

Report on Proceedings and Recommendations from the Citizens' Jury on Transit

Prepared for Hamilton City Council
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1. Introduction

By **Tony Thoma, Chair of the Steering Committee**

The Steering Committee provided oversight in the selection process to ensure that the selection was inclusive and random but also satisfied that the demographic targets represented residents of Hamilton as best they could. Oversight of the work plan for the Hamilton Citizens Jury on Transit (the Jury) was also approved by the Steering Committee.

In addition to the Steering Committee meetings, many of the Steering Committee members attended the Jury meetings in order to monitor the direction of discussions, working with staff and consultants to ensure that discussions were within scope. Where the Jury members asked for more clarification, the Steering Committee worked with City Staff to provide additional information. In some cases people with experience from other jurisdictions who have or are in the middle of similar projects or renewal projects temporarily impacting local neighbourhoods, were invited to speak to the Jury and provide their lessons learned.

Membership of the Steering Committee

- Tony Thoma (Chair)
- Judy Marsales
- Richard Koroscil
- Denise Christopherson
- Allan Greve
- Chelsea Cox
- Jeanne Mayo
- Stephen Ross
- Ian Sim

Observations:

Presentations from City Staff and invited guests from other jurisdictions were well received and very educational. The dialogue during these sessions was very open and courteous with a high level of participation by all.

Many of the Jury members expressed their interest in continuing to offer their personal time in subsequent stakeholder activities moving forward. The investment to educate these individuals cannot be overlooked and we recommend that the city take advantage of their offer. We feel that continued involvement from these and other citizens drawing feedback from constituents, will be a very powerful feedback mechanism.

2. Executive Summary

From October 2015 - January 2016, a group of dedicated citizens chosen through a random process from throughout the Greater City of Hamilton, volunteered their time working and learning together for about 40 hours as the Citizens' Jury on Transit (the Jury). With a mandate to develop a set of recommendations to City Council on rapid transit in Hamilton, they received presentations from city staff, stakeholders and experts from Hamilton and other municipalities with experience of Light Rail Transit (LRT). They took a bus tour of the proposed LRT route, went to Kitchener-Waterloo to see their construction zone and hear from regional staff, conducted their own research and deliberated on what they had heard, seen and learned about the City and the challenges and implications of implementing the LRT system. They had conversations with members of the public who were invited to attend three of the presentations. They developed a very good, shared understanding of LRT, and learned a great deal about the City during the process.

As the Province of Ontario has announced funding through Metrolinx to design, build, operate and maintain the LRT and the route is set, the Jury accepted these decisions as givens.

The diverse background of Jury members allowed them to present different perspectives and experiences during their deliberations. They reflected on and shared their take on transit and other City service viewed from their respective neighbourhoods. Their deliberations led to a number of observations and the recommendations presented in this report. The key recommendations are as follows:

1. Communication is Number 1 both in the lead up to construction of LRT (what are we doing, why, and what are the benefits?) and during construction (what is happening, when, why and for how long?).
2. LRT will change public transit in Hamilton and it will change Hamilton. There is great potential for city-building. It needs to be well planned so that people and businesses in the City get the maximum benefits. This includes development, jobs and affordable housing, making the City an even more attractive place to live, work, raise a family, grow old, visit and invest in.
3. Adopt a culture of learning; collaborate closely with stakeholders; be bold, innovative and creative in implementing the improvements. Apply best practices. There are lots of great ideas out there and experiences elsewhere we can learn from as we move forward.

3. Report from the Citizens' Jury

This section of the report presents the conclusions reached by the Citizens' Jury on Transit (the Jury) after their months of learning and deliberation. It begins with Guiding Principles, which we believe should underpin the ways in which recommendations and actions should be conducted.

Section B, "The Foundations for Success" includes fifteen recommendations that the Jury believe must be met as the project is designed and contracts signed. It is based on what was learned from other municipalities, research and about local construction projects.

Section C, "Signs of Success" includes three sections: preparing for construction; construction; and what we hope to see after construction. The first two sections describe concrete actions that would happen if the project is going well. The third section is aspirational, what we dream could be the impact of successful rapid transit in Hamilton.

A. Guiding Principles

These principles came from a discussion amongst the Citizens' Jury members on how decision-makers (i.e. City, Metrolinx, Project Consortium) should behave in their relationship with stakeholders.

1. Good communication is necessary to the success of this project. Communicate in an open, honest and transparent way. Communication is a two-way street - share and listen.
2. Great ideas will come from people in the community if you ask them. Work collaboratively with community and other stakeholders to develop the plans for implementing the rapid transit plan and for redevelopment; treat them as partners and be open to their ideas. Use engagement methods that foster dialogue and shared understanding. Anticipate what might happen, be proactive, work together to take initiative and be problem solvers.
3. Put people first, especially those directly affected by change.
4. Act for the benefit of the whole city.
5. Be creative and innovate; develop a learning culture around implementation of rapid transit and urban redevelopment exploring what other communities do, both in Canada and around the world, reimagined to suit our city.

6. Be fiscally responsible with this money; leverage the opportunities it brings and ensure that Hamilton is kept whole when negotiating a revenue sharing agreement with Metrolinx.
7. Build the trust of Hamilton residents on this and other projects by saying what you will do and doing what you said, doing it well, being open and consistent and telling the story.

B. The Foundations for Success

This section covers the current period as agreements are negotiated and decisions are reached on the project details including an on-going effort to inform the citizens and consider all factors that need to be addressed in future phases of the project.

1. Articulate a vision that fully expresses the city-building effects of the implementation of our rapid transit network, describing how it will benefit the whole city. City Council and staff are encouraged to embrace this vision and develop a communications plan to generate awareness among residents. Use visuals to communicate signs at future stops and start now.
2. Begin now to prepare people for changes to future road use, particularly King St through the core. Design incentives and disincentives that will help to change people's driving patterns and implement these before construction begins. This might include, for example, creating a pedestrian mall (with transit only) on King between Wellington and Walnut before 2018.
3. Ensure the HSR is kept "whole" in the revenue sharing agreement that the City signs with Metrolinx. By this we mean the HSR cannot lose the revenue from its most profitable route (the B line), as it currently subsidizes the rest of the transit system.
4. Although Metrolinx will own and operate the LRT, we expect the customer experience of moving from bus to LRT to regional transit (GO) to be integrated, seamless, convenient and affordable.
5. Metrolinx and the City of Hamilton should collaborate in a highly coordinated and cooperative way. Speak with one voice on project implementation and feel accountable to the people of Hamilton for what they do.

