

City of Hamilton Ward Boundary Review

Final Report

In association with:

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October 11, 2016



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 Planning for growth

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1. Study Overview

1.1 Terms of Reference

Watson & Associates Economists Ltd., in association with Robert J. Williams, Trust Learning Solutions and ICA Associates Inc., were retained to undertake a comprehensive Ward Boundary Review (W.B.R.) for the City of Hamilton. The Consultant Team has operated independently from Council and City staff and have conferred with residents and stakeholders to evaluate the existing ward structure, and design possible alternative ward boundary configurations. The final phase of the study provides Council with a final report and alternative ward boundary structures for their consideration, as presented herein.

1.2 Context

The basic requirement for any electoral system in a representative democracy is to establish measures to determine the people who will constitute the governmental body that makes decisions on behalf of electors. Representation in Canada is organized around geographic areas, units referred to as constituencies in the federal and provincial parliaments and typically as wards at the municipal level, as is the case in the City of Hamilton. At present, Hamilton's City Council consists of fifteen Councillors elected in fifteen wards (one Councillor per ward) and a Mayor elected at-large.

A ward boundary review is a task designed to develop such units of representation that reflect the distribution of the inhabitants of a municipality for electoral purposes. Since municipalities experience demographic shifts as a result of new residential development, intensification and changes in the composition of their population, electoral arrangements need to be reviewed periodically to ensure that representation remains fair and that electors have an opportunity to elect candidates they feel can truly represent them and their neighbours.

Hamilton's existing ward boundary structure, as presented in Figure 1, dates from amalgamation in 2001 – 15 years ago. Since that time, the City has seen notable population growth and shifts and changes in its composition and structure, suggesting that now is an appropriate time to undertake a review of this nature.

The 2015-2016 W.B.R. represents the first opportunity that the local electoral needs of all the residents of the amalgamated City are being considered collectively through the same terms of reference and guiding principles offering a genuine “Made in Hamilton”

review. As discussed in the Interim Report, the current ward structure for the City of Hamilton was assembled from its component parts without the benefit of a comprehensive local review and without formal local approval.

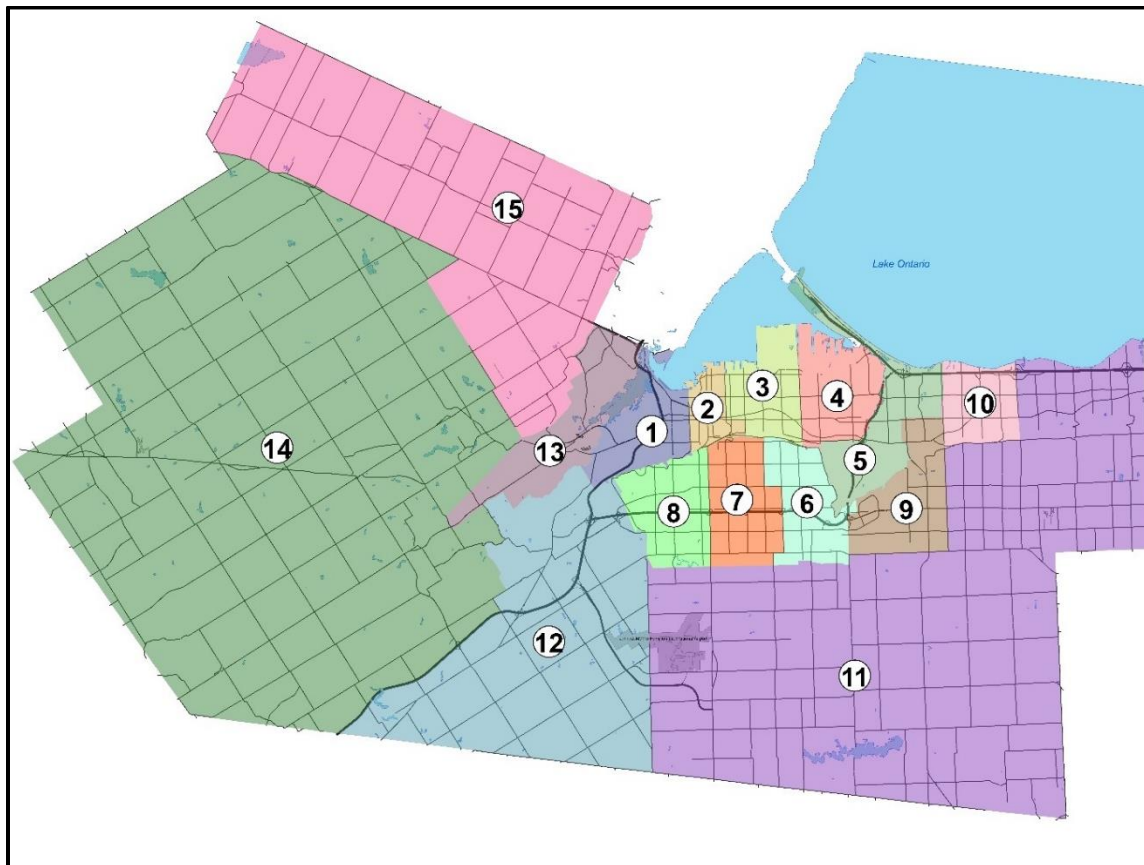
Prior to amalgamation in 2001, each of the former six municipalities¹ that now comprise the City of Hamilton made their own decisions about how to represent its residents in the election of their respective local Councils without regard for the broader context. For example:

- One municipality elected its council at-large (the Town of Dundas); all other councils were elected in wards.
- The Town of Ancaster was moving “to improve the distribution of electors” in its five wards in 1996. Steps were being taken to develop options that consolidated most of the rural vote “so that rural electors predominate in at least one ward.”
- In at least one case, deciding ward boundaries was a contentious process. The City of Stoney Creek was engaged in a redivision of its seven wards in 1996 that was (a) being appealed to the Ontario Municipal Board, and (b) then terminated when a decision was taken in relation to dissolving Hamilton-Wentworth Region and replacing it with the new City of Hamilton.
- In pre-amalgamation Hamilton, the system of representation had gone through changes at the end of 1980 related to the elimination of the Board of Control and a change to the composition of Council (16 members in 8 wards sitting on both councils). Hamilton had revised its ward boundaries in 1971 and again in 1985; in both designs, there were five wards in the lower City and three on the Mountain.

Given the diversity of the amalgamated City, it will require some vision and new perspectives to achieve an equitable, effective and accurate result. The W.B.R. is premised on the legitimate democratic expectation that municipal representation in Hamilton will be effective, equitable and an accurate reflection of the contemporary distribution of communities and people across the City.

¹ On January 1, 2001, the new City of Hamilton was formed through the amalgamation of the former city and five other lower-tier municipalities including the City of Stoney Creek, the Towns of Ancaster, Flamborough and Dundas and the Township of Glanbrook.

Figure 1: City of Hamilton Wards



1.3 Study Objectives

The primary purpose of the W.B.R. is to prepare Hamilton City Council to make a decision about whether to maintain the existing ward structure or to adopt an alternative arrangement.¹ The project has a number of key objectives in accordance with the project terms of reference, as follows:

- Develop a clear understanding of the present ward system, including its origins and operations as a system of representation;
- Evaluate the strengths and weaknesses of the present ward system on the basis of the identified guiding principles;
- Conduct an appropriate consultation process to ensure community support for the review and its outcome;
- Identify plausible modifications to the present ward structure; and

¹ Municipal councils have the legal right to create, change and even eliminate ward boundaries for the purpose of electing municipal councillors as per the Municipal Act (sections 222 and 223).

- Deliver a report that will set out recommended alternative ward boundaries to ensure effective and equitable electoral arrangements for the City of Hamilton, based on the principles identified.

1.4 Project Structure and Timeline

The W.B.R. commenced in October, 2015 and is anticipated to be completed in October, 2016.

The study encompasses four main phases, of which Phases 1 through 3 have been completed:

Phase 1 – Review background data and technical analysis, develop public engagement strategy and initiate the consultation process with City staff and elected officials to gather insights into the present ward system;

Phase 2 – Hold public information and engagement sessions concentrating on the existing ward structure and guiding principles (Round 1 Consultation);

Phase 3 – Prepare an interim report on preliminary options and hold public consultations on preliminary options (Round 2 Consultation); and

Phase 4 – Finalize alternatives and prepare a final report with recommendations for Council.

The study is currently in Phase 4 and this document constitutes the Final Report.

Work completed through Phases 1 through 4 has included:

- Research and data compilation;
- Development and implementation of a Public Engagement Strategy;
- Interviews with Councillors, the Mayor and municipal staff;
- Consultation with representatives of school boards;
- Population and growth forecasting and data modelling to 2026;
- Round 1 of Public Consultation;
- Preparation of a Progress Report which was presented to the City of Hamilton General Issues Committee (G.I.C.) on June 1, 2016;
- Development of eight preliminary ward boundary alternatives;
- Preparation of an Interim Report, released to the public on June 9, 2016;
- Round 2 of Public Consultation;

- Development of final options and recommendations, and preparation of Final Report; and
- In collaboration with Communications staff at the City:
 - A project web page was set up – see <http://hamilton.ca/wardboundaryreview>, along with a dedicated project email address;
 - A video of the research findings and context of the review was recorded and posted on the website;
 - Study reports, maps and findings were posted on the City website;
 - Social media comments were tracked; and
 - Local media was invited to attend and report.

1.5 The Interim Report

An Interim Report was released to the Hamilton community on June 9, 2016, just ahead of the second round of Public Consultations (Phase 3 of the study). That report serves as a platform for the Final Report since it includes:

- An explanation of the Terms of Reference and Objectives for the W.B.R.;
- An outline of the format and timeline for the project, as well as an explanation of the purpose and strategies followed in the public consultation component and a summary of the findings of Round 1 of consultation;
- The context for the 2015-2016 Hamilton W.B.R., including the rationale for utilizing population and not electors to assess parity, and the consideration of post-secondary students in the City's total population;
- A detailed discussion and explanation of the six Guiding Principles that frame the study;
- An analysis of the distribution of the present (2015) City population and a forecast of population growth over the 2015-2026 period;
- An analysis and evaluation of the present Wards within the context of the six Guiding Principles; and
- Preliminary Alternative Ward Options developed by the Consultant Team around four models of representation.

The Final Report, as presented herein, does not explore these topics in detail except in summary form to provide context and assumes that those interested in the recommendations included herein have reviewed the Interim Report.

1.6 Public Consultation

The Hamilton W.B.R. incorporated a comprehensive public engagement component which included two distinct phases of public consultation – Round 1 and Round 2. Details on the public engagement component are presented in the Public Engagement Plan which is provided in Appendix A.

The purpose of the public engagement component was twofold:

- To engage the people of Hamilton in a manner that provides valuable input to the evaluation of the existing ward structure and development of alternative ward boundaries; and
- To ensure Council that ward boundary alternatives reflect municipal vision, principles of the Public Engagement Charter and community input.

The outcomes of the public engagement component include the following:

- Citizens learned about the reason for the W.B.R. and the key factors that were considered in the review;
- Citizens provided useful input to the Consultant Team in the evaluation of the existing system and in developing design alternatives; and
- Citizens were given a sense that their input might genuinely influence the review.

Public Consultations in Round 1 and Round 2 are discussed in detail below.

Round 1

In Round 1 of consultation, conducted in February 2016, the views of residents were sought on the continued suitability of the present ward structure and on the guiding principles. Through the public consultation meetings and through the project website online comment/feedback form, participants were invited to provide their input/opinions with regard to the following:

- What are some of the strengths and weaknesses of the current ward system?
and
- What do the given “principles” mean to you and which principles should be given the highest priority in the evaluation of the existing ward structure and development of ward boundary options?

The feedback and comments received from Round 1 of consultation were reflected in the analysis included in the Interim Report released to the community in June 2016.

Round 2

The second round of public consultations was completed in Phase 3 of the study during the period June 9 to June 29, 2016. Through the public consultation meetings in Round 2 and the project web page, the public was provided with information and context with respect to the evaluation of the existing ward structure and was presented eight preliminary ward boundary alternatives based on four distinct models of representation.

In Round 2 of consultation, residents were asked to evaluate the preliminary alternative ward models for Hamilton through a series of public outreach initiatives:

- Nine public consultation meetings held throughout Hamilton where the preliminary alternatives were presented, along with the issues being addressed in each option, through a series of display boards and a PowerPoint presentation. Attendees were asked to comment on the preliminary options through a “Passport” comment form;
- Project materials, including all project display boards, a PowerPoint presentation and the Interim Report, were made available through the project website;
- Online comment/feedback form provided through the project web page; and
- Dedicated email address for general comments/input from the public.

Round 2 of consultation achieved a moderate level of public engagement, as follows:

- Approximately 90 people attended the public meetings;
- 105 online submissions were received using the feedback/comment form; and
- Numerous emails from the public were received.

The feedback and comments received from Rounds 1 and 2 of consultation are reflected in the analysis presented herein and have helped inform the findings and recommendations.

Feedback received through both rounds of public consultations is summarized in Appendix A.

2. Guiding Principles for Hamilton's Ward Boundary Review

2.1 Overview of Guiding Principles

Hamilton's W.B.R. is framed by six guiding principles (presented to the General Issues Committee (G.I.C.) – Clerk's Report CM15004, March 30, 2015) established for evaluating the existing ward boundary structure and potential alternative options. The principles are guidelines and do not preclude additional contributing factors being considered. The six principles (discussed in more detail in Chapter 3 of the Interim Report) are:

- **Representation by Population** – Ensure that every Councillor generally represents an equal number of constituents while allowing for some variation;
- **Population and Electoral Trends** – Look at future changes in population to keep wards as balanced as possible;
- **Means of Communication and Accessibility** – Group neighbourhoods into wards that reflect current transportation and communication patterns;
- **Geographical and Topographical Features** – Use natural features as ward boundaries while keeping wards as compact as possible;
- **Community or Diversity of Interests** – Draw ward boundary lines around recognized settlement areas, traditional neighbourhoods, and community groupings; and
- **Effective Representation** – Evaluate the capacity of each ward to give residents an effective voice in decision-making.

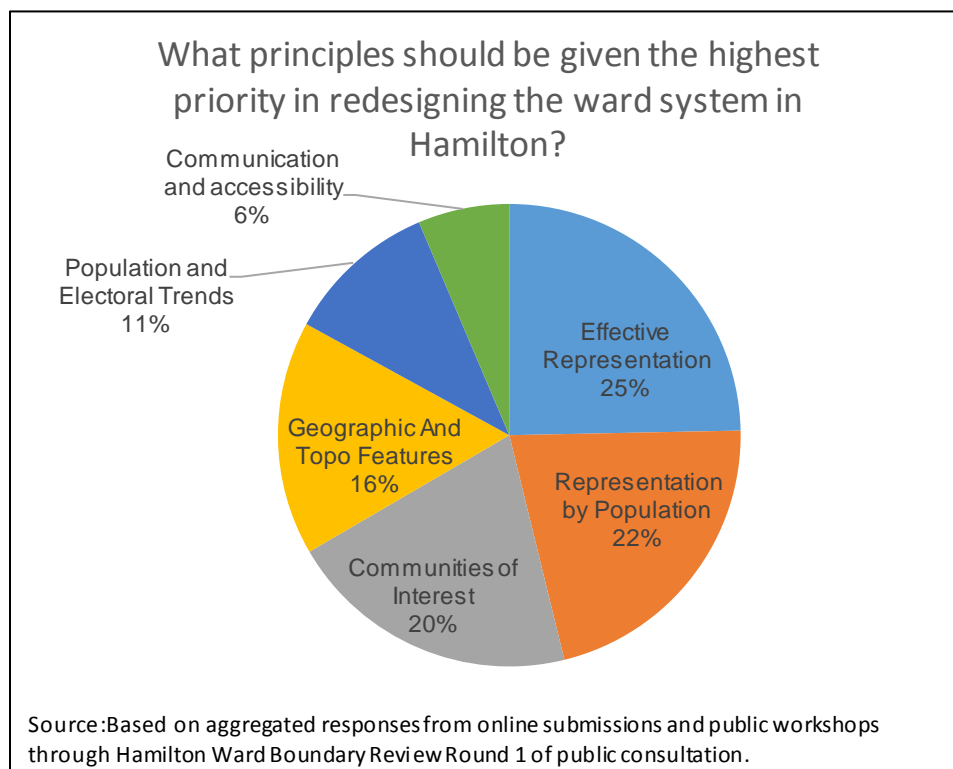
2.2 Relative Weighting of Guiding Principles

No ward system design can uniformly meet all of the guiding principles since some criteria may work at cross-purposes to one another. As well, the priority attached to certain principles makes some designs more desirable in the eyes of different observers.

The public consultation activities during Phase 1 of this Review (Round 1 of public consultation) were designed to better understand the priorities attached to the six principles among Hamilton residents. As part of the consultation process, residents were asked: "What principles should be given the highest priority in redesigning the ward system in Hamilton?"

While it is important to consider all the guiding principles in the evaluation process, based on feedback received from the public, the highest priority principles seem to be Effective Representation, Representation by Population, and Communities of Interest, as illustrated in Figure 2.

Figure 2: Relative Priority of Guiding Principles Based on Public Feedback



Those who participated in Round 2 of public consultation of this review were requested to rank their preferred Preliminary Options in light of the guiding principles. The preferences identified were highly influenced by a desire for options that satisfied the goals of representation by population, effective representation and preserving communities of interest.

Ultimately, the ward design adopted by Hamilton Council should be the one that best fulfills as many of the six guiding principles as possible, but it should have regard for the input received from the public through the consultation process.

3. Hamilton – A Changing City with Implications for Ward Boundary Design

3.1 Origins of a Diverse City

As previously discussed, the City of Hamilton was created through provincial legislation that took effect January 1, 2001. The present-day City is an amalgamation of six existing lower-tier municipalities (Ancaster, Dundas, Glanbrook, Flamborough, Hamilton and Stoney Creek) and the Regional Municipality of Hamilton-Wentworth, an entity itself created in the 1970s that embraced both the City of Hamilton and municipalities in the surrounding Wentworth County, some of which were also amalgamated at that time.

Through Provincial Regulation 448/00, a City Council consisting of a Mayor and 15 Councillors was established. The ward structure implemented maintained the eight existing wards in the old City of Hamilton.¹ Four wards utilized the boundaries of other pre-amalgamation municipalities and three wards were created in Ancaster and Flamborough, one of which relied largely on Highway 403 as a ward boundary west of Shaver Road rather than the historical municipal boundary along Governor's Road west of Middletown Road.

