3
17	Create new Procedure on Friction	12.14.2 2(6)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q2
18	Correspondence and Confirmation with Ministry of Transportation on safety standards	12.14.2 2(1)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q3
19	Adopt processes for a comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues that arise on the RHVP and LINC.	12.14.2 2(1)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q3
20	Peer review by a roster safety consultant of MTO vs City practises and provide recommendations	12.14.2 2(1)	Traffic Safety On The RHVP And LINC	In Progress	2026 Q3
21	Update Project Management Level II Standard Operating Procedure and Charter	12.14.2 1(4); 12.14.3 (5); 12.14.5 14 (1 and 2) and 12.14.8 (26)	Delineating The Roles And Responsibilities Of City Staff; Consultant Engagements And Assignments; Traffic Safety On The RHVP And LINC; Information Sharing And Communication Among Staff	Completed	Oct-25
22	Administer Code Of Conduct Training including job specific content and monitor through completion metric.	12.14.3 (6); 12.14.4 (9) and (11 and 12)	Delineating The Roles And Responsibilities Of City Staff; Culture Within Public Works; Consultant Engagements And Assignments	In Progress	2026 Q2
23	Update to the Public Works Departmental Training Procedure	12.14.3 (6) and 12.14.4 (9)	Culture Within Public Works	Completed	Jan-25
24	Career mobility and development discussions for Public Works	12.14.4 8	Culture Within Public Works	Completed	May-25

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25	Performance Accountability Training related to inclusion of leadership competencies for leaders in Public Works	12.14.4 8	Culture Within Public Works	Completed	May-25
26	Inclusion of competency requirements in Public Works Training procedure to clarify competencies expected of staff	12.14.4 (7)	Culture Within Public Works	Completed	Sep-25
27	Employee Surveys for Public Works People Leaders	12.14.4 (10)	Culture Within Public Works	Completed	Oct-25
28	Formalize PW off-boarding process to ensure succession planning	15	Information Sharing And Communication Among Staff	Completed	Nov-25
29	Implement an Electronic Document and Record Management System	12.14.5 (13) and (15) and 12.14.8 (27)	Information Sharing And Communication Among Staff	In Progress	2026 Q2
30	Update Staff Council Relationship Policy to ensure communication of accurate and truthful information	12.14.6 (16, 17, 18, 19 and 20) and 12.14.9 (30, 33 and 35)	Staff's Reporting Obligation; Staff Reports	In Progress	2026 Q2
31	Create new Procedure on Reporting to Council to outline staff responsibilities when drafting, reviewing, and presenting Council reports	12.14.6 (20); 12.14.9 (30, 32 and 36)	Staff's Reporting Obligation	In Progress	2026 Q2
32	Update Media Relations Policy/Training	12.14.7 (22 and 23 and 24)	Staff Communications With The Media And Public	Completed	Dec-25
33	Create Tracking and Sharing Consultant Report Recommendations, and Actions – Public Works Standard Operating Procedure	12.14.2 1(1) and 12.14.5 (13)	Consultant Engagements And Assignments; Information Sharing And Communication Among Staff	Completed	Jan-22
34	Update Code of Conduct Policy	12.14.6 (21); 12.14.7 (24); 12.14.8 (28); 12.14.9 (32, 35 and 36) and 12.14.4 (12)	Consultant Engagements And Assignments; Staff's Reporting Obligation; Culture Within Public Works; Staff Communications With The Media And Public; Staff Reports	Completed	Sep-25
35	Update Corporate Procurement Policy to include requirements around Consultant assignments	12.14.8 (25)	Consultant Engagements And Assignments	In Progress	2026 Q2
36	New PW Procedure on Requirements related to Consulting Engagements	12.14.5 (13); 12.14.8 (27 1, 2 and 3) and (29)	Consultant Engagements And Assignments; Information Sharing And Communication Among Staff	In Progress	2026 Q2
37	Implement Report Writing Training City-wide	12.14.9 (31)	Staff Reports; Staff's Reporting Obligation	Completed	Jul-25