6. Learn from the experience of other cities in project design to mitigate the impact of disruption due to construction and leverage the opportunities this investment brings. The contract with the building consortium should include provisions such as staging construction, fees for lane and sidewalk use, penalties for unreasonable delays, commitments to robust community consultation and timely communications, cooperation and coordination with local residents and businesses, a Community Benefits Agreement¹, and a preference for local sourcing by contractors, where possible.
7. Create and support a culture of learning and innovation to inform this project so that solutions are innovative. This means ensuring there is time and space dedicated to learning and imagining what is possible or what is done elsewhere. Engage stakeholders in such discussions.

Develop a community engagement strategy and ensure there is sufficient staff to implement it during construction of LRT.

8. Neighbourhoods along the LRT route have the potential to transform with the implementation of rapid transit. This presents both opportunities and challenges. Ensure that land use planning addresses both. It is anticipated that gentrification along the LRT route will result in densification with multi-story dwellings, and it will likely drive up the value of housing. Planning should include provisions to ensure housing is available for people with a range of incomes. Develop design guidelines to keep the local look and feel of Hamilton's heritage and neighbourhoods; require that more green space be installed along the route in the course of redevelopment, this could include, for example, rooftop gardens on multi-story buildings. Engage developers in finding innovative solutions and doing their fair share of creating the supply of affordable housing.
9. The City should create a strategy to leverage its authority in shaping development on City-owned land, to ensure that some development is earmarked for affordable housing². Investigate ways of leveraging some of the value of this land to improve current public housing, and/or build

¹ This concept was initiated during the design of the Metrolinx Eglinton-Crosstown Project by United Way and the Atkinson Foundation and is being implemented for that project. In essence it means creating a program that helps the un- and under-employed get on a pathway to employment as jobs related to the infrastructure spending open up. The province adopted this idea of leveraging community benefits in legislation in June 2015. See <http://atkinsonfoundation.ca/impact/news-archive/expect-more-from-public-infrastructure-investments-colette-murphys-big-idea/>

² The reference to "affordable" is as defined in Hamilton's Housing and Homelessness Action Plan

new social housing. Learn from other communities and trends in urban living.

10. Make each LRT station unique. Collaborate with local communities and artists when designing LRT stations ensuring they meet local needs and reflect the neighbourhood's character and heritage. Plan for multi-modal transit options at stations so people can complete their journeys with ease. This could include buses, SoBi bike depots, taxi or riding sharing options, DARTS.
11. It is important to people that it become easier to move up and down the Mountain in a direct route along the proposed A line. Investigate the feasibility of connecting the upper and lower city with gondolas or an incline railway (funicular).
12. There is a whole city perspective to city building by improving transit across Greater Hamilton that warrants consideration of a change to the area rating of transit. We recommend that an urban-rural area rating model be an objective as transit in the former suburbs is improved and the whole public transit system becomes coordinated and efficient. New development that comes with building rapid transit will provide new tax assessment, which will benefit the whole city.
13. Make a commitment to the residents of Hamilton to live by the Guiding Principles and operationalize the Foundation for Success that the Citizens' Jury has developed through this process of education, discussion and deliberation.
14. The LRT Office should develop a report card and report annually to the community on the effectiveness of its communications and engagement activities as they build the LRT line.

The Jury met for about 40 hours to develop these recommendations. It is important to the Jury to know what happens with them so they can feel that their time and effort was worthwhile and future juries will know this too. The Jury would like the LRT Office to report back to the community in eighteen months on what they have done with the recommendations in this report.

C. Signs of Success

1. Preparation Phase 2016 - 2019

This section covers the period from now through 2019 as preparation proceeds and more details become available. Communication and engagement with all stakeholders are critical. Excitement for the project should be encouraged in the community.

- a) A vision is developed and communicated of end-user focused multi-modal transit system that includes HSR, walking, bikes, car share, GO, LRT, shared rides, DARTS. The City and Metrolinx are focused on creating an integrated transit experience that is convenient, affordable, and reliable.
- b) A Communication Plan is being implemented. This could include developing models or mock-ups of LRT at City Hall and through a road show (e.g. malls, municipal service centers, presence at Festivals) Most residents are getting behind the project. An app could be developed and ready for the construction phase.
- c) Community engagement will be underway with a wide range of stakeholders and different methods of engaging. Conversations are being held, information and ideas gathered and solutions formed. The Project develops a Community Engagement Plan for the construction phase.
- d) A Community Benefits Network is in place to coordinate implementation of the agreement on how to move people who are unemployed or under-employed to good jobs. Providing people easy access to educational and skill development facilities is a key role of transit.
- e) Station enhancements and land use around stations are envisioned and planned that will:
 - generate more revenue to support transit such as discretionary purchase concessions on site and
 - include retail and services in proximity to the stations that support the needs of transit users and become multi-service hubs. Community engagement will be underway with respect to the design and uses of the stations and adjacent land use.

- f) There is a conscious effort to be creative, research new ideas and examine how they might work in Hamilton.
- g) Drivers are prepared for the construction that will happen and will become less reliant on King St. as a main thoroughfare. Traffic diversion plans are communicated broadly and effectively

2. Construction Phase 2019 - 2024

This section focuses on items that must be addressed and considered during construction phase of the project. Outstanding communications should keep everyone informed and affected businesses should be actively involved and supported by the City, Metrolinx and the contractors.