With a land area of 1,138 km² and a population of approximately 565,000,² Hamilton is one of Ontario's largest municipalities with respect to population and geographic area. Due to its large geographic size and origins through an amalgamation, Hamilton is a highly diverse City comprised of numerous urban, suburban and rural communities with varying population densities. This includes a number of distinct communities with unique origins and historical settlement patterns including downtown Hamilton and the upper city, Stoney Creek, Winona, Binbrook, Mount Hope, Ancaster, Dundas and Waterdown. The varied structure of the City is complicated by the Niagara Escarpment which dissects the City and has influenced its settlement patterns.

Like virtually every contemporary city, patterns of settlement and density reflect demographic and socio-economic variations that relate to family size and structure, occupation and income, commuting patterns and dwelling characteristics (e.g. age and type). The urban centre of Hamilton is built upon its long and well-earned status as an

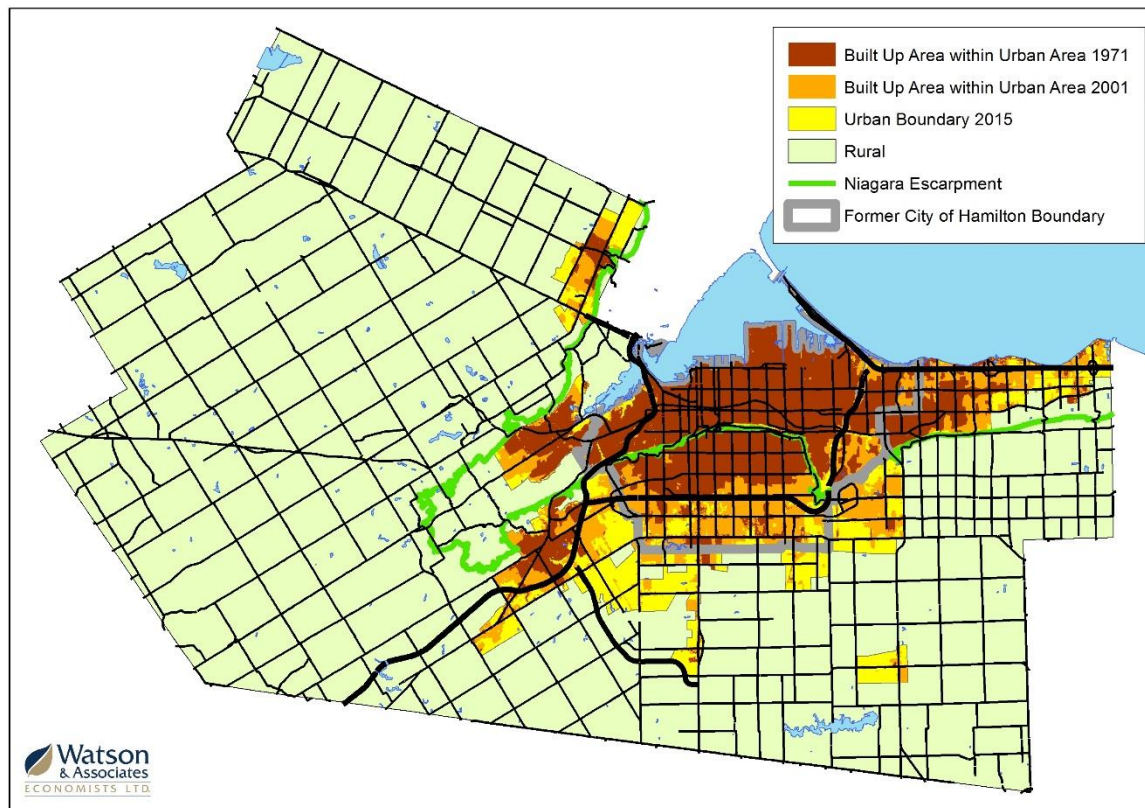
1 The boundaries used for Wards 1 through 8 were first been used in the 1985 municipal election and have not been revised since.

2 Watson & Associates Economists Ltd. estimate for 2015; includes Census undercount and non-permanent post-secondary student population.

industrial centre with an associated high population density and distinctive residential pattern that clustered around the historic employment lands, a large portion of which are located along the City's waterfront.

The earliest settlement in what is now central Hamilton (the lower City) follows a formal grid pattern from the waterfront, south towards the base of the escarpment. That area was largely developed by the end of the nineteenth century. By the early twentieth century, widespread residential development began on the Mountain and, over the decades, stretched southward in a similar pattern. Before the time of regional government and the creation of the Regional Municipality of Hamilton-Wentworth in 1974, the geographic area of the current City of Hamilton contained vast areas of rural lands and an urban base comprised of the former City of Hamilton with relatively compact settlement areas in the surrounding municipalities, . At the time, Hamilton's distinct communities were more geographically separated by extensive rural areas than today, as illustrated in Figure 3. Over the past decades, suburban greenfield development has filled in most of the rural areas that once separated the various distinct communities that comprise the City, creating one large contiguous urban area, with the exception of Waterdown and Binbrook, which are still individual urban nodes. This has been most apparent in the west Mountain area in Ancaster and in Stoney Creek (upper and lower) which are now part of a contiguous urban area with the rest of Hamilton. With future growth, this expansion of the urban area into the periphery of the City is expected to continue.

Figure 3: City of Hamilton Urban Development Trends, 1971 to Present



As Hamilton has grown and evolved, the former municipal boundaries that formed the pre-amalgamated City have begun to blur in the manner in which residents engage or associate with their broader community. For example, school attendance boundaries, Canada Post Forward Sortation Areas (FSAs) and retail trade areas, often cross these previous municipal boundaries. With the possible exception of the urban nodes in Waterdown and Binbrook, the urban population clusters in Hamilton today are interconnected and not isolated from one another – nor are they free-standing communities.

It is important to recognize that municipalities are in a constant state of change, with respect to population growth and shifts, as well as demographic and socio-economic changes which influence the character of the neighbourhoods and communities within them. While it is recognized that Hamilton is still a City of communities that once defined the various pre-amalgamated municipalities, the pre-amalgamation municipal boundaries no longer represent the definitive boundaries of these communities.

Conversely, the present system of representation appears to be built on compartmentalization: some wards are in “the City” and the others are “in the suburbs.” That is, the model of representation established in 1999-2000 was built on the basis of what were perceived to be a hard set of lines that perpetuated the boundaries of the

pre-existing municipalities, some of which were established in the nineteenth century and others that were devised only in the 1970s when the Regional Municipality of Hamilton-Wentworth was created. Beverly Township (dating from 1816) and Saltfleet Township (dating from the 1780s), for example, were both absorbed by neighbouring municipalities at that time. The wards established in 1999-2000 kept the pre-amalgamation borders that amalgamation was intended to overcome or at least blur.

3.2 Population Growth Trends and Population Balance by Ward

Since amalgamation, Hamilton's permanent population has increased by 7%, from 510,000 in 2001 to an estimated 548,000 in 2015.¹ Over this period, the City has also experienced moderate growth in a non-permanent post-secondary student population. Population growth over the past two decades has been concentrated in suburban communities including Waterdown, Stoney Creek, Binbrook, Upper Mountain and Ancaster.

As of 2015, the City has an estimated total population of 565,000, including both permanent and non-permanent post-secondary student population.² The City is expected to experience relatively strong population growth over the next decade, with the population expected to expand by approximately 68,000 over the 2015-2026 period, an increase of 12%. Population growth is expected to be concentrated in Stoney Creek, the Upper Mountain area, Binbrook and Waterdown through greenfield development. Over the period, the City is expected to also see a moderate amount of residential intensification, largely within the urban core and along the King Street corridor within the lower City

Since 2001, population growth has varied widely by ward, with strongest rates of growth occurring in the suburban wards, including Wards 11, 12, 9, and 15, as presented in Figure 4. Wards 7 and 8 also saw moderate population growth over the period, while a number of the lower city wards experienced population declines during the period.

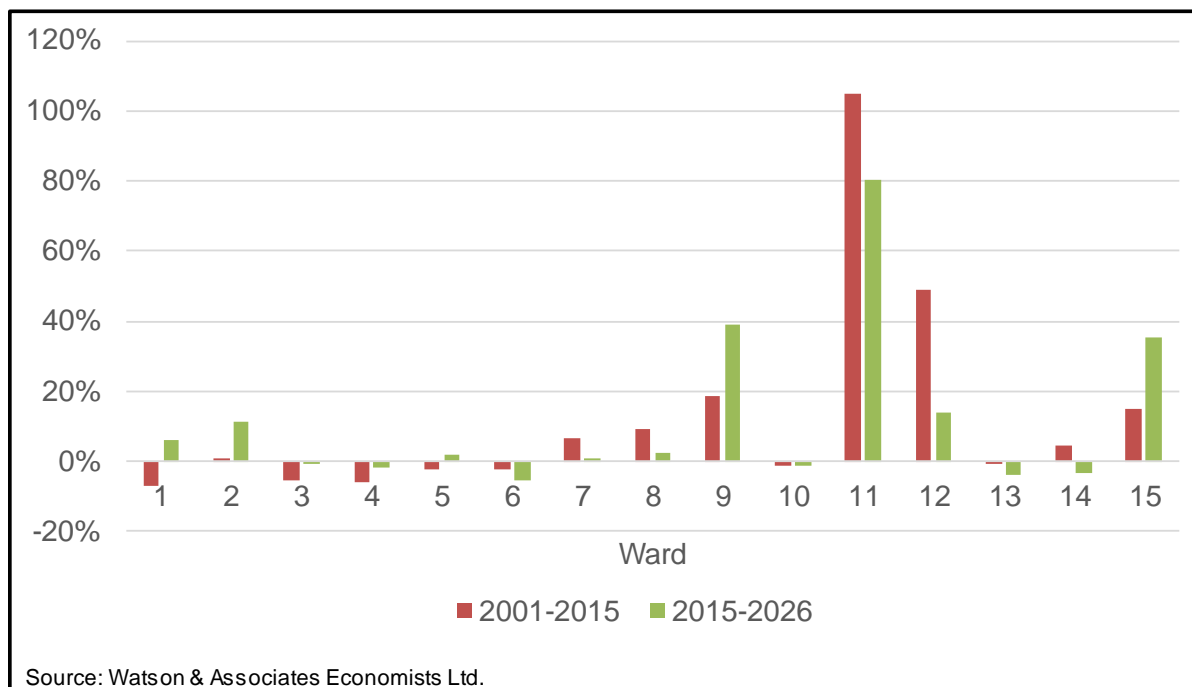
Over the 2015-2026 forecast period, population growth by ward is expected to continue to vary widely, as shown in Figure 4. The highest population growth is expected in Ward 11, followed by Wards 9, 15, 12, 2 and 1. Wards 5, 7 and 8 are expected to see

¹ 2001 population derived from Statistics Canada Census. 2015 population an estimate by Watson & Associates Economists Ltd. Permanent population includes Census undercount but excludes non-permanent post-secondary student population.

² Watson & Associates Economists Ltd. estimate; includes Census undercount of approximately 4%.

minimal population growth, while Wards 3, 10, 14, 4, 13 and 6 are expected to see marginal population declines over the period.

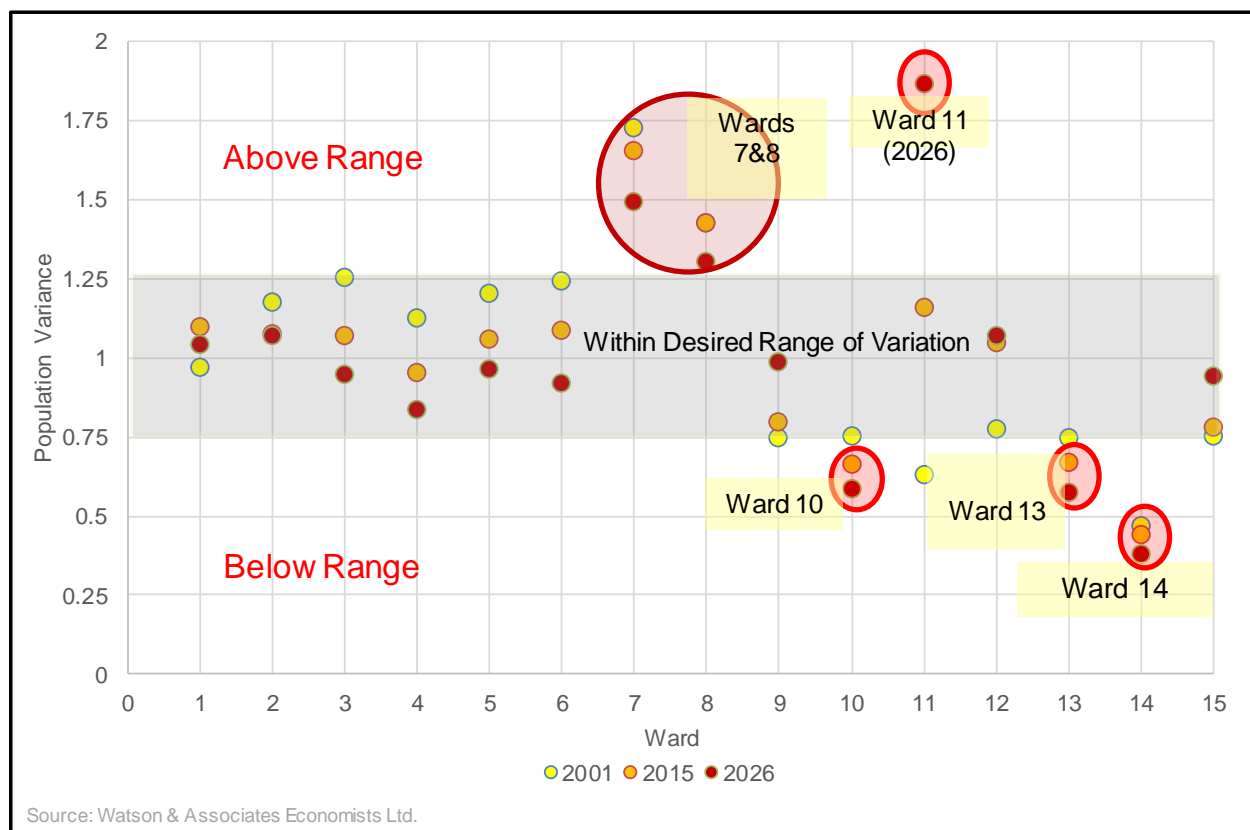
Figure 4: City of Hamilton Population Growth by Ward, 2001-2015 and 2015-2026



Since the City is comprised of varying types of residential clusters, its population and growth trends are not dispersed uniformly across its geographic area. The population distribution reflected in the present wards demonstrates this. Since 2001, the City has experienced growth that has increased the disparity in the population of the wards to a significant extent – the widest variation is between Wards 7 and 14, where the population of the former is more than 3½ times larger than that of the latter (approximately 62,000 vs. 17,000). As presented in Figure 5, several wards in the old City of Hamilton, including Wards 7 and 8, are well above the optimal population for a typical ward in Hamilton and others, including Wards 10, 13 and 14, are well below the optimal population for a typical ward in Hamilton.¹ The imbalance in population by ward is expected to worsen over time, with Ward 11 expected to have a population well above the optimal range by 2026.

¹ Population variations of up to 25% above or below the optimal (average) size will be considered generally acceptable, a range consistent with legislated federal redistribution provisions. The optimal (average) population size per ward in Hamilton in 2015 and 2026 is 37,685 and 42,190, respectively.

Figure 5: City of Hamilton Population Variance by Ward 2001, 2015 and 2026

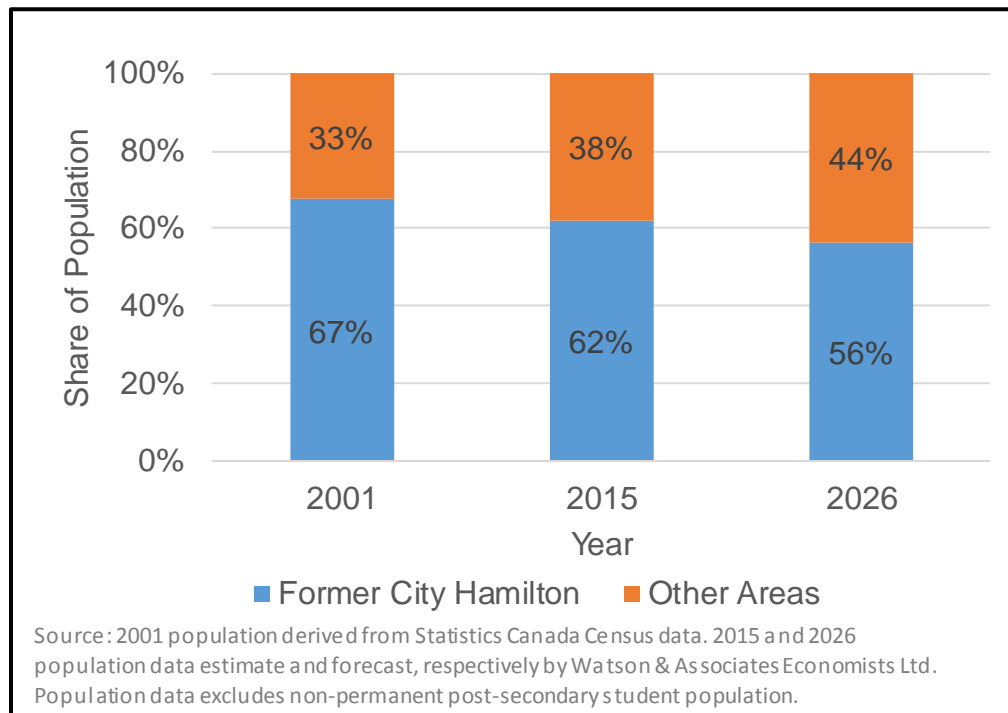


Over the 2001-2015 period, a number of major structural changes have begun to take shape in Hamilton which are expected to continue over the next decade. These trends have, and are expected to, perpetuate the population imbalances that exist by ward. These include:

Former City of Hamilton vs. Suburb Population Balance

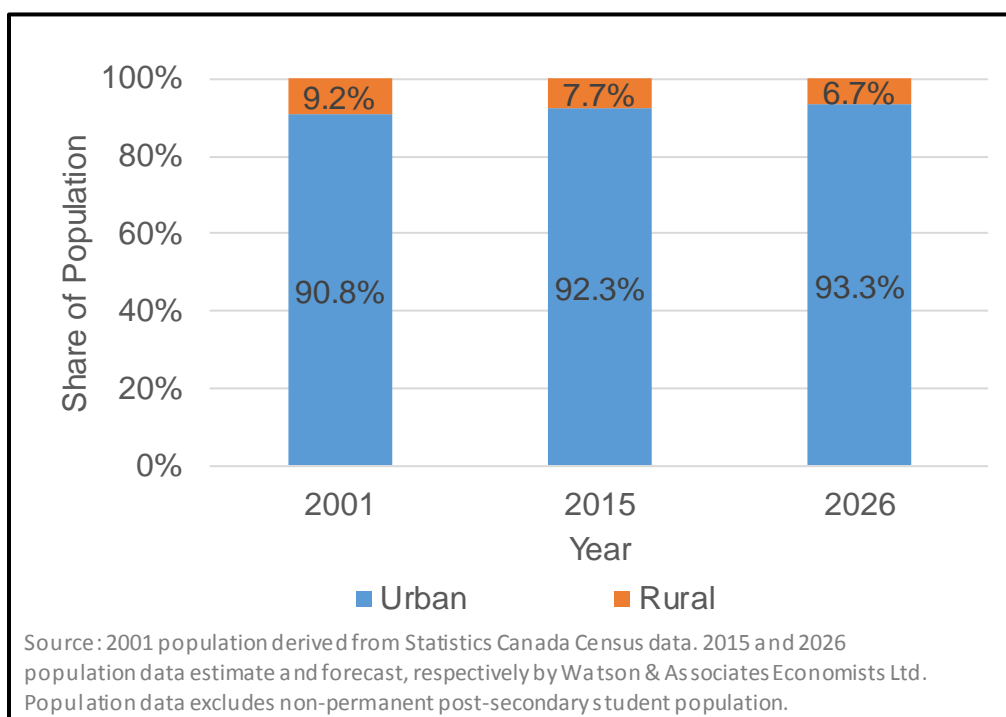
At the time of amalgamation in 2001, the former City of Hamilton, represented by Wards 1 through 8, accounted for about two-thirds of the City's population base, with the remaining one-third comprised of suburban and rural population within the former municipalities of Stoney Creek, Glanbrook, Ancaster, Dundas and Flamborough, as shown in Figure 6. Due to rapid population growth in suburban areas over the past 15 years compared to limited growth in the urban core, the former City of Hamilton's share of total population declined to 62% by 2015. Despite expected residential intensification and moderate population growth over the coming decade within the urban core, the decline in population share is expected to continue, with the former City of Hamilton expected to account for 56% of total population by 2026. Over the 2015-2026 period, only about 10% of population growth is expected to occur within the former City of Hamilton compared to 90% within other areas.