Red Hill Valley Parkway Inquiry (RHVPI) Recommendations

Inquiry Ref. No.	Action No.	Sub-Action No.	Audit Recommendation
12.14.2	1	1 (1)	Implement mechanisms that reinforce traffic safety, particularly traffic safety on the RHVP and the LINC, as a concern and a responsibility of all members of Public Works and as a joint responsibility of the Transportation Operations & Maintenance Division and Engineering Services.
12.14.2	1(a)	1 (2)	Designate a Public Works staff person with overall responsibility for the operation, maintenance, and traffic safety of the municipal expressways, reporting directly to the General Manager of Public Works (a "Designated Road Authority Official").
12.14.2	1(b)	1 (3)	Maintain the City's existing Parkway Management Committee or another such committee to provide leadership on the safe and efficient operation and maintenance of the LINC and the RHVP. This committee should include: (i) Management-level staff from all divisions within Public Works whose mandates include responsibility for the RHVP and the LINC, (ii) the General Manager of Public Works, and (iii) the Designated Road Authority Official. Management-level staff on the committee should have the authority to resolve any issues as between divisions of the Public Works department in connection with the responsibility to investigate and recommend countermeasures pertaining to traffic safety on the expressways.
12.14.2	1(c)	1 (4)	Develop a guideline document for the management of the operation and maintenance of the LINC and RHVP, which should: (i) Define the roles and responsibilities of relevant divisions, the management committee, and the Designated Road Authority Official; (ii) provide guidelines based on industry best practices or consultation with traffic safety or other highway management professionals for the overall maintenance and operations of the municipal expressways; (iii) establish reporting requirements to the Designated Road Authority Official, the General Manager, and to Council or to the appropriate standing committee(s) of Council; and
12.14.2	1(c)	1 (4)	(iv) require the creation of project charters for all ongoing, ad hoc, or special projects relating to the RHVP and the LINC, which should include: 1. a designated most responsible person, 2. the individuals on a project team, 3. the project manager(s), 4. the project scope, 5. the timelines for the project, relevant stakeholders, 6. consultant retainers and roles of the consultant(s), 7. the roles and responsibilities of the divisions, sections, groups, and individuals on the project team, and 8. desired outcomes of a project. The project charters should state that issues that cannot be resolved at the project team level should be referred to the Parkway Management Committee or another committee charged with responsibility for the RHVP and LINC for a decision.
12.14.2	2	2 (1)	Adopt processes for a comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues that arise on the RHVP and LINC.

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12.14.2	2(a)	2 (2)	Regularly collect traffic statistics to permit identification of any "hot spots" or other abnormal accident experience.
12.14.2	2(b)	2 (3)	Analyze traffic statistics on the LINC and the RHVP on a regular basis by personnel from both the Traffic group and Engineering Services to determine whether further investigation, countermeasures, or other recommendations to the Parkway Management Committee (or another such committee charged with responsibility for the RHVP and LINC) are warranted.
12.14.2	2(c)	2 (4)	Circulate summaries of traffic statistics and the analyses, and recommendations from the Traffic group and Engineering Services in respect of these statistics and the analyses, to the Parkway Management Committee (or another such committee charged with responsibility for the RHVP and LINC) for review on a regular basis.
12.14.2	2(d)	2 (5)	The Traffic group and Engineering Services should jointly participate in the management of any traffic safety project whether conducted internally or by an external consultant.
12.14.2	2(e)	2 (6)	Develop a practice relating to friction that requires: (1) consideration of friction testing in identified "hot spots" areas or areas with an abnormal accident experience, or (2) measurement of friction on a fixed schedule to take advantage of the City's knowledge of existing baseline friction levels on the RHVP, and (3) assessment thereof by appropriate personnel in the Traffic group and Engineering Services, and (4) circulation of the assessment to appropriate personnel in the Traffic group and Engineering Services staff.
12.14.2	3	3	The Parkway Management Committee should consider whether to undertake a field investigation or survey to determine if the 420 m radius curve between the King Street and Greenhill Avenue interchanges was constructed with a superelevation of at least 6%.
12.14.3	4	4	Clearly delineate the responsibilities of the Public Works divisions, sections, and/or groups, where there are overlapping responsibilities for matters of traffic safety.
12.14.3	5	5	Designate a most responsible staff member where a continuing matter or project crosses departmental, divisional, or other organizational lines within the City. The most responsible staff member should develop a project charter with detail that is proportionate to the scope of the project, to clearly articulate the scope, resources, responsibilities of the divisions, sections, or groups, and the desired outcomes of the project. Settle any difference of opinion regarding the respective roles and responsibilities of staff for a project at the outset in connection with the creation of the project charter. The project charter should also indicate that issues that cannot be resolved at the project team level will be referred to a pre-determined senior level for a decision.
12.14.3	6	6	Management should ensure that staff receive regular, practical, and job-specific training on the Code of Conduct, as updated, and best practices for working collaboratively where divisions of Public Works have overlapping responsibilities.
12.14.4	7	7	Include competencies such as collaboration, cooperation, transparency, and accountability in performance documents to ensure that staff are clear about their duties and the desired behaviours of individuals across the organization.