- a) People will know where to find information on road closures, detours, and bus detours information that is timely, easy to access and current in real time. There will be both digital information and on-site access to information such as staffed storefronts that relocate as the construction moves across the city.
- b) One-on-one meetings will happen regularly and as needed.
- c) The relationship between contractors, City and Metrolinx staff and residents is open and positive. Residents feel they are a pleasure to deal with and are proactive problem-solvers.
- d) Milestones will be celebrated when they are met so people feel there is progress.
- e) Businesses along the construction route will have supports in place that help them weather the period of disruption to their businesses. BIAs will be effective advocates for their members and have established close working connections with the Project Leads (both City/Metrolinx office and Construction Contractors). Examples of support might include:
 - support for establishing on-line presence
 - incentives to bring customers to the construction zone such as Kitchener's "tweet your receipt" promotion
 - alleyways could be used to provide access for people and goods to stores whose road is under construction

- f) There will be regular announcements of new businesses coming to Hamilton and new development along the LRT routes.
- g) New affordable housing is becoming available.

3. The Future Vision 2024 – 2035

This section of the report identifies some of the benefits that are expected to be realized as the LRT and enhanced transit systems are implemented and improve the links and access to GO Transit. While it is difficult to project with accuracy how quickly changes will come, the Jury is confident that significant changes will occur which will make Hamilton an even better City in which to live and work.

- a) We will experience a new Hamilton, particularly the lower city. There will be more density, more small, medium and large businesses locating here because of the ease of moving to and from and within Hamilton. More people will be walking, biking and using transit and there will be fewer cars on the road. There will be retail and services in proximity to stations.
- b) The LRT line will be completed to Eastgate Square, the extension to University Plaza in Dundas will be completed in 2025 as federal funding will have been secured to complete the route, as well as the A line along James St. S.
- c) Installation of gondolas (or funiculars) will be underway to connect the A line between the upper and lower City at James St.
- d) Construction will begin in 2025 to complete the A line to the Airport Employment Growth District followed by construction in 2033 on the T line.
- e) Large employers will promote transit passes to staff.
- f) More people will use public transit. Public transit will be the first choice for many more residents and for families going to events.
- g) The implementation of fare zones (time or distance) and free transit for trips less than 1.5 km is proving to be a boon to ridership.

- h) The City is flush with new tax revenue from densification and new commercial investment.
- i) With the growth of small and medium size businesses in Hamilton that came with the commitment to improved rapid transit, the commercial tax base is expected to have doubled the 2016 ratio of commercial/residential by 2040.
- j) Poverty levels are down as the award winning Community Benefits Program helped lift many families out of poverty by helping people become qualified for and find good jobs.
- k) The new stock of public housing has reduced the wait list to a reasonable number.
- l) Hamilton residents will conclude that the benefits outweighed the pain of construction and look forward to completion of the BLAST network.

4. Structure and Implementation of this Project

The direction to establish a Citizens' Jury on Transit was passed by Council in March 2015 and the contract awarded to Tim L. Dobbie Consulting Ltd. and Associates in July 2015. The balance of the report outlines process, structure and implementation followed by further details in the attached Appendices.

a) Terms of Reference

Purpose

To provide advice to Council on moving towards our 25 year transit plan as the City embarks on the first leg of this plan by building LRT along the B line, the A line spur and implementation of a Ten Year Transit plan.

To identify the issues that people think are important: uncover what they are thinking; identify misconceptions and areas of confusion and their expectations of what's coming; the role citizens will play; and communicate those to Council.

Consulting Team Deliverables

- A better-informed public. More education and knowledge of transit, its benefits and how it is delivered across the City of Hamilton
- An informed discussion on higher order transit, preferences, benefits of various modal options and recommendations to Council for consideration
- A transparent and inclusive process will help build consensus across the community and with opinion leaders; they will better understand the final decision, even if it is not their preference.

Focused Questions

These questions and the givens were developed in consultation with city staff by the consulting team to guide the work and frame it for the Citizens' Jury.

1. LRT along the B line is one piece of the ten year transit plan for all modes of transit, a regional transit plan (i.e. GO) and a *rapid* transit plan for the whole city (BLAST) which has a 25 year implementation horizon. What roles would you like to see citizens play in providing input into decision-making as higher order transit is implemented in Hamilton?

2. Metrolinx will build, own, operate and maintain the LRT. Currently, the “B” line is an important revenue generator for the HSR. What principles should guide City Council as they develop a revenue sharing agreement with Metrolinx?
3. During the construction period, building the LRT will cause major disruption to local communities and traffic in general. What advice would you like to provide the City on minimizing the negative impacts?
4. How can the City ensure the community stays informed as the transit plan is implemented? What role can citizens play in ensuring the benefits of LRT are realized?
5. Fifteen years post amalgamation, how should transit be funded in Hamilton?
 - a) Continue area rating whereby households in each former municipality pays a different tax rate for transit
 - b) All urban neighbourhoods would fund transit at the same tax rate.
 - c) The whole city (urban/rural) funds transit at the same tax rate?

Givens

The following were not up for discussion or review:

- The Jury will not advise on technical considerations such as the route;
- The province of Ontario, through Metrolinx, will fund construction of the LRT along the B line with a spur to the James St. N. GO station and possibly the West Harbour at \$1.2 billion. Metrolinx will build, own, operate and maintain the LRT;
- City Council is not bound by the recommendations the Citizens Jury develops;
- This process will not duplicate consultation on-going with the review of the Transportation Master Plan, HSR branding, City Visioning.

b) Oversight of the Process

As directed in the Terms of Reference, a Steering Committee was struck to provide arm’s length oversight of the Jury selection, process design and implementation, including the identification and selection of “experts” who will present to the Citizens’ Jury. The Steering Committee, met five times between August and January and:

- Advised on stakeholders to be consulted by the Project Management Team
- Confirmed to their satisfaction the random nature of the Jury selection process
- Approved the work plan for the Citizens' Jury
- Monitored progress
- Approved the Strategic Communications Plan
- Members of the Steering Committee were welcome to observe any of the Citizens' Jury sessions
- Serve as ambassadors for this project to the community
- Advised on the format of the Report

The Steering Committee was composed of:

- Denise Christopherson
- Chelsea Cox (SoBi Bikes)
- Allan Greve
- Richard Koroscil,
- Judy Marsales
- Jeanne Mayo (SAC)
- Margaret Robertson (resigned for personal reasons)
- Stephen Ross
- Ian Sim
- Tony Thoma (Chair)

Staff:

- Bob Carrington, Tim Dobbie, Denise O'Connor (consultants)
- Kwab Ako-Adjei, Mike Kirkopoulos (City Manager's Office)

Members of the group offered valuable advice on process and content of the Citizens' Jury activities. Most of the Committee members monitored some of the Citizens' Jury meetings with Chair Tony Thoma and Richard Koroscil attending most of them and others having attended some.