Figure 6: City of Hamilton Population Share – Former City vs. Other Areas, 2001-2026



Urban vs. Rural Population Growth Trends

While Hamilton has a diverse urban and rural population base, over the past 15 years the City's urban population has expanded significantly while the City's rural population has declined. This has resulted in a shift in the City's population base from rural to increasingly urban. In 2001, 91% of the City's population was urban while 9% was rural, as illustrated in Figure 7. By 2015, the City's urban share had increased to 92%. Over the next decade, Hamilton's population is expected to continue to shift increasingly to a more urban character. By 2026, the City's urban population is expected to account for 93% of the total population base.

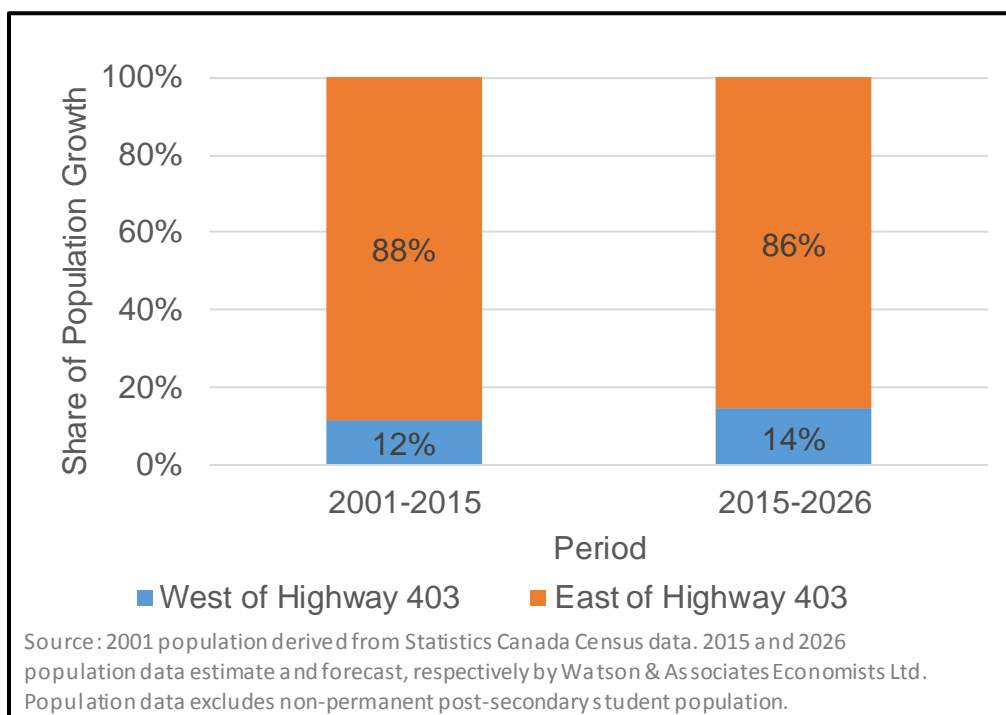
Figure 7: City of Hamilton Population Share – Urban vs. Rural, 2001-2026

West vs. East Population Balance

Geographically, the City of Hamilton can be divided east-west by Highway 403, which dissects the City approximately in the centre. The area to the east of Highway 403 has historically contained the majority of the City's population base. At the time of amalgamation in 2001, approximately 80% of the City's population resided east of Highway 403, while 20% were located west of the highway.

Over the past 15 years, population growth has also been concentrated east of Highway 403 and the population base continues to shift gradually to the east. Over the 2001-2015 period, 88% of the City's population growth was accommodated east of Highway 403, as shown in Figure 8. This trend is expected to continue, with 86% of population growth over the 2015-2026 period expected to be accommodated east of Highway 403, as illustrated in Figure 8.

Figure 8: City of Hamilton Population Growth Trends – East and West of Highway 403



3.3 Hamilton’s Attributes and Considerations for Optimal Ward Design

The analysis in section 3.2, discussing Hamilton’s diverse nature, origins and population growth trends, raises a number of opportunities and challenges with respect to ward boundary design. Key themes are discussed below.

Achieving Population Parity by Ward within a Municipality without Population Uniformity

The guiding principles are clear: in an ideal scenario, the population of all wards would be close to parity (the actual principle is stated as: “Ensure that every Councillor generally represents an equal number of constituents while allowing for some variation”). In fact, two of the present wards far exceed the optimal size and three are smaller than optimal. Theoretically, a ward redivision would be directed towards trying to bring the larger wards down to the optimal range and the smaller wards up to the optimal threshold.

Pursuing such a strategy has spatial implications for the entire ward design in the sense that the overall distribution of population in Hamilton is concentrated in the central and eastern parts of the City and growth is shifting further south and east. The western areas of the City (including the communities of Dundas, Ancaster and Flamborough),

conversely, are relatively lightly populated and have lower growth prospects than areas to the east over the next decade. Major growth nodes (with the exception of Waterdown) are located to the south and east of the present built up area. In other words, a redivision that adheres strictly to population parity will skew the ward configuration away from the western side of the City.

Urban-Rural Divide and the Rural Area as a Distinct Precinct

As noted earlier, the stereotypical image of Hamilton is urban. In the immediate pre-amalgamation decades, the idea that there was still a rural (or agricultural) Hamilton would have been implausible since the City had virtually no areas of active agriculture. Amalgamation changed that condition dramatically since, today, approximately 79% of the present City's land area is classified as agricultural/rural (i.e. outside the urban boundary).¹

In terms of representation, the ward profiles posted on the City website designate one ward as "rural," three as "primarily rural," three as "urban and rural," one as "primarily urban" and eight as "urban." It is apparent that there is significant rural territory within present-day Hamilton and it surrounds the urban area on three sides. Rural and agricultural economic activity is important in seven of the wards. Rural Hamilton, however, is also diverse in the sense that it includes a variety of forms of agriculture, as well as numerous conservation areas, parks and open spaces. Most of the rural territory on the west side of the City is expected to remain in rural form indefinitely, but rural areas to the south and east are transitioning into new suburban communities. In the public consultation sessions, the value of this rural community of interest was asserted consistently.

Rural Hamilton is, however, sparsely populated which makes the application of population parity a challenge. In this context, it is imperative to take account of an important decision made by the Ontario Municipal Board in relation to an attempt to design ward boundaries in another Ontario municipality where a rural perimeter was added to an urban core; this is the case of the appeal of Osgoode Rural Communities Association, *et al* against the City of Ottawa (2003).

In that case, a City of Ottawa ward boundary by-law was based on recommendations from a Task Force appointed by the City Council that merged rural communities with suburban communities. It was rejected by the Board on the grounds that the City "did not properly take into consideration the concerns of the rural community and the

¹ Based on share of City's land area located outside of current urban boundary.

protection of the communities of interest that exist within that segment of the City.” In addition, the Board found that it was unacceptable for the Task Force to simply see the rural areas as “extensions” of the suburban communities and to recommend “the combination of the rural population with the fringe suburban population for the purpose of achieving higher populations in certain wards.” Furthermore, the adoption of the “concept that rural areas no longer enjoyed a distinct character became a convenient rationale to ignore any obligation to preserve rural communities of interest. The evidence [heard by the Board] supports the contention that the City of Ottawa does contain rural communities with historical economic and social differences.”

In the Hamilton W.B.R., it is acknowledged and understood that Hamilton’s rural area has “a distinct character” that must be protected. In this respect (as was the case in Ottawa), the *Carter* principles assume significance.¹ In a large diverse municipality, strict application of population principles can lead to untenable wards. The Board has made it clear that such designs are unacceptable when they ignore a clear community of interest.

4. Assessment of the Existing Ward Structure and Preliminary Options

The Interim Report presented a detailed evaluation of the existing ward boundary structure, and presented eight preliminary ward boundary options based on four models of representation which were taken to the public for input and comment. Based on the responses received, the Consultant Team was able to draw some conclusions about their suitability as candidates for finalized options, and the public responses helped inform subsequent recommendations. The following section provides a summary of the existing ward structure evaluation and a summary of the preliminary options, along with the public input received on them.

4.1 Hamilton’s Existing Ward Structure

A detailed evaluation of the existing ward structure in Hamilton is found in section 5 of the Interim Report. That discussion rigorously applies the six guiding principles to the individual wards and the overall design.

¹ See the City of Hamilton Ward Boundary Review Interim Report pages 3-4 to 3-6 for an explanation of the *Carter* case and the principles that have been applied in the context of municipal representation.

The evaluation suggested that the existing ward boundary configuration does not successfully meet the expectations for any of the six guiding principles, as illustrated in Figure 9. In addition, from the perspective of those who participated in the public consultations, the existing ward boundary structure has some strengths, but the weaknesses identified are significant and outweigh the identified strengths.

Based on public feedback from Rounds 1 and 2 of consultation, there is a strong desire for change. There is a strong interest from the public in seeing the ward structure changed to address identified shortcomings in the current system, while the support from the few respondents who favoured retaining the current system was lukewarm (for example, it is “acceptable”) or counterfactual (“population will balance over time as rural wards expand”).

It would be improbable that a ward system review aiming to meet the principles set out herein would recommend a structure using the existing ward boundaries and, therefore, it is our conclusion that Council should move to change from the status quo.

Figure 9: Existing City of Hamilton Ward Boundary Configuration Evaluation Summary

Principle	Does Existing Ward Structure Meet Requirements of Principle?	Comment
Representation by Population	No	Two wards above acceptable range, three below range
Population and Electoral Trends	No	Three wards above acceptable range, three below range
Means of Communication and Accessibility	Partially successful	Generally clear markers with minor deficiencies; limited access highways divide five wards
Geographical and Topographical Features	Largely successful	Two wards include neighbourhoods above and below Escarpment
Community or Diversity of Interests	Partially successful	Very few communities of interest are divided internally, some groupings questionable (Wards 5 and 11 especially)
Effective Representation	No	Significant dilution of representation (Wards 7 and 8), lack of coherence (Ward 11)

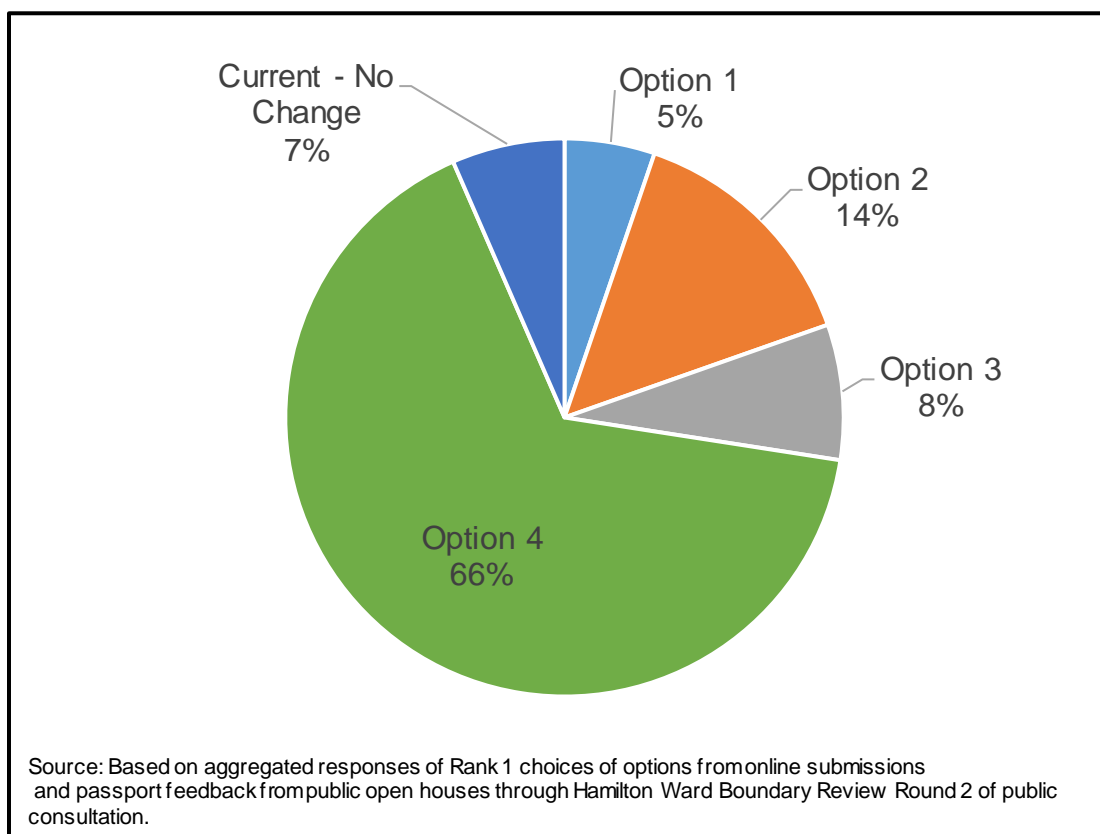
4.2 Preliminary Ward Boundary Options

As presented in the Interim Report, four preliminary approaches to representation in Hamilton were derived from the guiding principles, the initial public consultation meetings (Round 1), and other insight derived from the Consultant Team's experiences in developing ward boundary systems in other Ontario municipalities. This included:

- **Option 1: Derivative of Federal Constituency Boundaries** – based on the recently established federal constituency boundaries;
- **Option 2: Preservation of the Pre-Amalgamation Balance** – which works within the “balance of representation” model found in the present ward system;
- **Option 3: Post-Amalgamation 15-Ward Model** – places greater emphasis on population parity with less regard for previous municipal boundaries; and
- **Option 4: Post-Amalgamation 16-Ward Model** – similar to Option 3 except a 16-ward model.

As previously discussed, public input on the preliminary options was solicited through Round 2 of public consultation via a survey “passport” circulated at the public open houses and through an online survey form posted on the project web page. A key question asked residents to rank their top three choices, selecting from the eight preliminary options (Options 1, 2A, 2B, 3A, 3B, 4A, 4B, 4C) and the existing ward structure (No Change). The aggregated responses from the public open houses and the online survey, summarizing the top choice (1st choice), by the four option “themes” is presented in Figure 10. As shown, Option 4 (16-ward post-amalgamation option) was chosen as the top choice by 66% of respondents. This is compared to 14% for Option 2 (15-ward pre-amalgamation option), 8% for Option 3 (15-ward post-amalgamation option) and 5% for Option 1 (Derivative of Federal Constituency Boundaries). Of the respondents, only 7% selected the current ward configuration (No Change) as their top choice.

Figure 10: Preliminary Options and Preference of Respondents based on 1st (Top) Choice



A recap of the Preliminary Options, along with a discussion of public reactions to the Options, is provided below:

Preliminary Option 1 – Derivative of Federal Constituency Boundaries

Preliminary Option 1 was developed to create fifteen wards within the five federal constituency boundaries in response to suggestions made during the first round of public consultations. One feature was the apparent balance in population of the five constituencies (i.e. federal ridings) that made the idea initially attractive. It was acknowledged in the Interim Report, however, that the design actually had a number of limitations, primarily with respect to the population metrics utilized to generate the five federal constituencies, which resulted in notable population imbalances in practice: the figures used were out of date (from the 2011 Census), there was no provision for population growth and non-permanent post-secondary students were excluded from the population count.

Public support for this Option ranked near the bottom and no meaningful defence for the approach was provided in comments submitted to the Consultant Team. Given this

assessment, the idea of drawing ward boundaries within the five federal constituencies is not recommended.

Preliminary Option 2– Preservation of the Pre-Amalgamation Balance

The Interim Report included two preliminary Options that were developed with regard to the guiding principles for this Review while still retaining the “representative balance” between the old City of Hamilton (eight wards) and the other pre-amalgamation municipalities (seven wards). See the Interim Report page 6-5.

The most striking observation is that the population distribution in the wards proposed in these two Options continues to be inequitable in 2015 and 2026 and that includes the distribution within both the wards in the “urban” subgroup (Wards 1 to 8) and the wards in the “suburban” subgroup (Wards 9 to 15), which persists across the entire ward structure. The positive attributes of the present system that are carried forward (but related to the least valued principles – Communication and Accessibility, and Geographical and Topographical Features) are maintained and the proposed modifications to Wards 9 and 11 create a more plausible grouping of communities of interest. While the proposed Ward 11 is less diverse than the present Ward 11, the voices of the residents in the proposed Wards 7 and 8 continue to be significantly diluted. Effective representation may be marginally improved, but the population imbalances continue to prevent the conclusion that these models are a notable improvement on the present system.