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12.14.4	8	8	Ensure middle managers receive training and attend leadership conferences that address leadership competencies, including transparency and escalation.
12.14.4	9	9	Public Works staff should receive training on communicating respectful disagreement and/or other contentious issues to their colleagues, in a manner consistent with the existing requirements set out in the 2020 Code of Conduct.
12.14.4	10	10	Implement processes such as 360 reviews and employee surveys to measure whether Public Works staff in leadership roles are practicing collaboration, cooperation, transparency, and accountability.
12.14.4	11	11	Establish policies, procedures, or standard practices stipulating that when Public Works staff require intervention from a superior, staff's request(s) for that intervention should be clear, explicit, and in writing.
12.14.4	12	12	Strengthen existing policies, procedures, and channels by which Public Works staff can bring forward concerns that they do not feel comfortable speaking about with their supervisors, including: <ul style="list-style-type: none"> (i) an internal complaint procedure, (ii) and/or internal whistleblower policies, and (iii) ensure that staff have confidence in such procedures.
12.14.5	13	13	Each division of Public Works should maintain a library of all consultant and other third-party reports, staff reports to Council and formal internal reports (including collision statistics and analyses, consultant retainer agreements and project proposals). This library should be: <ul style="list-style-type: none"> (i) accessible to staff in all divisions within Public Works, (ii) catalogued and retained in a manner which is easily accessible to staff within the division, (iii) accessible to the General Manager of Public Works, the Designated Road Authority Official, and the City Manager, and (iv) maintained in accordance with the City's confidentiality provisions and all applicable privacy legislation.
12.14.5	14	14	Implement a formal project tracking process for any case where multiple divisions in Public Works are working jointly to implement directions from Council. The General Manager of the Public Works department should be responsible for designating which divisions are in leading and supporting roles. This tracking process could include: <ul style="list-style-type: none"> a) guidance or process for escalating any issue of the delineation of responsibilities to the General Manager, a process by which the General Manager formally assigns responsibility for each action item approved by Council, including those resulting from staff and consultant reports, to an appropriate division within Public Works for implementation; and b) additional safeguards for situations in which managerial staff, such as directors or managers, take primary responsibility for overseeing projects, consultant engagements, and/or consultant assignments.
12.14.5	15	15	Implement formal expectations and requirements for directors and managers within Public Works in their transition to retirement or in planned departures to ensure that institutional knowledge is not lost with the retirement or departure of senior staff.
12.14.6	16	16	Public Works staff should receive continuing education on their relationship with Council.