Appendix I: The Citizens' Jury

Recruitment, Selection, Retention

A total of 2,400 names were randomly generated by the City's computers from the tax roll and renters' list. The selected individuals received an invitation by letter from the City of Hamilton inviting them to participate. The criteria for selecting from those who indicated their interest was that the group reflected the diversity of our population in terms of gender, age, education, income, and whether they are born in Canada or elsewhere. The consulting team held a short telephone interview with those shortlisted to ensure they understood what was being asked and seemed able and prepared to fulfill the duties. A final list of Jury members included one resident from each of the 15 wards across greater Hamilton plus one each from the upper city, lower city, former suburb and rural community for a total of 19 Jury members. This list was approved by City Council in September, 2015.

We lost some members and replacements were made from those who were randomly selected and had responded to the invitation. Five of the new recruits worked diligently to catch up and were excellent contributors. One experienced scheduling conflicts and did not attend any meetings. The sixteen who participated fully were a diverse group that came from all parts of the Greater Hamilton Area.

Support and Education

The meetings were designed to educate the Jury members on public transit in general in Hamilton, the rationale behind implementation of a rapid transit system, and learn from other cities' experience in implementing and running rapid transit. Three meetings were open to the public who were invited to hear presentations and engage in conversation with the Jury members and each other to process and discuss what they heard.

Jury members also joined a private Facebook page where materials were posted. They were invited to post articles they found as well that they thought would be of value to their colleagues.

Citizens' Jury membership list – with replacements as required (*)

Ward 1*	Jodi Miller	Hamilton
Ward 2	Margaret Berlowska	Hamilton
Ward 3*	Dayna Samuels	Hamilton
Ward 4	Bob Rogers	Hamilton
Ward 5	Suzette Richards	Hamilton
Ward 6	Rick Allan	Hamilton
Ward 7	Shannon Van Dooren	Hamilton
Ward 8	Everjoy Ganda	Hamilton
Ward 9	Maurice Kabisoco	Stoney Creek
Ward 10	Tim Cookney	Stoney Creek
Ward 11*	Anna Carte	Mount Hope
Ward 12*	Shelley Eves	Ancaster
Ward 13	Patrick Speissegger	Dundas
Ward 14*	Trevor Curry	Waterdown
Ward 15	Claudette Oleskiw	Carlisle
Upper City	Parvez Vora	Hamilton
Lower City	Andy Caiter	Hamilton
Rural	Ruth Cameron	Greensville
Suburban*	Liz Barrett	Dundas

Appendix II: Summary of Meetings

The meetings were designed to build the Jury members' knowledge of transit and LRT implementation challenges and opportunities, the broader context of city-building and at the same time building mutual understanding amongst them and with community stakeholders. The program included a combination of meetings only with Jury members as well as three meetings that were open to the public. The public meetings were designed so that both Jury and community members could learn together from presenters, engage in dialogue to process what they heard and develop ideas of how what they learned would apply to the Hamilton situation. Ten meetings were held in total. There were about 40 hours of meetings as part of this education program and Citizens' Jury members also participated in the private Facebook where articles and other links were posted both by the consultants and members.

The public was invited to learn alongside the Citizen's Jury by attending meetings or joining the on-line discussion at PlaceSpeak.com where presentations and videos were posted.

1. Introductory Meeting, October 17, 2015
This was a "get to know each other" meeting where they expressed their purpose, hopes and fears pertaining to this project. Fifteen jurors attended the meeting at City Hall.
2. Orientation to Transit, November 7, 2015
The Jury heard presentations from Dave Dixon, HSR, Steve Molloy, Transit and Andrew Hope of Metrolinx. They went through a process of identifying what else they wanted to learn and who they wanted to hear from, which helped identify and refine the topics of subsequent meetings. Fourteen jurors attended the meeting at City Hall.
3. Bus Trip along LRT Route and to Kitchen-Waterloo to view their construction November 21, 2015
Jury members along with the Executive-Director of the Downtown BIA and several members of the Steering Committee were taken along the LRT route. The currently identified stops as well as the pinch points were pointed out.
In Kitchener-Waterloo two staff members from Waterloo Region led a very informative tour of their LRT route, which is currently under construction. Fourteen jurors attended.
4. Public Meeting 1: How LRT Transforms Cities, November 21, 2015
Doug Morgan, Director of Transit for the City of Calgary addressed a crowd of about 80 people for a 90-minute talk and Q & A on LRT in Calgary. The meeting was also live streamed and was covered by the Hamilton Spectator. It was also live tweeted. After the public presentation, the speaker and the Jury debriefed for about 30 minutes. This meeting took place at Mohawk College. Fourteen jurors attended.
5. Public Meeting 2: Challenges and Opportunities of the Construction Phase, December 2, 2015
Kimberly Moser, Manager of Community Relations, Region of Waterloo, Doug Sutherland, Executive Director, Stoney Creek BIA and Marty Schreiter, Concession St. BIA, spoke to a group of about 60 about how construction can impact local businesses and communities and the roles that both local government and BIAs can play in helping mitigate the negative impacts. After the presentations, the audience worked in small

groups to discuss “how what they heard applies to Hamilton” and “recommendations they would make to City Council” based on what they heard. The presentations and “report backs” from small groups were videotaped and posted on PlaceSpeak for public access. The meeting was 2.5 hours and was held at Pat Quinn Arena in the Community Room. Sixteen jurors attended.