Public support for this approach was relatively limited and was frequently couched in terms of negative assessments of incumbent elected officials. Ward Boundary Reviews are often seen by residents as an invitation to offer critiques of a range of policy (and political) decisions, but we must point out that this Review is not about incumbent Councillors, nor is it about those who may wish to seek office in 2018 or later. It is about determining an acceptable grouping of residents to make those choices at election time – not about who they select.

The insistence that “cultural and historical identities” must be preserved at the cost of population parity was widely endorsed, as was an attachment to the theme that preserving the provincial “solution” at amalgamation so that the interests of the suburbs “would not be overwhelmed by those of the old city.” As one resident put it, “a deal is a deal.”

Given that one of the key priorities for the Review was to address population inequities, these Preliminary Options that preserve the urban/suburban “balance” simply does not

work and would be extremely difficult to defend to the O.M.B. in light of other more equitable alternatives.

Preliminary Option 3 – Post-Amalgamation 15-Ward Model

The guiding principles include an explicit reference to “representation by population” in both the present and future. Given the distribution of population across the City (as discussed in section 3.2), a design that places emphasis on this principle will undoubtedly include proportionately more wards from the more highly populated areas of the City, and inevitably fewer from the more sparsely populated parts. Applying this principle also means overcoming the demonstrated limitations of the “balance” options illustrated in Option 2 by creating some wards that cross the pre-amalgamation former City of Hamilton boundary with the goal of achieving better population parity across the entire City.

At the same time, since the principles also direct the Consultant Team to recognize “settlement patterns, traditional neighbourhoods, and community groupings,” any such wards will have to be designed to preserve local community identities within a new ward combination.

Preliminary Options 3A and 3B actually received limited public support, mainly because they were perceived as not having gone far enough to address parity (representation by population). The two Options demonstrate clearly, however, the challenges of working with a 15-ward model to maintain communities of interest and to provide effective representation all the while achieving population parity. The “cost” required to provide adequate representation to the areas of higher population in the eastern part of the City can only be met by a trade-off: the share of 15 wards assigned to less heavily populated areas in the western part of the City must be reduced. With these perspectives in mind, the Consultant Team has prepared a final 15-ward Option which addresses the parity issue while maximizing effective representation and preserving communities of interest to the extent possible under a 15-ward configuration.

Preliminary Option 4 – Post-Amalgamation 16-Ward Model

The idea of “simply” adding a new ward within the Hamilton Upper Mountain area (and increasing the number of Councillors to 16) had been frequently floated publicly even before this Review began, since the adjoining Wards 7 and 8 together amounted to almost a quarter of the City’s 2015 population. Such a “simple” modification would have implications for the larger balance of representation issue (see above) but would sidestep an overdue evaluation of the success of the remaining wards in delivering

effective representation. It is primarily for this reason that the 2015-2016 Ward Boundary Review is intended to be comprehensive rather than partial in nature.

Therefore, in an attempt to meet the guiding principles and to achieve a better distribution of population across the City, Option 4 proposed a 16-ward design. Options 4A, 4B and 4C proposed an additional ward (or two in the case of Option 4C) to address the high population concentration in the west Mountain area.

The overall premise of Option 4 resonated with respondents largely because it achieved relatively good overall representation by population, particularly in the case of Option 4C. Those who preferred Options 4A and 4B saw strengths with respect to preserving communities of interest and providing effective representation while still achieving reasonable population balance by ward.

The Consultant Team has concluded that a 16-ward option should be one of the ward designs recommended to Council.

5. Final Options

Based on public feedback on the Preliminary Options and further refinement, two potential final ward boundary configurations (Options) were developed and are presented herein.

Given the overwhelming preference for Preliminary Option 4, as demonstrated in the second round of public consultation discussed in section 4, the Consultant Team examined more closely the positive attributes of Options 4A, 4B and 4C, as the basis for the development of final options. This included the manner in which these three Preliminary Options reached, in varying degrees, population balance (parity) while achieving effective representation and preserving communities of interest. These perspectives were applied to both a 15-ward and 16-ward design as follows:

- **A 15-ward Option** which strives to optimize population parity (representation by population). This Option has a structure similar to Preliminary Option 4C but whereas Option 4C included five wards on the Mountain, this Option manages to create better parity through allocation of four wards in that approximate area. As has been explained earlier, this configuration involves shifting the distribution of the wards to capture the high concentration and growing population on the eastern side of the City; and

- **A 16-ward Option** that, through the addition of one ward, achieves a reasonable population balance by ward and preserves communities of interest while finding better effective representation than a 15-ward Option.

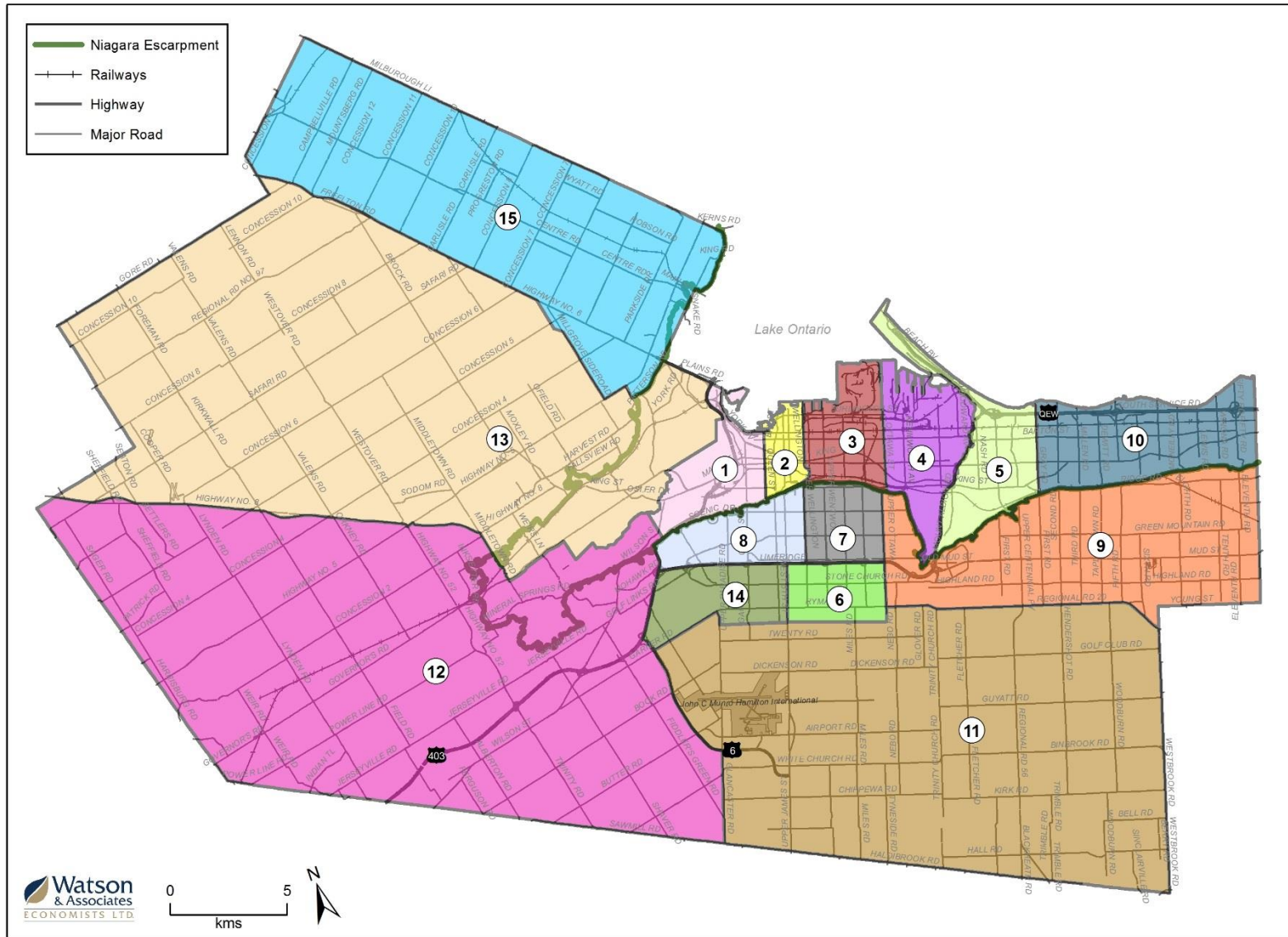
The goal of this Review is to design a system of effective representation that seeks relative parity in the population of the wards, with some degree of variation acceptable in light of population densities and demographic realities across the City. The design of suitable ward alternatives, however, is not dependent only on relative parity since it involves applying all six principles established for this Review. The challenge is that sometimes a structure that best serves one principle cannot fulfill another with similar success. Therefore, ward design alternatives need to be assessed in terms of meeting as many of the six principles as possible and in terms of which principles are best realized. In the following evaluation, the two Options are compared to one another in this manner.

5.1 15-Ward Option

The 15-ward Option is illustrated in Figure 11 with more detailed mapping and description provided in Appendix B. Key features of this Option include:

- Maintains present Wards 1-3 with minor modifications;
- Modifies present Wards 4 and 5 by using the Red Hill Valley Parkway as a boundary. Downtown Stoney Creek is also included in Ward 5;
- Proposed Ward 10 to include area from Gray's Road to the Town of Grimsby municipal boundary below the Escarpment;
- Four wards on the central and west Mountain between Upper Ottawa Street and Highway 403, with two from the Mountain brow to the Lincoln Alexander Parkway and two from the Lincoln Alexander Parkway south to the power transmission corridor south of Rymal Road;
- Proposed Ward 9 from Upper Ottawa Street east to the municipal boundary above the Escarpment and north of Rymal Road;
- Proposed southeast Ward 11 below Rymal Road and the power transmission corridor extending west to Highway 6 South and Glancaster Road;
- Proposed southern Ward 12 anchored in Ancaster bound by Glancaster Road and Highway 6 South to the east and Highway 8 and the former Dundas/Ancaster municipal boundary to the north;
- Proposed western Ward 13 to include Dundas and Greensville and rural areas to the west; and
- Proposed northern ward similar to present Ward 15.

Figure 11: 15-Ward Option



By redividing the Upper Mountain area into four wards, all of them fall into the defined range of acceptable variation based on 2015 population and the proposed wards are expected to remain within that range through to 2026, as presented in Figure 12. While there are still wards that will be at the lower end of the acceptable population range in the short term that are included in this Option, they provide representation for rural areas, and they (with one exception) are expected to grow into the optimal range of variation over the next three election cycles (through 2026).

Figure 12: 15-Ward Option – Population by Proposed Ward

Ward	2015			2026		
	Population ¹	Variance ²		Population ¹	Variance ²	
Ward 1	41,340	1.10	WR	43,900	1.04	WR
Ward 2	37,220	0.99	WR	41,855	0.99	WR
Ward 3	43,780	1.16	WR	43,485	1.03	WR
Ward 4	40,235	1.07	WR	39,395	0.93	WR
Ward 5	44,070	1.17	WR	44,620	1.06	WR
Ward 6	38,125	1.01	WR	40,840	0.97	WR
Ward 7	42,940	1.14	WR	40,125	0.95	WR
Ward 8	40,215	1.07	WR	38,710	0.92	WR
Ward 9	37,715	1.00	WR	50,555	1.20	WR
Ward 10	38,175	1.01	WR	48,085	1.14	WR
Ward 11	28,675	0.76	WR	51,925	1.23	WR
Ward 12	28,695	0.76	WR	29,335	0.70	OR-
Ward 13	36,795	0.98	WR	35,425	0.84	WR
Ward 14	38,995	1.03	WR	45,845	1.09	WR
Ward 15	28,295	0.75	WR	38,755	0.92	WR
Optimal Ward Population	37,685	1.00		42,190	1.00	

1. Reflects permanent population including Census undercount of approximately 3.8% as well as non-permanent post-secondary student population.

2. Variance from average ward size. Variance within +/- 25% is considered within acceptable range (WR) while that above/below threshold is out of range OR+ and OR-, respectively.

As has been noted several times in this report, various configurations place greater weight on certain principles: in this case, the goal of population parity in the urban area has been successfully met in conjunction with the explicit need to capture the rural community of interest, primarily on the west side.

The overall evaluation of the 15-ward Option is summarized in Figure 13.¹ This Option has successfully addressed the two population principles and the community of interest principle, while only proposing two wards that include areas above and below the Escarpment (in the Ancaster and Dundas-Greenville area). Portions of Highway 403 cut through two wards but other boundaries use plausible easily-identified markers. The coherence and population distribution of the proposed wards contributes to effective representation even though significant population projections are expected in two wards with large areas. On the whole, this Option could be defended to the O.M.B. as more equitable than the present system over the time period envisioned for a new ward system (three election cycles) even though it may not realize its full potential until after the first election (2018).

Figure 13: Evaluation Summary of 15-Ward Option

Principle	Does Proposed Ward Boundary Structure Meet Requirements of Principle?	Comment
Representation by Population	Yes	All wards within desired range of variation but three close to bottom of the range
Population and Electoral Trends	Largely successful	One ward below the range, all others within acceptable range
Means of Communication and Accessibility	Partially successful	Generally clear markers; limited access highways cut through three wards
Geographical and Topographical Features	Largely successful	Two wards on the western side include neighbourhoods above and below the Escarpment
Community or Diversity of Interests	Yes	Communities of interest not divided internally but some new groupings are proposed
Effective Representation	Largely successful	No significant dilution of representation but major growth forecast in two wards with large geographic areas

¹ In the Options included herein, ward numbers that correspond to the present wards are used wherever possible. It would be appropriate for wards in a revised system to be re-numbered (or named) to reflect a City-wide system.

5.2 16-Ward Option

Hamilton's City Council, at present, consists of fifteen Councillors elected in fifteen wards and a Mayor elected at-large. It is within the powers of a Council to modify the "composition of council" (as it is called in the Municipal Act) but the position of Mayor is not within the powers of Hamilton Council to change, since all municipalities in Ontario must have a "head of council" elected at-large.

As previously discussed, a 16-ward model (Preliminary Option 4) was the preferred choice of the public in the second round of public consultation. There are merits to a 16-ward model in the context of Hamilton. These include:

- Making it possible to achieve both a better population balance and more coherent individual wards if the composition of council is increased.
- The addition of one seat means that the population of an optimal ward and range of variation are adjusted downward thereby contributing to the possibility that some wards can be designed with smaller populations and still be deemed to deliver parity.
- Returning to an even number of Councillors means that when all members of Council are participating in a decision, the Mayor could cast a tie-breaking vote rather than voting to create a tie – a move that blocks actions but cannot affirm a decision since a tied vote is deemed to be a lost vote. In other words, it would be a contribution to better governance for the City.
- The City of Hamilton has seen notable population growth since amalgamation and the implementation of a 15-ward system. At the time of amalgamation, the average size of a ward with respect to permanent population was approximately 34,000.¹ In 2015, the average size of a ward increased to approximately 36,500 and by 2026 it is forecast to increase to 40,900. In a 16-ward configuration, the current permanent population per ward (based on 2015 population figures) would be comparable to the population per ward under the 15-ward structure in 2001. In other words, over the 2001-2015 period, the City's population has increased by the equivalent of one ward.

¹ Includes Census undercount of approximately 4% but excludes non-permanent post-secondary student population.

- It is estimated that an additional Councillor would add approximately \$230,000 to the City's annual operating budget.¹ This figure would represent about a 0.01% increase to the City's annual operating budget.²

Public responses and further analysis have led to a hybrid 16-ward Option; that is, it incorporates many of the features of the preliminary designs from the Interim Report that were labelled "Option 4" but has addressed some of the shortcomings identified through the public consultations.

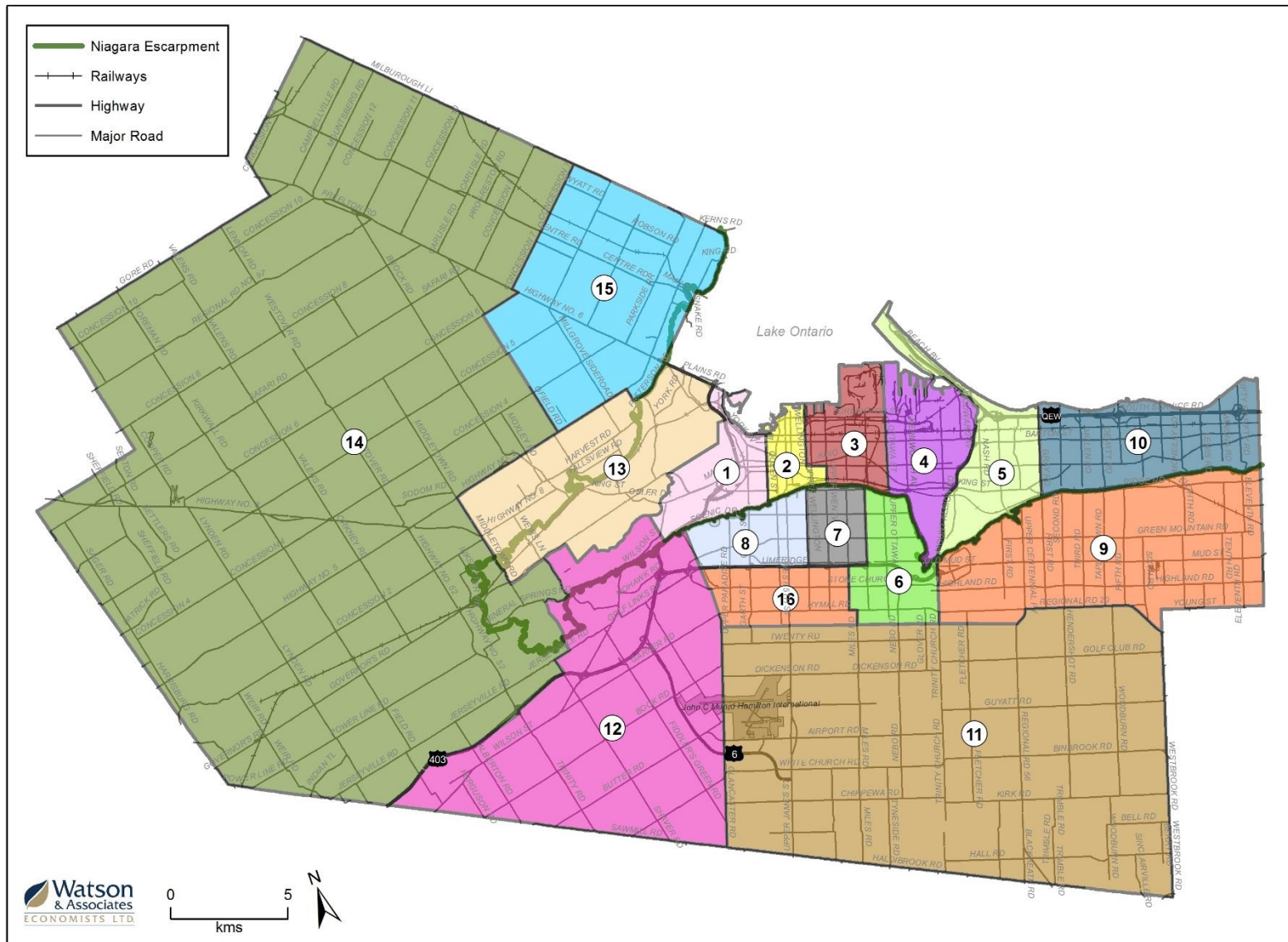
The 16-ward Option is presented in Figure 14 with more detailed mapping and descriptions of proposed ward boundaries provided in Appendix C. The key characteristics of this Option include:

- Six wards below the Escarpment aligned north-south from Highway 403 to the Grimsby boundary;
- Five wards on the central and west Mountain from Upper Centennial Parkway to Highway 403 with two running from the Mountain brow to the Lincoln Alexander Parkway and two from the Lincoln Alexander Parkway south to Twenty Road. The fifth ward would run from Upper Ottawa Street to Upper Centennial Parkway north and from the Mountain brow to Twenty Road-Rymal Road;
- A ward consisting of a very large geographic area that includes Upper Stoney Creek from Upper Centennial Parkway to the Grimsby boundary and the southeast quadrant of the City below Twenty Road-Rymal Road and over beyond the John C. Munro Hamilton International Airport;
- A proposed ward centred on Ancaster;
- A proposed ward to include Dundas and Greenville;
- A proposed rural ward that circles the western suburban communities; and
- A proposed ward based on Waterdown.