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12.14.6	17	17	Public Works staff should conduct themselves with transparency and give their best advice to Council. Supplement the Council/Staff Relationship Policy to provide that: (i) staff must not conceal or manipulate information in dealings with Council, (ii) staff must conduct themselves with integrity, courtesy, and respect at meetings of Council, and (iii) staff must refrain from making statements carelessly which would have the result, intentionally or otherwise, of misleading Council or the public. Public Works staff should receive training that if staff have concerns about a proposed course of action, it is their role to identify objections in an objective manner and to communicate those objectives to Council as appropriate.
12.14.6	18	18	Make it explicit in the Code of Conduct, Council/Staff Relationship Policy, and/or another City policy that staff must place the interests of objective, accurate, and timely reporting of information to Council, including information that may not be received favourably by Council, ahead of their own self-interest and/ or concerns for the reaction of Council or the public to such information.
12.14.6	19	19	Develop a policy that tracks any commitments made by staff to Council outside of formal processes. If a commitment is made to Council by staff outside of the formal process, staff must inform the General Manager of Public Works about this commitment to ensure the General Manager is aware of the commitment and can take steps to ensure it is met.
12.14.6	20	20	Develop a policy that stipulates: (i) that staff should make efforts to correct the record with Council in a timely manner if and when they learn that inaccurate information has been provided to Council, (ii) a clear process for staff to report material errors in staff reports to Council or committees of Council, and (iii) if staff are uncertain as to how to correct the record with Council or about the materiality of an error, they should escalate the issue to their superior.
12.14.6	21	21	Stipulate in the Code of Conduct that City staff have an obligation to report if they have reasonable grounds to believe that a staff member (or "employee" as defined in the 2020 Code of Conduct) has concealed, withheld, and/or misrepresented facts or information to Council. Develop a policy regarding the mechanisms for staff to bring reports of this nature to the immediate attention of their superior and leadership of the department, or to an alternative individual in the event that a staff member's immediate superior is the subject of the report.
12.14.7	22	22	Provide in the Code of Conduct that City staff shall endeavour to be truthful and accurate at all times when speaking with the media and public.
12.14.7	23	23	Provide media training for staff identified as media spokespersons which should include: a) the importance of making accurate and truthful statements to the media; and b) the need to ensure that any inaccuracies are corrected promptly when identified and the proper procedure to so do.
12.14.7	24	24	Stipulate in the Code of Conduct that if staff become aware, or have reason to believe that another member of City staff has misrepresented facts or information to the public and/or media, they have an obligation to bring this information to the attention of their superior. Put a process in place to escalate such misrepresentations to directors, who should then pass the information on to corporate communications staff and the City Manager for review.

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12.14.8	25	25	Clearly document all consultant engagements within Public Works in a retainer agreement which identifies: (i) the responsible City staff contact for the assignment, (ii) the scope of the assignment, and (iii) the anticipated timelines for the assignment. Where an assignment emanates from the City's roster program, and there is no retainer agreement for the project, document the consultant's engagement through a consultant proposal.
12.14.8	26	26	Create a project charter for each consultant assignment within Public Works, with detail proportionate to the scope of the project.
12.14.8	27	27	Each division of Public Works should maintain a log of all consultant engagements, assignments, and/or projects, which is accessible to all other City staff.
12.14.8	27 (a)	27 (1)	The log of consulting engagements should contain information about: (i) the governing retainer agreement and/or project charter, (ii) the purpose of the consulting engagement, (iii) whether the consulting engagement is responsive to a Council motion (and if so, details of that motion), (iv) the staff member(s) responsible for the consulting engagement, and (v) the status of the consulting engagement.
12.14.8	27 (b)	27 (2)	Update the log of consulting engagements once a consulting engagement is completed to reflect that the consultant report and covering staff report has been uploaded into the library of reports (referenced in recommendation 13). If no consultant report is finalized further to the consultant engagement, record the rationale for this decision on the log. If staff do not present a staff report to Committee or Council in connection with the consultant engagement, record the rationale for this decision in the log.
12.14.8	27 (c)	27 (3)	The directors of each division should review this log with the managers reporting to them at regular intervals. In turn, the General Manager of Public Works should review this log with the directors in Public Works at regular intervals.
12.14.8	28	28	Develop a policy that establishes the principles for dealing with external consultants that includes: (a) a process to encourage the sharing of information and reports of relevance to all City staff (including the establishment of the library as proposed in recommendation 13); (b) processes to document changes in scope (minor or material); (c) appropriate communication channels for discussions with consultants working on City projects; (d) processes for prioritization of consultant recommendations (based on urgency and/or effectiveness); (e) guidelines for when City staff may request changes to consultant reports; (f) processes for the finalization of consultant reports; (g) procedures stipulating that councillors should have equal access to information; and (h) processes and a culture that emphasizes shared ownership of consultant reports.