6. Revenue Streams, Funding Transit: A discussion on Guiding Principles, Revenue Sharing agreements and Integrated Fares, Saturday, December 5, 2015
Bob Carrington gave a presentation on area rating, and transit tax financing developed by city staff. It addressed the potential challenges associated with Metrolinx owning/operating the LRT along what is currently the bus route that generates surplus revenues and subsidizes less subscribed bus routes. There was a discussion on the implications of continuing with the current model of area rating, governance arrangements for HSR/Metrolinx and fare structures. Fifteen jurors attended. This meeting took place at the Harry Howell Arena in Waterdown.
7. Public Meeting 3: Doing LRT together: redevelopment and community benefits, Saturday, December 12, 2015
Pedro Barata, VP Communications and Public Affairs, United Way Toronto and York Region, Colette Murphy, Executive, Atkinson Foundation and Paul Johnson, the newly named Director of LRT Project Coordination spoke about the benefits of the LRT investment in terms of redevelopment opportunities, including increasing the stock of affordable housing, and leveraging the investment to improve access to jobs for people experiencing barriers to employment. About 50 people, including fifteen Citizens’ Jurors, attended. Cable 14 recorded the presentations and their coverage will be broadcast on a future episode of “Hamilton Life” with Linda Rourke. The meeting took place at the Spectator Auditorium.
8. Final stage: Pulling it Together Meeting 1, Wednesday, January 6, 2016
Heather Donison from the City Manager’s Office presented preliminary recommendations from the City’s Vision work to help the Citizens’ Jury align their thinking with the City’s future direction. Afterwards, Citizens’ Jury members began to organize and analyze what they have learned developing a set of principles and a vision of Hamilton in 2025-2040 experiencing rapid transit. Eleven of the Citizens’ Jury attended. This meeting took place at Sackville Hill Seniors Centre.

9. Guiding Principles, Recommended Actions, Meeting 2, Saturday, January 9
Members of the Citizens' Jury spent four hours reviewing their work from the previous meeting, what they have learned through the process, capturing the big ideas and working out their recommendations. The consultants were to take their material to wordsmith, format, and send out a draft prior to the last meeting. Fourteen of the Citizens' Jury attended. This meeting took place at Sackville Hill Seniors Centre.

10. Refining and Approving Recommendations, Wednesday, January 13, 2016
Members of the Citizens' Jury spent three hours reviewing and revising the draft recommendations. Most of those who were not able to attend, sent comments prior to the meeting. All present agreed that the consultants would flesh out the recommendations on the basis of the discussion held and send it back to them for final approval. This meeting took place at Sackville Hill Seniors Centre.

N.B. Some of the meeting dates were changed from what was stated in the invitation to participate. However, when potential members were interviewed during the selection process, the consultants did caution participants that this was likely to happen. None of those invited to form the Citizens' Jury identified that as a problem.

Appendix III: Evaluation of Process by Citizens' Jury

This survey was given to Citizens' Jury members by email just prior to the final meeting. Nine were completed. Average scores are bolded, comments are in italics.

1. Using a scale from 1 to 5 where 1 is "not satisfied at all", 2 is "somewhat dissatisfied", 3 is "neutral", 4 is "quite satisfied" and 5 is "very satisfied", **how satisfied were you with these aspects of the experience?** Please circle the number.

	High	→	Low
a. The education you received on rapid transit.	5		
b. The way the meetings were conducted.	5	4	3 2 1
c. The ability of the facilitators	5	4	3 2 1
d. The openness of the discussion	5	4	3 2 1
e. The access to information you needed.	4.5		
f. Convenience and comfort of meeting locations.	4.5		

What could we improve if we were to do this again?

Size of meeting rooms – 2 comments

*Preference that meetings held at one place most of the time and if possible – 4
– 1*

Other *"with regards to content, not much needs to be changed... very informative, information sharing was well executed and the illustrations done by Pam at each meeting gave me a better sense of understanding of what it was we were there for";*

"Advertise public meetings and offer incentives to motivate the public to attend".

"Add some percentage of young people from the college/ university. It is their city and their future".

Any other comments?

"Very good experience and very educational as well"; "Great job, Pam and Denise"; "Very well done, an experience that I will remember for a long time. Count me in for further involvement"; "I have learned to work with random people in a very professional manner" "It would have been nice to maybe include some young participants. They may possibly see different aspects in the process. The facilitators kept the meetings focused and moving forward. The Jury was treated very nicely and with respect. All in all a good experience"

2. The idea behind a process like this Citizens' Jury is to invite randomly selected city residents who represent the diversity of the population to work

through a complicated issue and provide advice to city council. **As a way of doing public consultation with citizens, how would you rate this method?** Please circle your response.

Excellent 7 **Good** 2 Adequate Poor

3. Please describe your impressions and experience of being a part of this Citizens' Jury. What would you like City Councillors to know about your experience?

"I like giving my input and hearing others on such an important project. I think it would be good to have citizen juries in the future for other projects or issues in the city. It would be difficult for Council to have the knowledge and information on this project that we were provided as they have many other issues to deal with"

"I was very happy to represent Ward 10 and am thankful that I had the opportunity to meet with others in this large and very diverse city to discuss such an important project that we will all experience. I only hope that the recommendations that we present to City Council will help shape the decisions that will be made before, during and after the planning, construction and completion phases or the LRT";

"I would like the City Counselors to put real weight on the recommendations. I want them to realize that our opinions were well informed. I enjoyed being part of the Citizens Jury. I liked being informed about the city I live in and about having my opinions heard."

"A highly enjoyable experience. I thought the use of different speakers, different locations and different tasks for each meeting was very effective. Denise and Pam were extremely encouraging and promoted conversation by asking relevant questions and providing topics of discussion to the Jury."

"The Jury worked hard to come up with these recommendations, please implement them. Address issues that are brought to your attention by the public not to focus only on issues you are comfortable dealing with. Have the difficult conversations. Advocate for vulnerable populations who have no voice re gentrification".

"That a great cross section of Hamilton citizens can meet together and work together quite well to achieve the goals we set out to complete".

Any other comments?