¹ This figure reflects the salary of one Councillor and an Administrative Assistant and discretionary items. This calculation is based on discussions with City staff.

² City of Hamilton approved 2016 gross operating budget (rate and tax supported) is \$1,643,014,160.

Figure 14: 16-Ward Option



With an additional ward to consider, this Option uses a lower optimal size for a ward (35,330 in 2015 as opposed to 37,685 in a 15-ward design) and a range of variation in which smaller ward populations are judged acceptable, as shown in Figure 15. As can be expected, areas in the City where population is concentrated fall closer to the top of the range (including one outside the range) and wards in areas of lower population density tend towards the lower end of the range or outside it. While proposed Wards 11 and 15 are moderately below the minimum population threshold in 2015, based on recent development activity and forecast growth, Ward 11 is expected to be above the minimum threshold by the election in 2018, while Ward 15 will approach the threshold by that year and is expected to surpasses the minimum threshold in time for the 2022 election. Wards 13 and 14, however, are on the western and northern fringes of the City where growth is not forecast, and are expected to continue to be at the lower end of the population range throughout the forecast period. In comparison, proposed Ward 16 will remain marginally above the maximum desired population variance through 2026.

Figure 15: 16-Ward Option – Population by Proposed Ward

Ward	2015			2026		
	Population ¹	Variance ²		Population ¹	Variance ²	
Ward 1	41,340	1.17	WR	43,900	1.11	WR
Ward 2	40,635	1.15	WR	45,225	1.14	WR
Ward 3	40,360	1.14	WR	40,120	1.01	WR
Ward 4	40,235	1.14	WR	39,395	1.00	WR
Ward 5	44,070	1.25	WR	44,620	1.13	WR
Ward 6	39,500	1.12	WR	37,880	0.96	WR
Ward 7	33,460	0.95	WR	31,285	0.79	WR
Ward 8	38,225	1.08	WR	36,785	0.93	WR
Ward 9	28,390	0.80	WR	43,530	1.10	WR
Ward 10	38,175	1.08	WR	48,085	1.22	WR
Ward 11	24,230	0.69	OR-	46,105	1.17	WR
Ward 12	39,425	1.12	WR	44,980	1.14	WR
Ward 13	28,815	0.82	WR	27,775	0.70	OR-
Ward 14	19,500	0.55	OR-	18,910	0.48	OR-
Ward 15	23,100	0.65	OR-	33,580	0.85	WR
Ward 16	45,810	1.30	OR+	50,695	1.28	OR+
Optimal Ward Population	35,330			39,555		

1. Reflects permanent population including Census undercount of approximately 3.8% as well as non-permanent post-secondary student population.

2. Variance from average ward size. Variance within +/- 25% is considered within acceptable range (WR) while that above/below threshold is out of range OR+ and OR-, respectively.

There is a better capacity to group together communities of interest into units of representation in a 16-ward system. In contrast to the fifteen ward Option, for example, the four southern and western wards (11, 12, 13 and 14) are each coherent entities built upon long-standing and well-understood inter-connections of economic and social networks. As a result, the reservations expressed by the O.M.B. in relation to the representation of the fringes of the municipality in the 2002 Ottawa ward by-law are not applicable.

The overall evaluation of the 16-ward option is summarized in Figure 16. This design can provide to residents of all parts of Hamilton with equitable and effective representation over the next three elections. Despite the wide variations in population density and forecast population growth, the population principles are largely met for 2015 and 2026. Only two wards include areas above and below the Escarpment (in the Ancaster and Dundas-Greenville area). Portions of Highway 403 cut through two wards but other boundaries use plausible easily-identified markers. The coherence and population distribution of the proposed wards contributes to effective representation since higher population wards are comparatively small in area and the major rural community of interest is preserved despite its low population.

Figure 16: Evaluation Summary of 16-Ward Option

Principle	Does Proposed Ward Boundary Structure Meet Requirements of Principle?	Comment
Representation by Population	Largely successful	One ward above the top of the range, three below the range
Population and Electoral Trends	Largely successful	One ward just above the top of the range, two below the range
Means of Communication and Accessibility	Partially successful	Generally clear markers; limited access highways cut through two wards
Geographical and Topographical Features	Largely successful	Two wards include neighbourhoods above and below Escarpment
Community or Diversity of Interests	Yes	Communities of interest not divided internally but some new groupings to experience are proposed
Effective Representation	Largely successful	No significant dilution of representation and all wards are coherent collections of communities

6. Recommendations

This report has evaluated the existing ward structure in terms of the principles established for the 2015-16 Ward Boundary Review and the public input received. This evaluation suggests strongly that the existing ward boundary configuration does not meet the expectations of the guiding principles. The existing ward structure will not be workable in the future and this review has concluded that the City would be better served by an alternative configuration.

The two Options presented here successfully address shortcomings identified in the present system by providing wards that are better balanced in population now and over the next three elections while accommodating a significant geographic community of interest (rural Hamilton) and the various urban neighbourhoods materializing across the City.

Furthermore, all of the Options placed before the community now or in the earlier stages of the review have respected historical or distinct communities; all of them can be identified in the two Options placed before Council in this report. They may have been “partnered” with new neighbours but this was consciously done in ways that recognize their similarities not their differences.

Ward boundaries must delineate one cluster of residents from another for electoral purposes, but considerable attention has been paid in this review to placing boundaries in locations that reflect the contemporary distribution of population in Hamilton. The City is constantly changing so that hard lines that were drawn decades ago to separate one municipal jurisdiction from another have softened to the point where they are no longer reasonable ways to group residents together to deliver effective representation.

Appendix A – Public Consultation

Appendix A-1

Public Engagement Plan

City of Hamilton Ward Boundary Review Process

Community Engagement Plan

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Context

The City of Hamilton commissioned Watson & Associates Economists Ltd., in association with ICA Associates Inc., Trust Learning Solutions and Robert J. Williams (the Consultant Team), to conduct a comprehensive review of the municipal ward system. The Request for Proposal and resultant Terms of Reference for the project specified two rounds of public consultation and engagement in the process. The City is in the midst of raising the standard for citizen engagement based on a Public Engagement Charter. The Consultant Team has endeavoured to live up to this high standard even though the Charter has not yet been converted into policy. This document embodies the City's principles and converts them into procedures.

Outcome of the Ward Boundary Review

The Ward Boundary Review process will develop and present to the City of Hamilton some alternative ways to ensure effective and equitable arrangement of the City of Hamilton's electoral wards.

Decision Maker

Ultimately, the Council of the City of Hamilton will decide which ward design alternative to adopt, including the option of staying with the status quo. The Ward Boundary Review Study provides expert input into their decision.

Purpose of this Citizen Engagement Plan

- To engage the people of Hamilton in a manner that provides valuable input to the evaluation of the existing ward structure and development of alternative ward boundaries.
- To ensure Council that ward boundary alternatives reflect municipal vision, principles of the Public Engagement Charter, and community input.

Outcomes of this Citizen Engagement Plan

- Citizens will learn about the reason for the Ward Boundary Review and the key factors that will be considered in the review.
- Citizens will provide useful input to the Consultant Team in the evaluation of the existing system and researching design alternatives on behalf of Council.
- Citizens will have a sense that their input might genuinely influence the review.

Goals of Round One Consultations

Interested citizens of Hamilton will learn about the review process and the design principles given in the Terms of Reference for the project. They will assess the strengths and weaknesses of the current ward boundary structure, then rank the design principles in order of importance for consideration in the development of alternatives. This ranking of design principles is important because it will inform the Consultant Team on how to narrow the range of alternatives for development and exploration.

Goals of Round Two Consultations

Interested citizens of Hamilton will learn about the alternative ward boundary options, assess the trade-offs among them using the adopted design principles, indicate their preferences, and provide thoughtful feedback to the Consultant Team that informs the development of recommended options.

Roles in This Citizen Engagement

The City and the Consultant Team will be collaborating throughout the Review.

The City will use its expertise in communications and logistics for:

- Website hosting, design, and maintenance;
- Communications using: social media, traditional media, posters, and mailings;
- Promotional materials publication and distribution;
- Media relations;
- Advertising;
- Venue logistics: find, book, equip, and provide refreshments as needed;
- Outreach to community groups;
- Branding; and
- Added forms of engagement not contained in the original terms of reference.

The Consultant Team will use its subject matter expertise for:

- Informing participating citizens about the subject of ward boundary reviews;
- Group process design and facilitation;
- Content for communications, such as descriptive text added to a website;
- Key messages advice to the City;
- Capturing and documenting the basic components of the citizen input for future reference; and
- Reviewing any citizen input captured by the City from their social media and web-based sources.

Alignment with City Policy

An engagement plan is essential to the Ward Boundary Review because it upholds two overarching pillars of the City:

- The existing **Vision** for the City of Hamilton: *“To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.”*
- The Core Principles of the City’s new **Public Engagement Charter** expand on the elements of the vision:
 - Transparency and trust;
 - Accountability and action;
 - Inclusion and diversity;
 - Create opportunities for active participation;
 - Collaboration, co-operation and shared purpose;
 - Ongoing engagement and open communication;
 - Learning, reflection and evaluation; and
 - Capacity for engagement.

The public engagement plan of the Ward Boundary Review process seeks to align itself with the City’s Core Principles of Public Engagement:

Core Principles of Public Engagement	Ward Boundary Review Design Implication
1. Trust and transparency	A website is being created by City staff to share all background information, reports and location of public consultations. City staff will monitor social media comments. Consultant Team will provide content for the City in a timely fashion to use in updating the project web page.
2. Accountability and action	Products/outputs of each round of engagement will be reviewed by the Consultant Team and referenced in their analysis, design, and recommendations.
3. Inclusion and diversity	Public meetings will be held in different parts of the City scheduled at different times of the day and days of the week. City staff will book functional meeting rooms that are wheelchair accessible, with ample space to move around during interactive sessions. Consultant Team will ensure that materials shared in public meetings will use both visual and auditory processes. Facilitators will ensure that the interactive components of the meeting will engage different ways of learning and communicating: kinesthetic through body movement and making tangible products, interpersonal through small and large group discussions, etc. Language of the public meetings will be English.
4. Create opportunities for active participation	Group process design begins with reframing the objectives in terms of what the participants need to know, learn, decide or produce. Face-to-face meetings with the public will include interactive components that encourage participants to meet new people and ideas without unnecessary criticism. Small group discussions invite participants to record their own ideas. Sharing key insights will be through the use of index cards, push-pins, sticky notes and lists projected on an overhead screen. Large display boards will contain the key information and be available for review at the beginning of the event. Questions will be organized to build one on the other and reveal deeper insights, not just opinions and positions.
5. Collaboration, co-operation and shared purpose	The City will be taking the lead role in public communications. Communication and outreach will be through a number of media vehicles. City staff will invite Councillors to reach out through their networks, the media will be asked to play a role, local community groups will be engaged directly in soliciting participation from their membership. A set of “participation guidelines” will be reviewed with participants at public meetings in order to set an inclusive, collaborative tone.
6. Ongoing engagement and open communication	The City will set up, manage and monitor a website which will be changing throughout the life of the review. The City’s own social media outlets will be receiving and encouraging community conversations.
7. Learning, reflection and evaluation	The design of the engagement process was refined after consulting with elected representatives and City staff. The design of the second round of consultations will reflect some of the lessons learned from the first round. Public meetings will end with a short reflective dialogue on the event.
8. Capacity for engagement	The first round is partly educational about the topic and the process. Questions of clarification will be asked and answered. Participants will be asked the deeper questions after the informational ones.

Meetings for Round One Consultations

- Nine 3-hour meetings to be held at locations throughout the City of Hamilton.

Round One Consultation Meeting Process

Purpose: Interested citizens of Hamilton will learn about the review process and the design principles given in the terms of reference for the project. They will assess the strengths and weaknesses of the current ward boundary structure after ranking the design principles in order of importance for the future. This ranking of design principles is important because it will inform the Consultant Team on how to narrow the range of alternatives for development and exploration.

Round One Consultation Agenda

- 1) **Brief Open House**
 - Purpose: To introduce the topic and understand the participants' perspectives.
 - Process: Individually review informative display boards and indicate (with a pin) on a map where each participant lives.
- 2) **Welcome, context, overview**
 - Purpose: To equip people to engage with one another comfortably.
 - Process: Brief presentation describing the agenda and participation guidelines.

- 3) **The Ward Boundary Review Presentation** (25 minutes)
 - Purpose: To equip people to discuss the topic of ward boundary review.
 - Process: Presentation by an expert, reviewing the maps, history, terms of reference (especially the design principles), and how the input will influence the work.
- 4) **Clarification Discussion** (5 + 10 + 10 = 25 minutes)
 - Purpose: To ensure people are clear about the topic.
 - Process: 1) A brief table discussion and note taking and 2) sharing questions with the whole group, followed by 3) answers to what can be answered by the presenter.
 - Key question: *“What questions of clarification do you have?”*

- 5) **Current Situation Discussion** (10 + 10 + 10 = 30 minutes)
 - Purpose: To better understand and apply the City's design principles to the current ward boundaries in order to build up a principled impression of strengths and weaknesses.
 - Process: 1) Small group discussions of the design principles and note taking about strengths and weaknesses of the current situation, 2) sharing some key insights from each small group with the large group, and 3) a short whole-group discussion of their summary.
 - Key question: *“What are some of the strengths and weaknesses of the current ward system?”*
- 6) **Ranking of Design Principles for the Future** (10 + 10 + 10 + 10 = 40 minutes)
 - Purpose: To apply the design principles this time for future consideration.
 - Process: 1) Small groups review the design principles again and discuss which are important for the ward system to reflect and uphold in the future; 2) individually select the top 3 most important design principles to apply.
 - Key question: *“What principles do we want the ward system to uphold and reflect in Hamilton?”*
- 7) **Wrap-up and next steps** (10 + 10 = 20 minutes)
 - Purpose: To summarize the event, learn how the results will be used, and how to stay engaged.
 - Process: One short presentation and one short whole-group discussion.
 - Key Question: *“What will we tell people who were not here when they ask what happened?”*

Materials for Round One Consultation Events

- Stacking chairs for 35 people, with an additional 75 or more available for a potentially large crowd.
- Folding tables, preferably round, 6 set up with 6 chairs per table, with another 8 tables ready to be set up if a large crowd arrives.
- Large display boards including:
 - “Engagement Charter” including vision, mission, and principles diagram (supplied by the City – because it is theirs and they can re-use it);
 - “Where do YOU come from?” A large simple B&W map of the current ward boundaries and major streets on a foam-core panel (so pushpins can be stuck through it);
 - “The Ward Boundary Review Process” containing:
 - A simple flow chart of the whole process including a “you are here” marker, next steps and contact information to add input; and
 - Website URL and Twitter hashtag and phone number selected by the City for Communications
- Wall Posters:
 - Purpose and Agenda;
 - Participation Guidelines poster posted near the agenda:
 - Everyone has wisdom;
 - We need everyone’s wisdom for the wisest results;
 - There are no “wrong” answers;
 - The whole is greater than the sum of its parts; and
 - Everyone will “hear” and “be heard.”
- Pre-printed (B&W on plain bond paper) 3’x3’ tablecloths with questions and places to write answers during small group discussion.
- Pre-printed large vertical strips of paper (maybe 18” to 24” wide by 36” tall) each containing another of the design principles from the Terms of Reference printed large at the top. When hung together on an accessible wall space these will be:
 - Referred to by the presenter; then
 - Used by participants for their coloured sticky notes ranking the top three principles.
- Sets of three coloured sticky notes for individuals to use for ranking the principles
- Projector and screen.
- A small set of chunky marker pens for writing/drawing on every tablecloth.
- Sign-in sheets so the City can keep in touch with participants and to send them a thank-you note.
- A registration table near the entrance.
- If supplied by the City or a sponsor, a refreshments table.
- Sets of small-headed colour pushpins for participants to stick in the map during the open house (colour coded to help identify where the consultation was located).
- Microphone (wireless preferred), amplifier and loudspeaker.

Meetings for Round Two Consultations

- Nine 3-hour meetings to be held at locations throughout the City of Hamilton.
- The goal is to complete the consultations before the end of June in order to capture as many participants as possible before the summer vacation season begins and to allow time for reviewing the input before developing the final options to Council.

Round Two Consultation Meeting Process

Purpose: Interested citizens of Hamilton will learn about the alternative ward boundary structures, assess the trade-offs among them using the City’s ranked design principles, indicate their preferences, and provide feedback to the Consultant Team.