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12.14.8	29	29	<p>Ensure that staff who learn from a consultant of a risk to the health or safety of the citizens of Hamilton connected to the RHVP or LINC follow up with the consultant to obtain an informed understanding of the risk, whether or not the risk falls into the definition of "imminent" set out in the existing City policies on the disclosure of consultant reports to supervisors and/or Council.</p> <p>Staff should use their professional judgement, exercised in good faith and in consultation with their superior and the General Manager of Public Works where appropriate, to make recommendations to mitigate, remove, or otherwise address the risk.</p>
12.14.9	30	30	<p>Provide in the 2021 Council/Staff Relationship Policy that:</p> <p>(a) staff reports must be objective and identify a full range of options for Council to consider with the risks and fiscal impacts of each option clearly and fully presented;</p> <p>(b) it is not the role of staff to pre-empt discussion by Council, even if staff are of the view that a proposed course of action is not feasible or realistic; and</p> <p>(c) staff should express such views in the staff report for Council's review and consideration.</p>
12.14.9	31	31	<p>Staff should receive training on how to draft clear, accurate, objective, and comprehensive staff reports to Committee and Council</p>
12.14.9	32	32	<p>Circulate a draft of any staff report to the project teams, divisions, and/or departments with involvement in the issue for their review and input on the content of the report.</p> <p>The Code of Conduct should be clear that if staff see anything in the draft report that they question or that raises concerns during their review, they should reach out to the drafter of the report. If their questions or concerns are not subsequently addressed, the staff person who raised the issue should escalate them to someone more senior within their division or department.</p>
12.14.9	33	33	<p>Expand the 2021 Council/Staff Relationship Policy to stipulate that staff reports should not be shared or disclosed in draft form to an individual councillor unless expressly authorized by Council.</p>
12.14.9	34	34	<p>Council should not either formally or informally delegate an issue of traffic safety on the LINC or RHVP to a subset of individual councillors, including those whose wards are contiguous to the expressways, outside delegation to a standing committee.</p>
12.14.9	35	35	<p>If a councillor requests information from a staff person on a matter of general significance, the requested information should be provided to all Council members.</p> <p>Provide in the Code of Conduct that staff should make every effort to ensure that each councillor has the same information.</p>

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12.14.9	36	36	<p>Develop a policy to address procedures, processes, and best practices for staff reports that summarize consultant reports (together with recommendation 30), with a view to the following principles:</p> <ul style="list-style-type: none">(a) where City staff summarize a consultant report, they have an obligation to do so accurately and comprehensively (in accordance with recommendation 17);(b) if a consultant report is complex or technical in nature, the consultant should provide an executive summary of the report for staff to utilize in their staff report, rather than for staff to attempt to summarize or explain the findings of the report. The consultant should be available to speak to the relevant Committee or to Council and to respond to questions and issues that arise, particularly if the consultant's report is lengthy or complex; and(c) consultant reports should be appended to staff reports or be made available at the request of councillors. If the consultant's report deals with traffic safety on the RHVP or the LINC, it is highly preferable for the report to be made available to councillors in advance of the Committee or Council meeting where the corresponding staff report is presented and for the consultant to be present to speak to Council about the substance of the consultant's findings and the consultant's recommendations to avoid any misunderstanding.