"Thanks for giving me the opportunity to represent my ward on this project." "I hope that there will be continued involvement from the community members such

as the Citizens' Jury throughout the entire project. Something along the lines of "Ambassadors for the Hamilton LRT"

"After being part of the Citizens' Jury, I look forward to the day that I can hop on the LRT and attend a TiCat Game at Tim Horton's Field, where Hamilton will defeat Toronto for the Eastern Final in 2024. Thank you".

"The Jury was well run, Good Job!"

"I can't stress enough the importance of communication. One issue is that the communicator often thinks they have got the message out, but they never actually confirm that it was received (granted those that receive don't respond!). I'm not sure of the solution to this, but even just this morning CBC was reporting how a community was upset with Metrolinx about how the community was not approached about a pedestrian overpass."

"Denise and Pam, well done. You demonstrated passion and enthusiasm. I liked your facilitation style. I highly respect and regard your professionalism. You treated us with respect and acknowledge and valued the strengths of all Jury members. You sought our input, advice and you considered views that were different from your own. It was a pleasure being part of the Citizens' Jury."

"Many thanks Denise and Pam for all your effort to organize these meetings and make them as effective and efficient as possible. "

"Great work by Pam and Denise."

Appendix IV: Graphic Recording of Meetings

CONSTRUCTION - page 25

REVENUE - page 26

COMMUNITY BENEFITS - page 27

VISION - page 28



CITIZENS JURY on TRANSIT
WEDNESDAY, DECEMBER 2, 2015

CHALLENGES

and

OPPORTUNITIES

during



CONSTRUCTION

ALL CITY COUNSELLORS should be ON BOARD...

BENEFITS

- infrastructure renewal...
- incentives to get utilities underground
- C.O.O.R.D.I.N.A.T.E
- It's about *Revising* the *Core*
- We need TRANSIT Capacity...

DEDICATED LOW POWER FM BROADCASTS

SHORTER LENGTHS under construction

STAGE 1 STAGE 2 STAGE 3



ROAD CLOSURES

PROPERTY VALUES GENTRIFICATION

THINK about RESIDENTS AFFORDABLE HOUSING

ANSWER TOP TEN QUESTIONS

WHY KING & NOT MAIN?



INVOLVE the B.I.A.s as soon as P.O.S.S.I.B.L.E

TRANSPARENCY

RATIONALE

BENEFITS

COMMUNICATION is #1

EARLY CENTRAL PLACE

GET Message out to BUSINESSES THERE WILL BE Lots of Changes

BUSINESS OPPORTUNITIES

TWEET your RECEIPT #HELPING BUSINESSES

MOVE EMPTY STORES HOW TO HELP BUSINESSES

BUSINESS SURVIVAL Coaching

temporary or permanent...

AREA RATING

PROPERTY TAXES
From 1
TOTAL \$

SEAMLESS System

ONE TAX RATE for URBAN and one for RURAL

IMPROVE Access for Outer Areas (Suburbs)

BE BRAVE! Council

STEP OUTSIDE the BOX

Better Service needed.

REVENUE SHARING

NEGOTIATE HARD to KEEP the **BLINE** REVENUE

What happens to HSR employees on **BLINE**

Consider how REVENUE impacted with longer construction period (delays)

WHO PAYS for HAVING a ROAD LANE removed?

Examples from ELSEWHERE? e.g. Eglinton LRT

CREATE INCENTIVES for TRANSIT

CREATE DISINCENTIVES for PARKING

REVENUE neutral

ONE AGENCY should run both systems....

HSR? METROLINK? SOMETHING ELSE?

Consider PRICE of taking both BUS + LRT

use Presto

across 2 systems

WHAT about ZONE FARES?

GET Creative

Provide INCENTIVES

WIFI COFFEE

FAMILIES

You all want CONVENIENCE

Hamilton... get it together!!

Cost Convenience FAMILY PASS



SATURDAY
DECEMBER 12
2015

CITIZENS' JURY
on TRANSIT

Create *Optimism*
VISION

Community Benefits

from **INFRASTRUCTURE PROJECTS**

Let's have fun using **ART** in a unique way...



EMPLOYED
SPEND
LOCALLY

Life
BLINE → A LINE



JOBS for

- OPPORTUNITY for JOBS
- youth
- newcomers
- under-employed

EMPLOYMENT

CREATION of **MORE COMMUNITY HUBS**
across the CITY



JNFILL ed DEVELOPMENT

Land Use PLANS

LET'S TALK ABOUT **BUILDING HEIGHTS**

HOW WILL **INTENSIFICATION** HAPPEN?

will the City have **targets?**



SUBURBAN AREAS

THOUGHTFUL PLANNING...
We know what we think...

consider the **WATERFRONT** **NOT ONLY** for THOSE WITH MONEY

to build affordable housing

SWAP PUBLIC LANDS

HOUSING for ALL INCOMES

HOW TO MAINTAIN **AFFORDABLE HOUSING STOCK**

- rental housing
- public housing

IT'S NOT JUST **SOCIAL HOUSING**

HOW ARE OUR **BYLAWS** working?