Allowance is made for individuals to examine all the alternatives in an informed and informal manner. Participants will be equipped with a “passport” to allow them to take notes and keep track of both the design principles and the various options. The process requires casual 1:1 support and instruction with less group facilitation.

Round Two Agenda

- 1) Open house;
- 2) Welcome and overview of the event;
- 3) Presentation on input from Round One consultations;
- 4) Presentation on the draft alternative ward boundaries;
- 5) Discussion of the alternatives using the input from the round one consultations (Q&A);
- 6) Participations were handed a passport in order to take notes and rank their preferences;
- 7) Indication of preferences as “walkabout” with subject matter experts very accessible;
- 8) Discussion of assumptions and reasons behind preferences; and
- 9) Wrap-up and next steps.

Materials for Round Two Consultations

- A dozen display board easels for the preliminary options and explanatory posters;
- Chairs arranged for a presentation;
- Projector and screen for a presentation;
- Reception table;
- Tables for participants to write their answers at, if they chose; and
- “Passport” booklets for each participant containing information about the overall process, ranked design principles from Round One consultations, a few defining characteristics of the ward boundary options, space to express opinions, and some evaluation questions.

Meeting Locations of Round One Consultations:

- Nine 3-hour meetings were held between February 3rd and February 27th, 2016, at locations throughout the City of Hamilton, as summarized below.
- This included seven weekday meetings scheduled in the evenings and two meetings scheduled on Saturday afternoons.

Locations of Round One Consultations

Meeting #	Venue	Date/Time
1	Harry Howell Arena	Wednesday, February 3, 2016 6:00-9:00 pm
2	Canadian Warplane Heritage Museum	Tuesday, February 9, 2016 6:00-9:00 pm
3	Old Beasley Community Centre	Wednesday, February 10, 2016 5:30-8:30 pm
4	Sackville Seniors Centre	Thursday, February 11, 2016 6:00-9:00 pm
5	Rockton Fairgrounds	Tuesday, February 16, 2016 6:00-9:00 pm
6	Ancaster Rotary Centre	Wednesday, February 17, 2016 6:00-9:00 pm
7	Stoney Creek Recreation Centre	Saturday, February 20, 2016 12:30-3:30 pm
8	Bocce Club – Chedoke Twin Pad Arena	Monday, February 22, 2016 6:00-9:00 pm
9	Dundas Lions Memorial Community Centre	Saturday, February 27, 2016 12:30-3:30 pm

Meeting Locations of Round Two Consultations

- Nine 3-hour meetings were held between June 9th and June 29th, 2016, at locations throughout the City of Hamilton, as summarized below.
- This included seven weekday meetings scheduled in the evenings and two meetings scheduled on Saturday afternoons.

Locations of Round Two Consultations

Meeting #	Venue	Public Meeting Date/Time
1	Sir Winston Churchill Recreation Centre	Thursday, June 9, 2016 6:00-8:30 pm
2	Tim Hortons Field	Saturday, June 11, 2016 12:30-3:30 pm
3	Mountain Arena	Tuesday, June 14, 2016 6:00-9:00 pm
4	Ancaster Rotary Centre	Thursday, June 16, 2016 6:00-9:00 pm
5	Westdale Secondary School	Friday, June 17, 2016 6:00-9:00 pm
6	Waterdown Legion Hall	Monday, June 20, 2016 6:00-9:00 pm
7	Winona Community Centre	Thursday, June 23, 2016 6:00-9:00 pm
8	Rosedale Arena	Saturday, June 25, 2016 12:30-3:30 pm
9	Binbrook Agricultural Hall	Wednesday, June 29, 2016 6:00-9:00 pm

Appendix A-2

Round 1 of Public Consultation

**City of Hamilton Ward Boundary Review
Public Information and Engagement Workshop – Round 1
Comments/Feedback Form**

1. What are the key strengths of the current ward boundary system in Hamilton?

2. What are the key weaknesses of the current ward boundary system in Hamilton?

3. What issues do you believe are most important to address in the ward boundary review process?

4. Additional comments?

**Thank you for your interest and participation.
Please leave your completed form in the Comments Box.**

Or return to:

Email: feedback@watson-econ.ca

Return of comments is requested by March 3, 2016.

1

What questions of CLARIFICATION do we have about the ward boundary review process?

Table #

- Reminders:
- Encourage everyone to speak.
 - Write or draw what people say.
 - Help each other to be clear.
 - There is no pressure to agree or persuade.

2

What are some of the STRENGTHS and WEAKNESSES of the *current* ward boundaries?

Strengths

Weaknesses

2b) Where and how should the present ward system be changed? (if you have *specific* suggestions)

- Reminders:
- Encourage everyone to speak.
 - Write or draw what people say.
 - Help each other to be clear.
 - There is no pressure to agree or persuade.

Which principles do we think should be given highest priority in redesigning the ward system in Hamilton?

3

Ranking: Which Principles:

are your top 3?

Representation by population

Population and electoral trends

Means of communication and accessibility

Geographical and topographical features

Community or diversity of interests

Effective representation

What other *principles need to be given high priority?*

- Reminders:
- Encourage everyone to speak.
 - Write or draw what people say.
 - Help each other to be clear.
 - There is no pressure to agree or persuade.

Hamilton Ward Boundary Review

Public Consultation Round 1 – Feedback Received via Comment Sheets Circulated at Public Open Houses

What are some of the STRENGTHS of the current ward boundaries?

- Well-established (i.e. they've been around for a long time, people know which ward they reside in)
- Recognizes Geographic Areas
- Fits within Historical Boundaries
- Suburban and Rural Divide

What are some of the WEAKNESSES of the current ward boundaries?

- It is not representative of the population
- The Wards vary in size
- Maintains interest of rural versus urban interest preventing a sense of overall community

What issues do you believe are most important to address in the ward boundary review process?

- Ensuring equal population per ward, while also ensuring there is no conflict between urban and rural divide
- Community identity - common interest
- Geographic and Topographic features
- Effective Representation
- Diversity of Interest
- Keeping the Historical Guides
- Even Ward Sizes
- Separation of Rural Zone
- Greenbelt Recognition

Additional Comments

- This boundary review needs to be done as population patterns have changed over time
- Additional ward on mountain + eliminate rural wards
- Hamiltonians from all over must realize we are all in this together and not separate entities
- A community attitude must be maintained
- Regardless of rural boundaries, Councillors should represent the ward and work for good of all

Hamilton Ward Boundary Review

Public Consultation Round 1 – Workshop Group Sessions

“Tablecloth” Responses Summary and “Voting” Results on Guiding Principles

What are some of the **STRENGTHS** of the current ward boundaries?

City-Wide:

- Strong geographical features
- Contiguous
- Preserves Neighbourhoods and shows the uniqueness of each
- Diversity and Identity is evident
- Ward 14 is the best example of a Ward with multiple small communities that have come together
- Familiarity

Ancaster and Dundas Area:

- Dundas is Dundas
- Established heritage
- Neighbourhood identity and cohesion maintained
- Protects suburban Town's character
- Reflects the uniqueness of the communities (e.g. rural communities)

Rural Area:

- Ward 14 is a great example of effective representation
- Stability after amalgamation
- Geographically equitable
- The current ward system provides for effective representation in the suburban and rural areas

Inner City:

- Preserves neighbourhoods
- Legacy Communities

Mountain:

- Current system reinforces existing interest of different socio-economic & cultural interests
- Geographically equitable
- There is strength in having a balance between rural and urban wards as it creates balance

Stoney Creek:

- Easy to identify Stoney Creek
- Self-contained

- Strong sense of community

What are some of the WEAKNESSES of the current ward boundaries?

City-Wide:

- Major split/divide between Urban and Rural
- Inequitable representation
- Ward 11 feels like a hodgepodge
- Population imbalance
- Urban-Suburban divide

Ancaster and Dundas Area:

- Some Councillors want to maintain status quo which inhibits decision making for City-wide issues and encourages "fiefdom"
- Narrow perspective
- City dominates rural areas
- the current make-up does not represent natural communities (i.e. Ward 7 is very large)
- Rural voice is often left out and does not have representation on committees (e.g. farm & agriculture)

Rural Area:

- City does not understand Rural issues
- No services offered in rural area (Bus, Water, Sewer, etc.)
- Current system divides us into socio-economic classes with different needs

Inner City:

- Too conforming to boundaries of former municipalities
- Better to have more wards, fewer residents
- New wards should make sure lower income residents have fair representation
- Councilors in high density and high needs areas are overwhelmed and under resourced
- Urban issues underrepresented (1/3 pop = 1/2 Council)
- Some communities of interest that are not adequately represented

Mountain:

- Major Split between urban & rural
- Population representation is unfairly distributed
- Tunnel vision Councilors (worrying on just your ward)
- No representation by population

East end:

- Winona should be with Stoney Creek (education & ward 10)
- The mountain may be an artificial barrier
- Amalgamation animosity

- Ward 9 & 11 split by the escarpment
- Interest pitted against each other

Where and how should the present ward system be changed? (if you have specific suggestions)

Mount Hope:

- Reduce to 9-11 Councillors
- Create a spoke & wheel ward that includes city to rural for all councillors
- Councillors would have to gain a knowledge of city/medium density / rural issues

Old Beasley (Downtown):

- Ancaster could reasonably take in Copetown and Mount Hope. The schools feed into Ancaster High
- Constituents elect trustees as well as City Councillors. Take into consideration the make-up of school communities

Sackville Hill:

- Start from zero - choose optimal number of wards first
- Merge some of the rural wards
- Dividing some of the urban wards
- Highest population areas
- More equitable representation must be implemented
- Council changed to ward rep and Regional elected at large

Rockton Fairgrounds (Rural):

- Current ward system works well to represent each ward's needs and community interest
- Ward 14 could encompass part of Ward 15 west of Highway 6 to increase population of ward 14
- Ward 15 will increase population in Waterdown
- Orkney could be added to Ward 14 also to increase population
- To increase the population of Ward 14, the only option is to join (partially) with another Ward. This would increase the size of Ward 14 to a size which would be impossible for a Councilor to manage
- Regrowth of Waterdown - add to Ward 14 section of Ward 15, everything West of Highway 6
- We want No more expense - No more Councillors, No less
- We do not want to lose any Rural Councillors

Ancaster:

- Following the Federal riding boundary, have 3 Ward representatives elected into each riding (divide each Federal riding into 3 Wards)
- Divide Ward 11 into two as it has population growth

Stoney Creek:

- Use escarpment as a boundary for Wards 9 & 11

Dundas:

- Consider larger geographical wards with 2,3,4,5 reps elected at large in the wards
- Look again at the idea of having a Regional Municipality, as before
- Community nodes (e.g. Copetown/ Lynden) need to be kept together in one ward
- If Necessary, Ward 13 west of Highway 6, south of #5 to either Middletown rd. or Hwy 52 to Jerseyville Rd. people who live in Greensville & Glen Drummond survey to Copetown area already think they are part of Dundas
- Propose 3 "at-large" Councillors to represent wards 1-5, wards 6-9, and wards 10-15
- "Impose 1 or 2 year term limits
- benefits: Injects new blood into Council,
- creates profile to challenge incumbent in future election,
- provides ""apprenticeship"" for new Councillors to lead ward work and duties,
- could be springboard for future mayoral candidates"
- Extend ward 10 - below mountain / lakefront to east boundary
- Extend ward 13 - capture Greenbelt areas below mountain from wards 12 & 14
- Use Upper Sherman as east/west boundary for wards 6&7
- Use Hwy. 6 as east/west boundary for wards 14&15
- Extend ward 5 to Grays Rd. from ward 9 (below mountain)

Hamilton Ward Boundary Review - "Voting" Results on Guiding Principles at Round 1 Public Meeting/Workshops

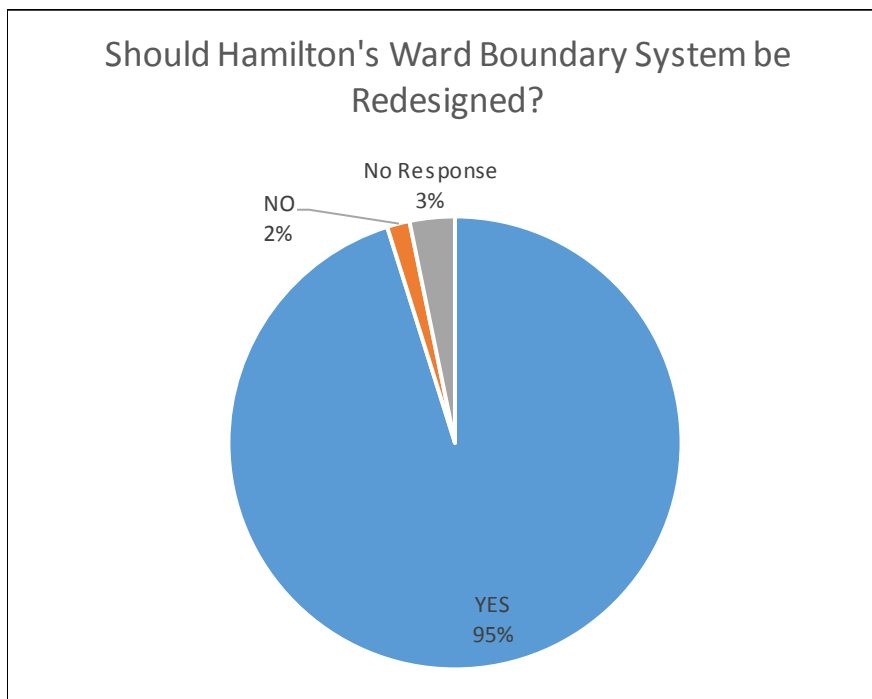
Guiding Principles for the Hamilton Ward Boundary Review (2016)							
Location	Representation by Population	Population and electoral trends	Means of communication and accessibility	Geographical and topographical features	Community or diversity of interests	Effective Representation	Total Votes
Harry Howell Arena(Flamborough)	5	1	3	9	13	14	45
Canadian Warplane Heritage Museum (Mount Hope)	4	1	1	4	5	4	19
Old Beasley Community Centre	10	3	0	2	7	5	27
Sackville Hill Seniors Recreation Centre	4	1	2	3	6	2	18
Rockton Fairgrounds	4	0	1	18	18	21	62
Ancaster Rotary Centre	5	2	1	2	2	4	16
Stoney Creek	4	1	2	3	6	2	18
Bocce Club - Chedoke Twin Pad Arena	21	0	7	13	7	21	69
Dundas Lions Memorial Community Centre	5	2	1	11	11	9	39
Total Votes	62	11	18	65	75	82	313
Ranking	4	6	5	3	2	1	

City of Hamilton Ward Boundary Review

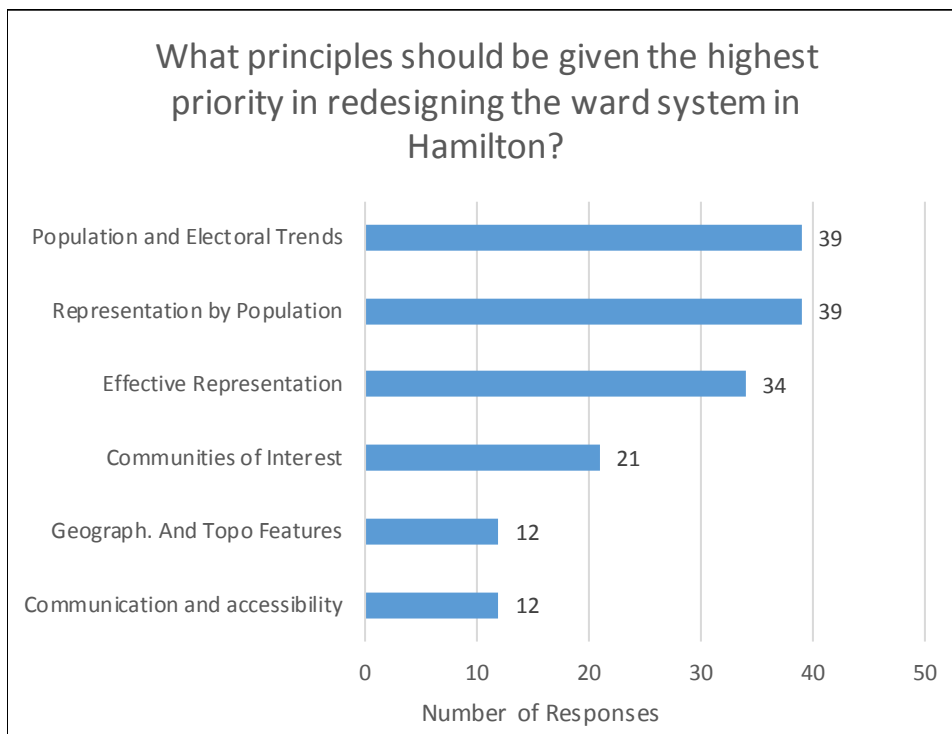
Online Comments/Feedback Form – Summary of Submissions Received

February 3 – March 3, 2016

- Received 62 submissions
- Respondents were asked about the key strengths/weaknesses in the current Hamilton ward boundary system:
- Key strengths of current system:
 - The dominant response was “none”. Of the few key strengths identified include:
 - Respects/maintains communities of interest and pre-amalgamated municipalities
 - Well established and understood
 - Gives rural population a “voice”
- Key weaknesses of current system (in order of number of responses – highest to lowest):
 - Population imbalance
 - Promotes urban vs. suburban/rural divisiveness and “us vs. them” mindset on Council
 - System based on pre-amalgamated municipality lines which makes it difficult to move forward as an amalgamated city.
 - Boundaries don’t follow logical lines.
- High share of respondents indicated that Hamilton’s ward boundary system should be redesigned and shown below:



- Of those that responded that Hamilton's ward boundary system should be redesigned, respondents were asked what issues are most important to address in the redesign process. Top responses are:
 - Redesign should consider representation by population, preserving communities of interest, effective representation
 - Minimize urban vs. suburban/rural divide and "us vs. them" thinking and creates a system based on an amalgamated city
 - Add additional wards to address population imbalance
- Of those that responded that Hamilton's ward boundary system should not be redesigned, respondents were asked why they believe the system should remain unchanged. Only one respondent answered: "It's okay the way it is."
- Respondents were asked what principles should be given the highest priority in redesigning the ward system in Hamilton. Population and Electoral Trends and Representation by Population received the highest number of responses, followed closely by Effective Representation. Communities of Interest received a moderate number of responses, as illustrated below. Geographic and Topographic Features and Communications and Accessibility received the lowest number of responses.