STRONG CLEAR Policies

BE DELIBERATE

WE NEED **Leaders** TELL THE **Story**

ENGAGE
MORE PEOPLE to **UN-DER-STAN-D**

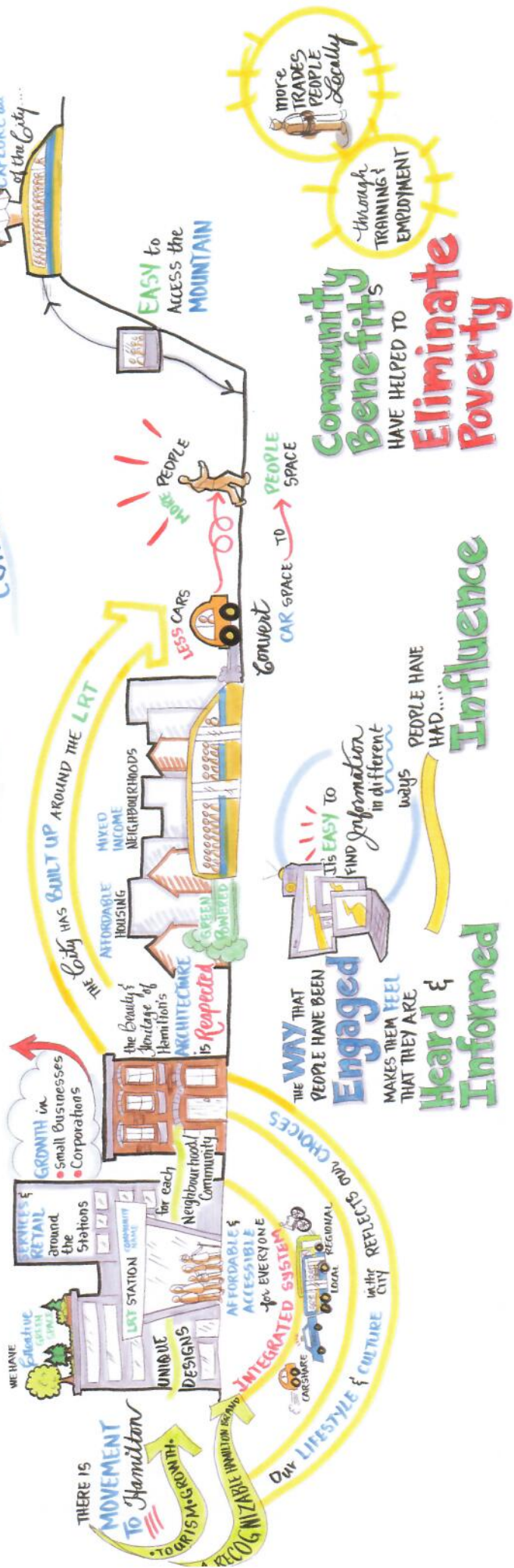
ENGAGE Youth!! in **PLANNING PROCESS**





VISION for Transit in Hamilton

RELIABLE SAFE
ATTRACTIVE COMFORTABLE
AFFORDABLE CONVENIENT



Appendix V: Media

Traditional Media Uptake

There was very little conventional media coverage of the public meetings of the Citizens' Jury. Media releases were sent out prior to each public meeting. The Spectator alerted the public to the meetings in its page 3 Signpost column. Other media activity included:

- Mike Kirkopoulos discussed the initiative on the Bill Kelly Show;
- Spectator coverage of November 21st meeting at Mohawk College with Calgary's Director of Transportation;
- Cable 14 taped the presentations from the December 13 meeting. The segment was broadcast originally on January 7, 2016 and subsequently repeated.

Social Media

The Twitter account @HamCitzJury had garnered 281 followers by January 11. The interaction was very positive with city activists re-tweeting numerous tweets from this account out to their networks. From mid-November to mid-January there were 4,000 profile visits, 150 mentions, and about 200 tweets sent out.

PlaceSpeak is an online location-based consultation utility that was used instead of a website to host a virtual engagement process from November through January. User locations are verified and mapped and results can be aggregated both by neighbourhood and in total. There were 730 views of this site, 34 comments and 49 connects and 66 people in Greater Hamilton connected to this website. There was some participation from across the city except Wards 14 and 15 with most of the activity coming from Wards 1 and 2. If Hamilton were to use PlaceSpeak again, those 66 registered on PlaceSpeak would be notified that there is a new topic active.

Promotion of this opportunity for an on-line discussion was mostly limited to Twitter. There was no update of this opportunity by conventional media, which was described in the media releases that announced each public meeting.

Appendix VI: Consulting Team

This project was awarded to Tim L. Dobbie Consulting Ltd. The learning program for the Jury was designed by the consulting team and city staff with advice from the Steering Committee. Sessions were co-facilitated by Denise O'Connor and Pamela Hubbard. Pam graphically recorded many of the meetings. Tim Dobbie and Bob Carrington provided municipal knowledge and background to the Jury at the meetings. The consultants worked very closely with Kwab Ako-Adjei and, initially Mike Kirkopoulos, to develop and implement the project.

Acuity Options Inc. developed a Communications Plan for the project that was carried out by the consulting team. The social media activities were done by Ryan Trepanier, supplemented and supervised by Denise O'Connor. Denise O'Connor crafted all media releases with input and approval from the City. The City issued media releases and was responsible for advertising public meetings.

The City Manager's Office provided a great deal of assistance to this project and, towards the end, the LRT Office provided communications support.

This report has been produced by many people and we would like to thank the following:

<u>City of Hamilton</u>	<u>Consulting Team Project Administration</u>	<u>Jury Meeting Facilitators</u>	<u>Communication Plan / Social Media</u>
Chris Murray Kwab Ako-Adjei Andrea Chambers Darlene Barber Roland Salmon Mike Kirkopoulos	Tim Dobbie Bob Carrington Tracey McQueen	Denise O'Connor Pam Hubbard	Ginny Jones Ryan Trepanier

Appendix VII: Invitation to participate in Citizens' Jury

Invitation to Participate in Hamilton's Citizens' Jury on Transit

Dear

You may have heard that Hamilton City Council has directed that a Citizens' Jury be created to provide independent recommendations to Council on a variety of issues relating to transit in Hamilton such as how it's funded, how we build the LRT to take advantage of the opportunities and how we keep citizens informed. We are inviting you to be a part of it.

The questions you will be asked to consider are found on the next page. The Jury will meet about 12 times and will learn about the implementation of LRT and other rapid transit, to engage with the public in and to arrive at a recommendation that fairly meets the needs and interests of the whole city on these important matters.

Those recommendations will be presented to City Council later this winter. While City Councillors reserve their right as elected representatives to make all decisions, they are interested in knowing what a representative group of residents will recommend as a way to move forward on a variety of transit related issues.

On the following pages, you will find more information about the Citizens' Jury and what we are asking of you, as well a short questionnaire. The questions being asked are designed to ensure that the people chosen accurately mirror the population of the city so that a variety of points of view will be present among the citizen representatives. **You can complete the survey on line as a way of applying to be a part of the process by going to .**

We would like to take this opportunity to thank you for giving serious consideration to this request and we encourage you to participate.