Appendix A-3

Round 2 of Public Consultation

Passport

Hamilton Ward Boundary Review

Open House Round Two of Public Consultation

June 2016

Purpose:

To gather detailed insights and suggestions from the citizens of Hamilton about what changes to the ward boundaries make the most sense and WHY.

- There are two pages in the middle of this passport for taking notes about each of the maps around the room.
- Walk around the room to look closely at the maps of each option.
- Make notes in this passport of what you think are the strengths and weakness of all the options.
- Any questions raised for you can be written on the large Post-It notes at each location around the room.
- After you have looked at all the options, pick up a worksheet marked "Preferences" and rank your top 1, 2, or 3 preferred options.
- Please say WHY you prefer them.
- Before you leave, drop this Passport booklet and your "Preferences" worksheet into the big box near the exit.

Passport workbook for citizens to keep track of their ideas while reviewing possible ward boundary changes.

1

Priority Guiding Principles

Guiding Principles for the study include:

- Representation by Population;
- Population and Electoral Trends;
- Means of Communication and Accessibility;
- Geographical and Topographical Features;
- Community or Diversity of Interests; and
- Effective Representation.

Participants in Round One of the public consultations (February 2016) ranked the Guiding Principles in order of importance.

Ranked higher were the principles of:

1. Representation by population;
2. Population and electoral trends; and
3. Community or diversity of interests.

Ranked lower were principles of:

4. Means of communication and accessibility; and
5. Geographical and topographical features.

The principle of "Effective Representation" is an overarching principle that takes all the others into consideration.

This input from citizens was important because the options offered for consideration in this second round of consultations attempt to hold these prioritized principles.

Please consider these principles when thinking about the strengths and weaknesses of the draft options.

Passport workbook for citizens to keep track of their ideas while reviewing possible ward boundary changes.

3

The Ward Boundary Review Process

In October 2015, the Council of the City of Hamilton decided to conduct a ward boundary review. Consultants were hired and began their research.

In the fall of 2016 Council will decide what they want to do: keep the wards the same, or change them based on expert recommendations that also reflect public input.

The study has several phases including two rounds of public input:

STAGE	ACTION	PURPOSE
1	Council decided to do a review – October 2015	To make an informed decision in the fall of 2016
2	Researched current situation – November to January	To gain insight from Councilors and stakeholders
3	Public consultation Round One – February 2016	To learn from the community and to give direction to the consultants on Guiding Principles, and issues of priority and importance
4	Develop draft options	To apply the community's sense of guiding principles, and show the community what's possible
5	Public consultation Round Two – June 2016	To learn which options make the most sense to the community
6	Refine options – July and August 2016	To develop a short list of recommendations that reflect community feedback
7	Present recommendations to Council	Council receives the consultant's recommendations through a committee of Council, for discussion.
8	Council decides what they want to do with ward boundaries – October 2016	

Passport workbook for citizens to keep track of their ideas while reviewing possible ward boundary changes.

2

Summary of Options Displayed on Maps

Options (...and a few reminder points)	Population	
	2015	2026
1: Parallel Federal Constituencies Five Federal constituencies divided into 3 wards each. Niagara Escarpment as a boundary for most wards that about it.	2 wards more than 125% above the current average population per ward. 2 wards below 75%.	3 wards more than 125% above the average. 4 wards below 75%.
2A: Preserve pre-amalgamation balance 8 wards in the former City and 7 wards outside the City. Variation A.	3 wards more than 125% above the current average population per ward. 3 wards below 75%.	2 wards more than 125% above the average. 2 wards below 75%.
2B: Preserve pre-amalgamation balance 8 wards in the former City and 7 wards outside the City. Variation B.	4 wards more than 125% above the current average population per ward. 3 wards below 75%.	3 wards more than 125% above the average. 2 wards below 75%.
3A: Post-amalgamation 15 ward model 7 wards below Escarpment from Dundas to Winona, 5 wards along the south side of escarpment from Ancaster to Vinemont.	3 wards more than 125% above the current average population per ward. 2 wards below 75%.	1 ward more than 125% above the average. 2 wards below 75%.
3B: Post-amalgamation 15 ward model. 6 wards below the Escarpment from Dundas to Grays Road; 4 wards along the south side of the escarpment from Ancaster to First Road	1 ward more than 125% above the current average population per ward. 1 ward below 75%.	2 wards more than 125% above the average. 1 ward below 75%.
4A: Post-amalgamation 16 ward model. 7 wards below the Escarpment from Dundas to Winona; 5 wards along the Mountain from Ancaster to Vinemont; 4 wards in the central-west Mountain area. Variation A	1 ward more than 125% above the current average population per ward. 3 wards below 75%.	0 (zero) wards more than 125% above the average. 1 ward below 75%.
4B: Post-amalgamation 16 ward model. 7 wards below the Escarpment from Dundas to Winona; 5 wards along the south side of the escarpment from Ancaster to Vinemont; 4 wards in the central-west Mountain area. Variation B.	2 wards more than 125% above the current average population per ward. 3 wards below 75%.	0 (zero) wards more than 125% above the average. 2 wards below 75%.
4C: Post-amalgamation 16 ward model. 6 wards below the Escarpment from West Hamilton to Winona; 5 wards along the south side of the Escarpment from Ancaster to Vinemont; 5 wards in the central-west Mountain area.	0 (zero) wards more than 125% above the current average population per ward. 1 ward below 75%.	0 (zero) wards more than 125% above the average. 1 ward below 75%.
Current (Existing) Ward Boundary Structure: Based on boundaries set in 2001, some originating in the 1980s and 1990s. Reflect choices made during amalgamation.	2 wards more than 125% above the current average population per ward. 3 wards below 75%.	3 wards more than 125% above the average. 3 wards below 75%.

Passport workbook for citizens to keep track of their ideas while reviewing possible ward boundary changes.

4

Your Notes

As you look at each of the options, keep track of your ideas and questions on this page if you wish. This is not an exam. This is a place to take notes, draw connection lines... whatever helps you keep track of all your ideas.

What do you think about each option?
How do they reflect the PRINCIPLES listed on page 3?

What are some of the...

...STRENGTHS of an option?	...WEAKNESSES of an option?	...QUESTIONS these options raises for me?

Please answer the questions on the other side of this page. Then place the booklet in the big box marked "Preferences." THANKS!

While you are at it, please answer these really easy questions too:

1) Which meeting is THIS one? (Please circle it)

Meeting #	Venue	Public Meeting Date/Time
1	Sir Winston Churchill Recreation Centre	Thursday, June 9 6:00-8:30 pm
2	Tim Hortons Field	Saturday, June 11 12:30-3:30 pm
3	Mountain Arena	Tuesday, June 14 6:00-9:00 pm
4	Ancaster Rotary Centre	Thursday, June 16 6:00-9:00 pm
5	Westdale Secondary School	Friday, June 17 6:00-9:00 pm
6	Waterdown Legion Hall	Monday, June 20 6:00-9:00 pm
7	Winona Community Centre	Thursday, June 23 6:00-9:00 pm
8	Rosedale Arena	Saturday, June 25 12:30-3:30 pm
9	Binbrook Agricultural Hall	Wednesday, June 29 6:00-9:00 pm

2) What did you think about THIS meeting?

Were you provided with enough information? **Yes** or **No**

Did you learn something about the ward system? **Yes** or **No**

Did you think your *own* input was valuable? **Yes** or **No**
(Your input is on the other side of this page)

Was the passport and posters approach helpful for you? **Yes** or **No**

Would you encourage friends to attend one of these consultations? **Yes** or **No**

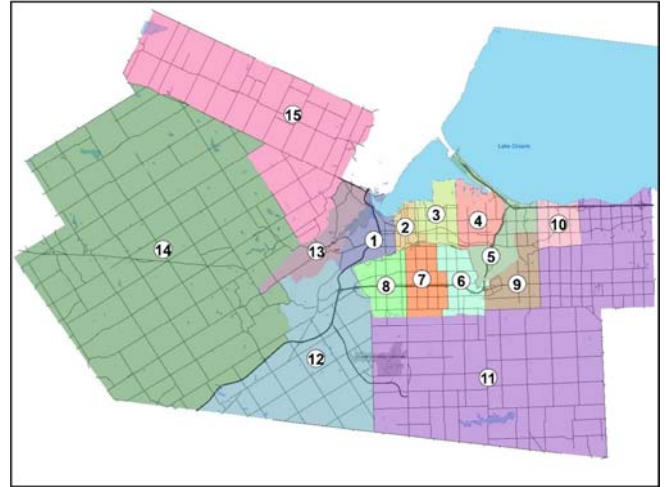
CURRENT City of Hamilton Ward Boundaries

This is the map of the current (existing) ward boundaries in the City of Hamilton. It will help you to see the differences marked on the other maps.

Participants in Round One of the public consultations (February 2016) indicated that the weaknesses of the current boundaries made it important to consider alternative options.

When you look at the other possible options, consider the trade-offs. It is possible that the current model holds the community's sense of priorities.

This option is called the "Current" option on pages 4 and 8.



Preferences

Please provide your best advice with insight.

1) Please RANK your top three options. If you only have 1 or 2, that's helpful too.

- 1 = MOST preferred
- 2 = second most preferred
- 3 = third most preferred

2) Please note **WHY** you answered the way you did. You might include the **FEATURES** you liked of various options.

Options (page 4)	RANK your 1, 2, or 3 MOST preferred	WHY Do you prefer it? (What features do you prefer?)
1: Parallel federal constituency boundaries		
2A: Preservation of pre-amalgamation balance		
2B: Preservation of pre-amalgamation balance		
3A: Post-amalgamation 15 ward system		
3B: Post-amalgamation 15 ward system		
4A: Post-amalgamation 16 ward system		
4B: Post-amalgamation 16 ward system		
4C: Post-amalgamation 16 ward system		
Current (page 4 & 6) No change		

Please drop this passport in the big box marked "Preferences."

Aggregated Responses of Top 3 Choices from Second Round of Consultation

Total Count of Votes (Ranks 1, 2 and 3)

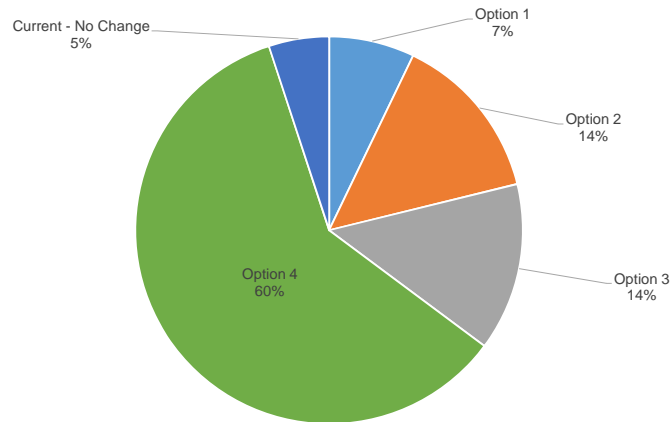
Passport Feedback	1: Parallel Federal Constituency Boundaries	2A: Preservation of Pre-Amalgamation Balance	2B: Preservation of Pre-Amalgamation Balance	3A: Post-Amalgamation 15 Ward System	3B: Post-Amalgamation 15 Ward System	4A: Post-Amalgamation 16 Ward System	4B: Post-Amalgamation 16 Ward System	4C: Post-Amalgamation 16 Ward System	Current: No Change
Sir Winston Churchill Recreation Centre & Tim Hortons Field	2	0	0	1	2	5	4	7	0
Mountain Arena	2	2	2	3	0	6	2	7	1
Ancaster Rotary Centre	0	9	3	6	2	4	5	5	5
Westdale Community Centre	0	0	0	1	2	2	4	8	0
Waterdown Legion Branch 551	0	2	0	1	0	1	2	1	0
Winona Community Centre	0	0	1	1	0	2	1	4	0
Binbrook Agricultural Society	0	4	1	5	2	2	1	2	0
Total Votes	4	17	10	18	8	22	19	34	6

Ranking	9	5	6	4	7	2	3	1	8
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Online Feedback	1: Parallel Federal Constituency Boundaries	2A: Preservation of Pre-Amalgamation Balance	2B: Preservation of Pre-Amalgamation Balance	3A: Post-Amalgamation 15 Ward System	3B: Post-Amalgamation 15 Ward System	4A: Post-Amalgamation 16 Ward System	4B: Post-Amalgamation 16 Ward System	4C: Post-Amalgamation 16 Ward System	Current: No Change
# Times Chosen	23	12	14	13	14	38	42	71	13

	1: Parallel Federal Constituency Boundaries	2A: Preservation of Pre-Amalgamation Balance	2B: Preservation of Pre-Amalgamation Balance	3A: Post-Amalgamation 15 Ward System	3B: Post-Amalgamation 15 Ward System	4A: Post-Amalgamation 16 Ward System	4B: Post-Amalgamation 16 Ward System	4C: Post-Amalgamation 16 Ward System	Current: No Change
Total Votes	27	29	24	31	22	60	61	105	19

Total Votes by Option:	Option 1	Option 2	Option 3	Option 4	Current - No Change
	27	53	53	226	19



Source: Based on aggregated responses of top three choices of options from online submissions and passport feedback from public open houses through Hamilton Ward Boundary Review Round 2 of public consultation.

Aggregated Responses for First Choice from Second Round of Consultation

Total Count of Votes (Rank 1 Only)

Passport Feedback	1: Parallel Federal Constituency Boundaries	2A: Preservation of Pre-Amalgamation Balance	2B: Preservation of Pre-Amalgamation Balance	3A: Post-Amalgamation 15 Ward System	3B: Post-Amalgamation 15 Ward System	4A: Post-Amalgamation 16 Ward System	4B: Post-Amalgamation 16 Ward System	4C: Post-Amalgamation 16 Ward System	Current: No Change
Sir Winston Churchill Recreation Centre & Tim Hortons Field	0	0	0	1	0	0	1	6	0
Mountain Arena	1	2	0	2	0	2	0	3	0
Ancaster Rotary Centre	0	4	0	1	0	0	1	3	4
Westdale Community Centre	0	0	0	0	0	0	0	7	0
Waterdown Legion Branch 551	0	2	0	0	0	0	0	1	0
Winona Community Centre	0	0	1	1	0	0	0	2	0
Binbrook Agricultural Society	0	4	0	4	0	2	1	0	0
Total Votes	1	12	1	9	0	4	3	22	4

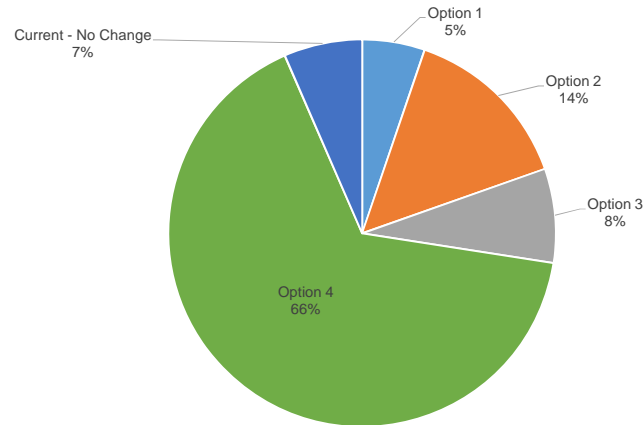
Ranking	7	2	7	3	9	4	6	1	4
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Online Feedback	1: Parallel Federal Constituency Boundaries	2A: Preservation of Pre-Amalgamation Balance	2B: Preservation of Pre-Amalgamation Balance	3A: Post-Amalgamation 15 Ward System	3B: Post-Amalgamation 15 Ward System	4A: Post-Amalgamation 16 Ward System	4B: Post-Amalgamation 16 Ward System	4C: Post-Amalgamation 16 Ward System	Current: No Change
# Times Chosen	7	5	4	1	2	7	4	61	6

Note: Based on number of time chosen 1st

	1: Parallel Federal Constituency Boundaries	2A: Preservation of Pre-Amalgamation Balance	2B: Preservation of Pre-Amalgamation Balance	3A: Post-Amalgamation 15 Ward System	3B: Post-Amalgamation 15 Ward System	4A: Post-Amalgamation 16 Ward System	4B: Post-Amalgamation 16 Ward System	4C: Post-Amalgamation 16 Ward System	Current: No Change
Total Votes	8	17	5	10	2	11	7	83	10

Total Rank 1 Votes by Option:	Option 1	Option 2	Option 3	Option 4	Current - No Change
	8	22	12	101	10



Source: Based on aggregated responses of Rank 1 choices of options from online submissions and passport feedback from public open houses through Hamilton Ward Boundary Review Round 2 of public consultation.