If you submit your name and are short-listed, you will receive a call from the office of Tim Dobbie, the consulting firm managing this project, and you can have a brief conversation about the project and expectations.

Yours truly,

Mayor Fred Eisenberger

**Tony Thoma
Chair, Steering Committee**

What is a Citizens' Jury?

A Citizens' Jury is a way of holding a community consultation that gives people an opportunity to exchange their points of view and their ideas on an issue in a way that's respectful and has the goal of coming to a common understanding. Citizens' Juries vary in size and have considered a variety of topics. For example, in Edmonton six years ago 50 citizens considered the municipal budget priorities and made a recommendation to Edmonton City Council. Closer to home, five years ago a Citizens Forum in Hamilton made a recommendation to City Council on the future of area rating of property taxes.

In this case, participants will have the opportunity to learn more about transit, including the plans for implementation of LRT and other rapid transit in the future, hear from both ordinary people and experts on the various options they might consider and the implications of these so they arrive at the best recommendation they can. All the information available to participants will also be made available to the public so that all residents of Hamilton have an opportunity to learn along with you.

Citizen assemblies are being done more and more in Canada and around the world as a way of moving away from divisive politics. People like the fact that it's people like them participating and influencing decisions that spend their tax dollars and affect their lives. While citizens' forums will never replace elected officials, it is a way of expanding the political conversation to include a wide range of people and points of view and engage them in a thoughtful, productive way. People are asked to consider others' points of views and explore where there might be common ground.

This Jury will be overseen by a Steering Committee composed of leaders from across this community who will ensure the process is transparent, inclusive, accountable and conducted with integrity. The recommendations will be presented to City Council in February or March of 2016.

What questions will the Citizens' Jury be considering?

These questions will be the focus of the work:

1. LRT along the B line is just one piece of a 25 year transit plan (BLAST). What roles would you like to see citizens play in shaping decision-making as higher order transit is implemented in Hamilton?
2. Metrolinx will design, build, own, operate and maintain the LRT. Currently, the "B" line is an important revenue generator for the HSR. What principles should guide City Council as they develop a revenue sharing agreement with Metrolinx?
3. During the construction period, building the LRT will cause major disruption to local communities and traffic in general, what advice would you like to provide the City on minimizing the negative impacts?
4. How can the City ensure the community stays informed as the transit plan is implemented? What role can citizens play in ensuring the benefits of LRT are realized?
5. Fifteen years post amalgamation, how should transit be funded in Hamilton?
 - a. Continue area rating whereby households in each former municipality pays a different tax rate for transit
 - b. All urban neighbourhoods would fund transit at the same tax rate.
 - c. The whole city (urban/rural) funds transit at the same tax rate?

The following are not up for discussion or review: .

- The Jury will not advise on technical considerations such as the route
- The province of Ontario, through Metrolinx, will fund construction of the LRT along the B line with a spur to the James St. N GO station and possibly the West Harbour at \$1.2 billion. Metrolinx will design, build, own, operate and maintain the LRT
- City Council is not bound by the recommendations the Citizens Jury develops
- This process will not duplicate consultation on-going with the review of the Transportation Master Plan, HSR branding, City Visioning

What time commitment are we asking of you?

We ask that you only indicate your interest in being a part of this if you know you are available for most of the dates.

Saturday, October 17, 9:30 – 2:30

Wednesday, October 21, 6:00 – 8:30 pm

Saturday, October 24 - Proposed Optional Bus trip to Pittsburgh to see LRT, expenses paid, overnight trip. Make sure you have a passport

Wednesday, October 28 6:00 – 8:30 pm

Saturday November 7 9:30 – 12:30

Saturday, November 14 9:00 – 4:00 Proposed Public Meeting

Wednesday, November 18 6:00 – 8:30 pm

Saturday, November 21 9:00 – 4:00 Proposed trip along LRT route and to see Kitchener LRT installation

Wednesday, November 25 6:00 – 8:30 pm

Wednesday, December 2, 6:00 – 8:30 pm

Tuesday, January 5, 2016 6:00 – 8:30 pm

Late February, early March - Present to City Council

Yes, I am currently available most of the scheduled dates.

If you know that you are not available, there is no need to complete and return the survey that follows, but we encourage you to follow the progress of this consultation and participate in the public opportunities.

Compensation

We are asking you to volunteer this time on behalf of your fellow citizens. However, we do recognize that you will likely have out of pocket expenses by participating in this process. As a participant, you will receive an honorarium to offset your out-of-pocket expenses.

What happens next?

We will follow up with many of you with a phone to chat about the project and answer your questions. The call will come from Tim L. Dobbie Consultant in Burlington. If you do not hear from us, please understand that we are trying to find a balance that reflects the diversity of Hamilton's population along the lines of the questions asked in the next section. Unfortunately, not everyone who is interested will be chosen. However, you are welcome to contribute to the discussion through the public meeting and on-line activities that you will hear about.

If you are selected to be a part of the Jury, please be aware that your name will be made public, but rest assured that all other information about you will be held in confidence. The surveys will be shredded once the selections are finalized.

If you have any questions, please email tim@tdobbie.com

Some information about you

This information is only being asked to make sure that people selected for the Citizens' Jury represent the diversity of our city. It will not be made public. You may be considered for the forum whether you answer these questions or not. Please mark the appropriate answer with an x.

Please return this page in the prepaid envelope that came with the letter by Tuesday, September 8.

1. What is your gender? Male Female

2. What is your age?
 18-34 35-54
 55 + won't say

3. What was your family income before taxes in 2014?
4. less than \$60,000 \$60,000 +

5. What is the highest level of education you have attained?
 No certificate, diploma or degree,
 High school certificate or equivalent
 Post-secondary

5. Do you own or rent your home?

6. Where were you born?
 Canada Other (please specify) _____
 won't say

7. Do you consider yourself a visible minority? Yes No

Please print your contact information clearly so that we can contact you.

Name: _____

Address: _____

Phone - Work: _____ Home: _____

Email: _____

When is a good time or day to contact you? _____