Appendix B – 15-Ward Option Proposed Ward Boundaries

15-Ward Option – Proposed Boundaries

Proposed Ward 1

- Identical to existing Ward 1

Proposed Ward 2

- Identical to existing Ward 2 except that the southeastern part of the ward bound by Wellington Street and Claremont Access (Stinson neighbourhood is in proposed Ward 3)

Proposed Ward 3

- Identical to existing Ward 3 except that the southwestern part of the ward bound by Wellington Street and Claremont Access (Stinson neighbourhood is in proposed Ward 3)

Proposed Ward 4

- Similar to existing Ward 4 except that the southern part of the ward bound by Niagara Escarpment instead of Lawrence Road and bound to the east by the Red Hill Valley Parkway (Rosedale neighbourhood is in proposed Ward 4)

Proposed Ward 5

- Bound to the north by Lake Ontario (and includes Hamilton Beach neighbourhood)
- Bound to the east by Gray's Road except north of the Q.E.W. where the boundary would follow the eastern boundary of Confederation Park
- Bound to the south by the Niagara Escarpment
- South of the QEW, bound to the west by the Red Hill Valley Parkway

Proposed Ward 6

- Bound by Lincoln M. Alexander Parkway to the north, Upper Ottawa Street to the east, Hydro One Networks transmission corridor to the south, and Upper James Street to the west

Proposed Ward 7

- Bound by the Niagara Escarpment to the north, Upper Ottawa Street to the east, Lincoln M. Alexander Parkway to the south, and Upper Wellington Street to the west

Proposed Ward 8

- Bound by the Niagara Escarpment to the north, Upper Wellington Street to the east, Lincoln M. Alexander Parkway to the south, and Highway 403 to the west

Proposed Ward 9

- Bound by the Niagara Escarpment to the north, the City of Hamilton municipal boundary to the east, Rymal Road and Regional Road 20 to the south and Upper Ottawa Street to the west

Proposed Ward 10

- Bound by Lake Ontario to the north, the City of Hamilton municipal boundary to the east and the Niagara Escarpment to the south
- The ward is bound by Gray's Road to the west, except north of the Q.E.W. where the boundary follows the eastern edge of Confederation Park

Proposed Ward 11

- Bound by Garner Road East, Hydro One Networks transmission corridor, Rymal Road and Regional Road 20 to the north, the City of Hamilton municipal boundary to the east and south, and Glancaster Road and Highway 6 to the west

Proposed Ward 12

- Bound by Highway 8, Middletown Road and the Ancaster-Dundas Community boundary to the north, Highway 403 and Highway 6 to the east, and the City of Hamilton municipal boundary to the south and west

Proposed Ward 13

- Bound by Highway 6, Millgrove Sideroad, Highway 5, Rock Chapel Road and the Niagara Escarpment to the north and east¹
- Bound by the Dundas-Lower Hamilton Community boundary to the east
- Bound by the Ancaster-Dundas Community boundary, Highway 8, and Middletown Road to the south
- Bound by the City of Hamilton municipal boundary to the west

Proposed Ward 14

- Bound by the Lincoln M. Alexander Parkway north, Upper James Street to the east, Hydro One Networks transmission corridor and Garner Road East to the south, and Highway 403 and Highway 6 to the west

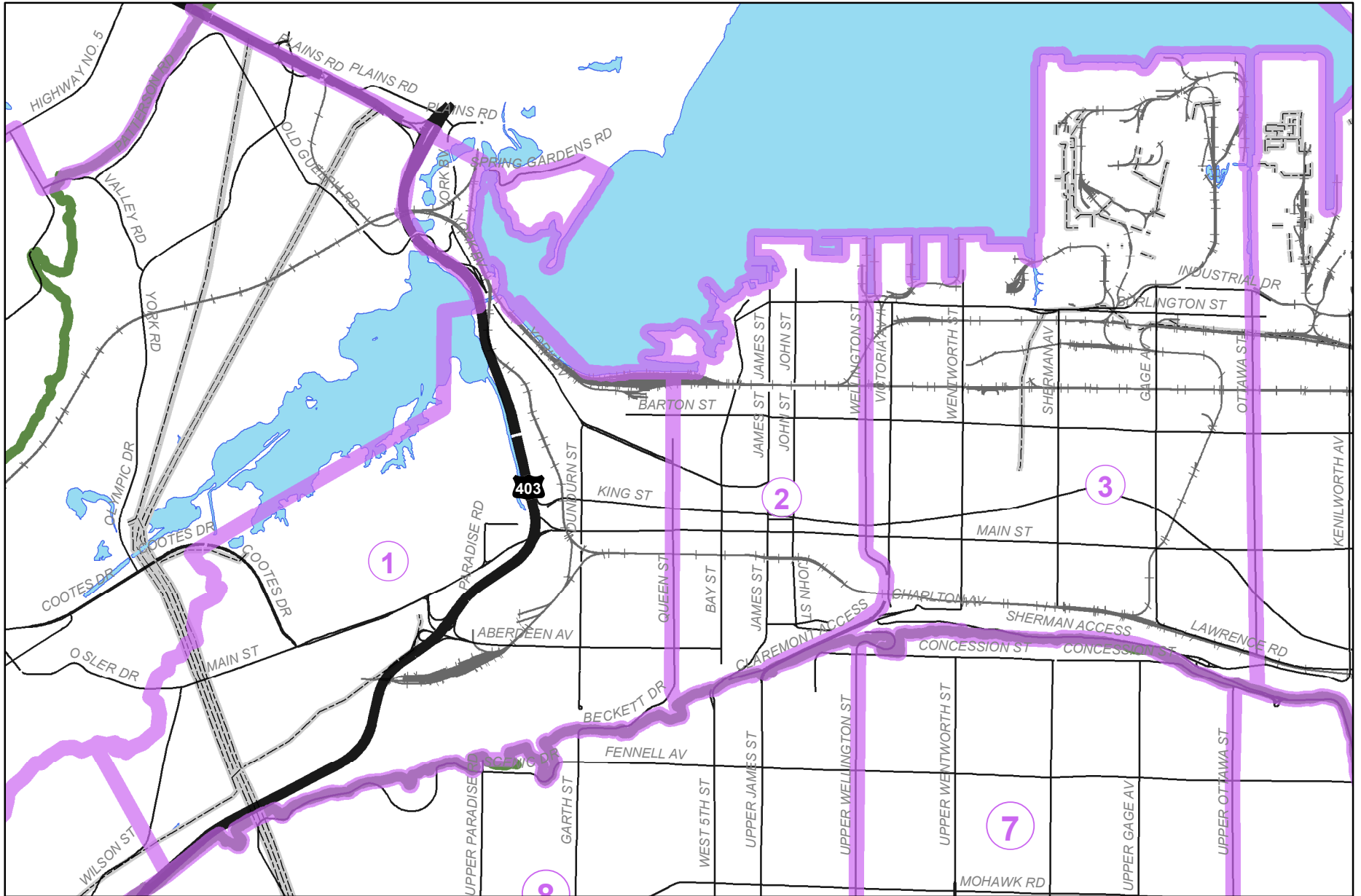
Proposed Ward 15

- Bound to the south and east by Highway 6, Millgrove Sideroad, Highway 5, Rock Chapel Road and the Niagara Escarpment²
- Bound by the City of Hamilton municipal boundary to the west, north and northeast

¹ Hamlet of Millgrove entirely within proposed Ward 15 with boundary between proposed wards 13 and 15 following hydro corridor immediately west of Millgrove.

² Hamlet of Millgrove entirely within proposed Ward 15 with boundary between proposed wards 13 and 15 following hydro corridor immediately west of Millgrove.

City of Hamilton 15 Ward Option - Proposed Ward 1, 2 & 3



0 0.75 1.5 3 Km



Ward Boundaries
with Ward #

Highway

Major Road

Railways

Highway Ramp

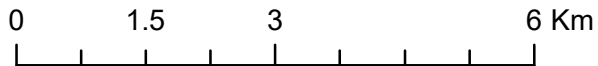
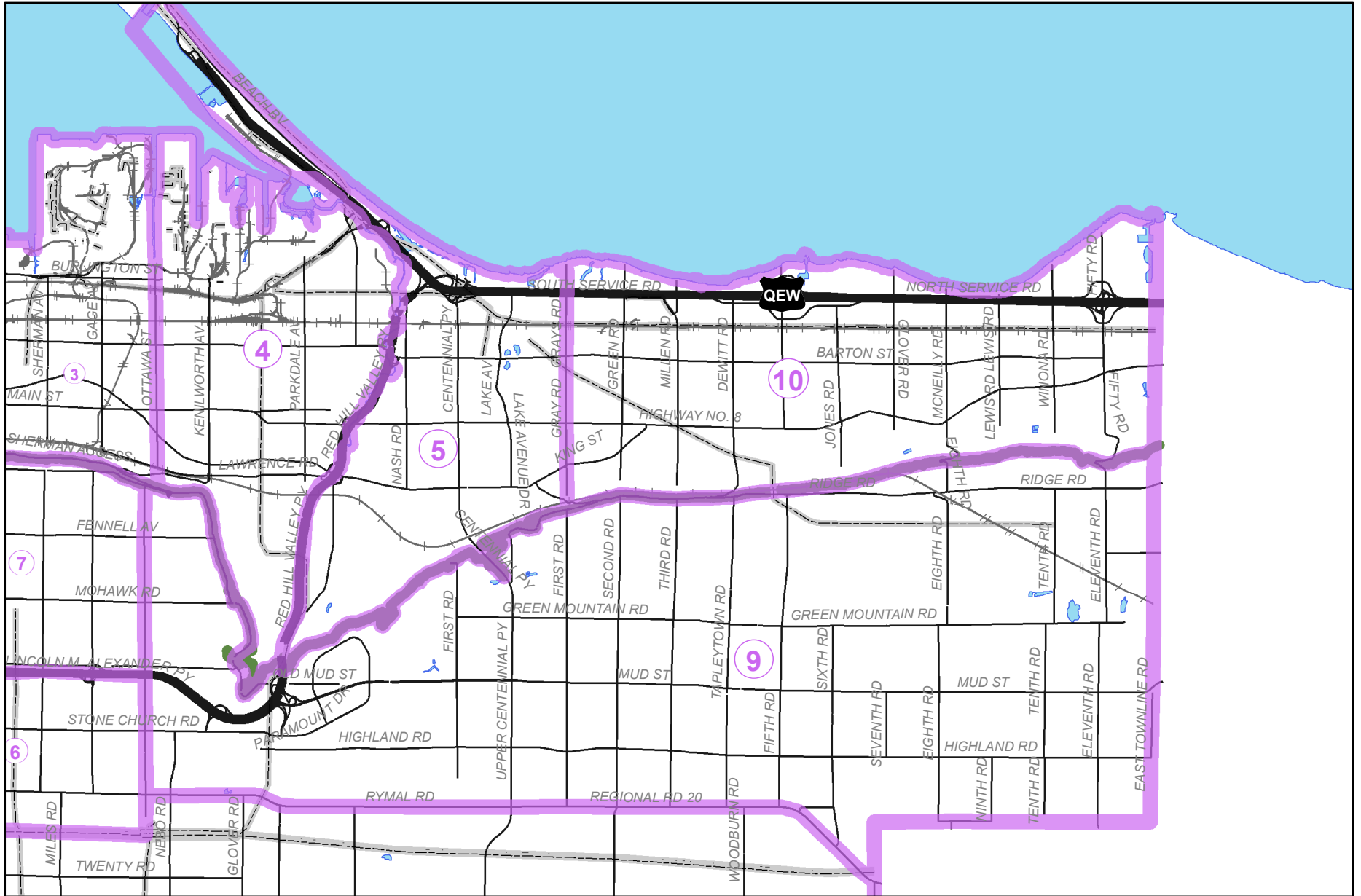
Major Utility Corridors

Niagara Escarpment

Lakes

City of Hamilton

15 Ward Option - Proposed Ward 4, 5, 9 & 10



Ward Boundaries
with Ward #

Highway

Major Road

Railways

Highway Ramp

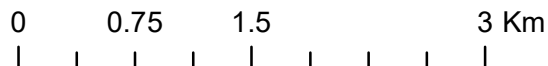
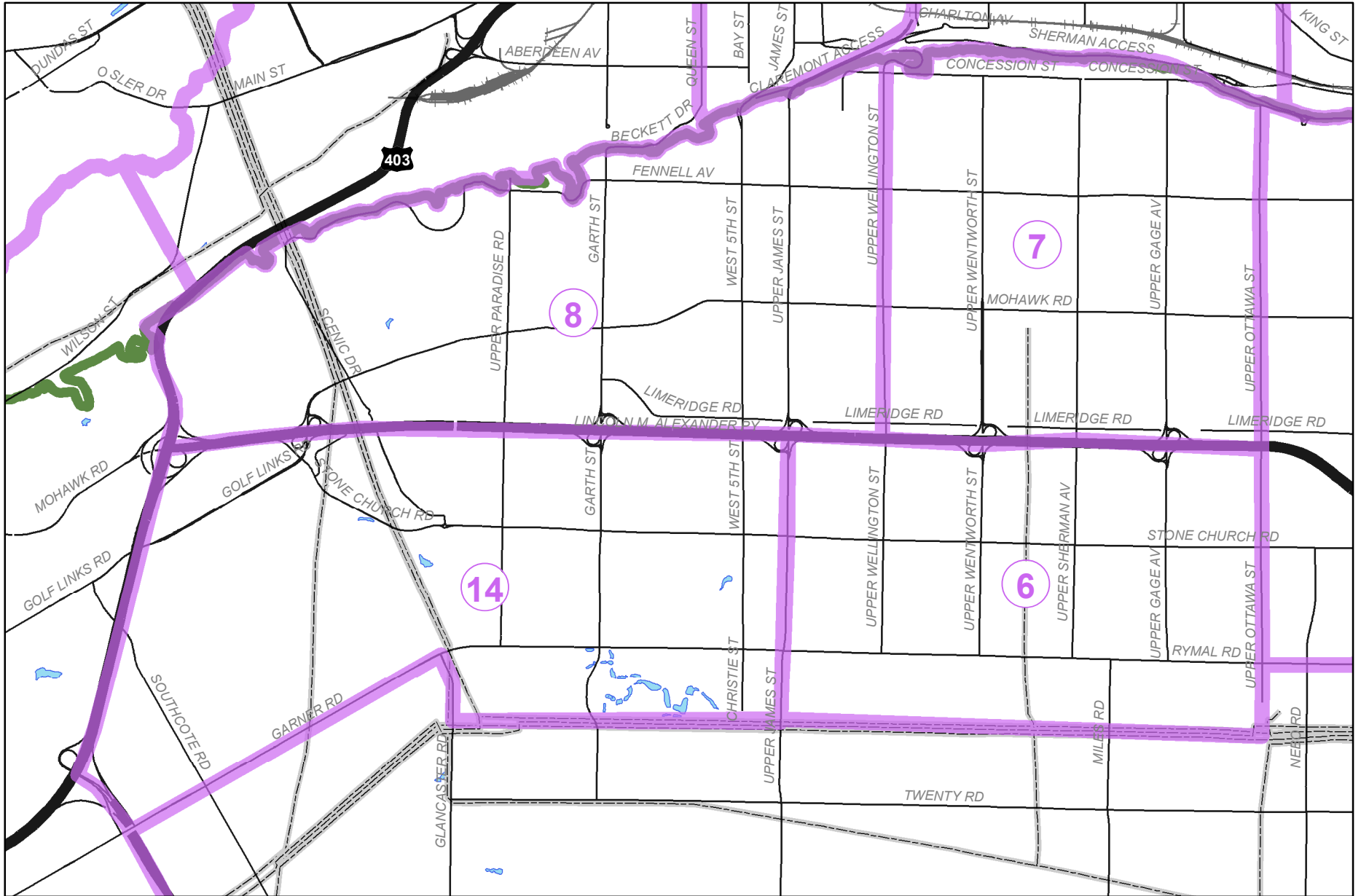
Major Utility Corridors


Niagara Escarpment





Lakes




City of Hamilton

15 Ward Option - Proposed Ward 6, 7, 8 & 14



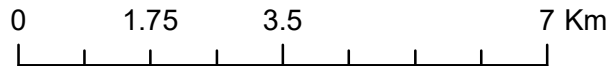
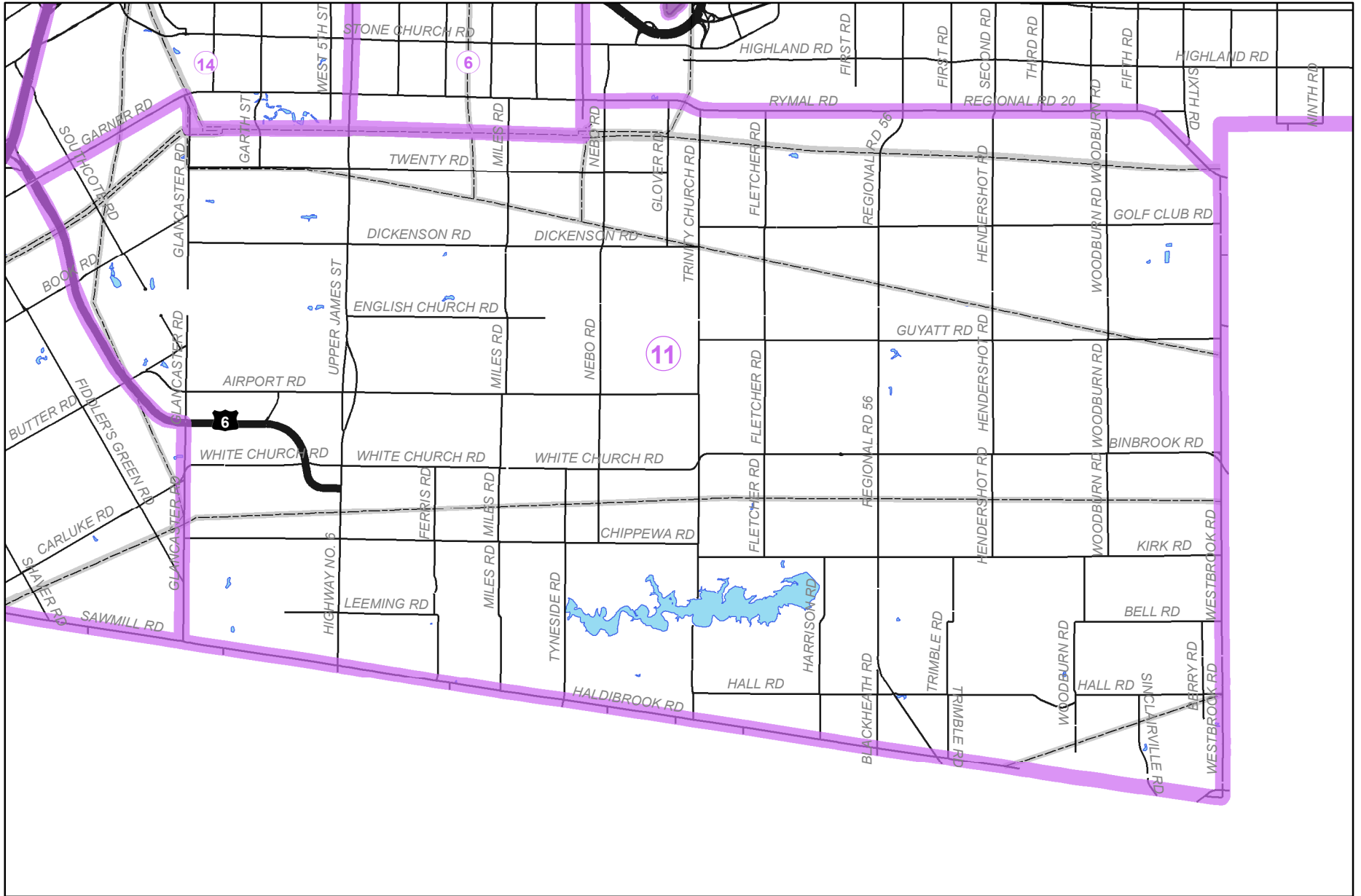
 Ward Boundaries with Ward #

-  Highway
-  Major Road
-  Railways
-  Highway Ramp

-  Major Utility Corridors
-  Niagara Escarpment
-  Lakes

City of Hamilton

15 Ward Option - Proposed Ward 11

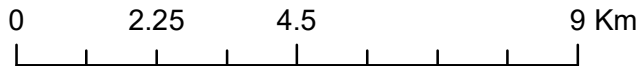
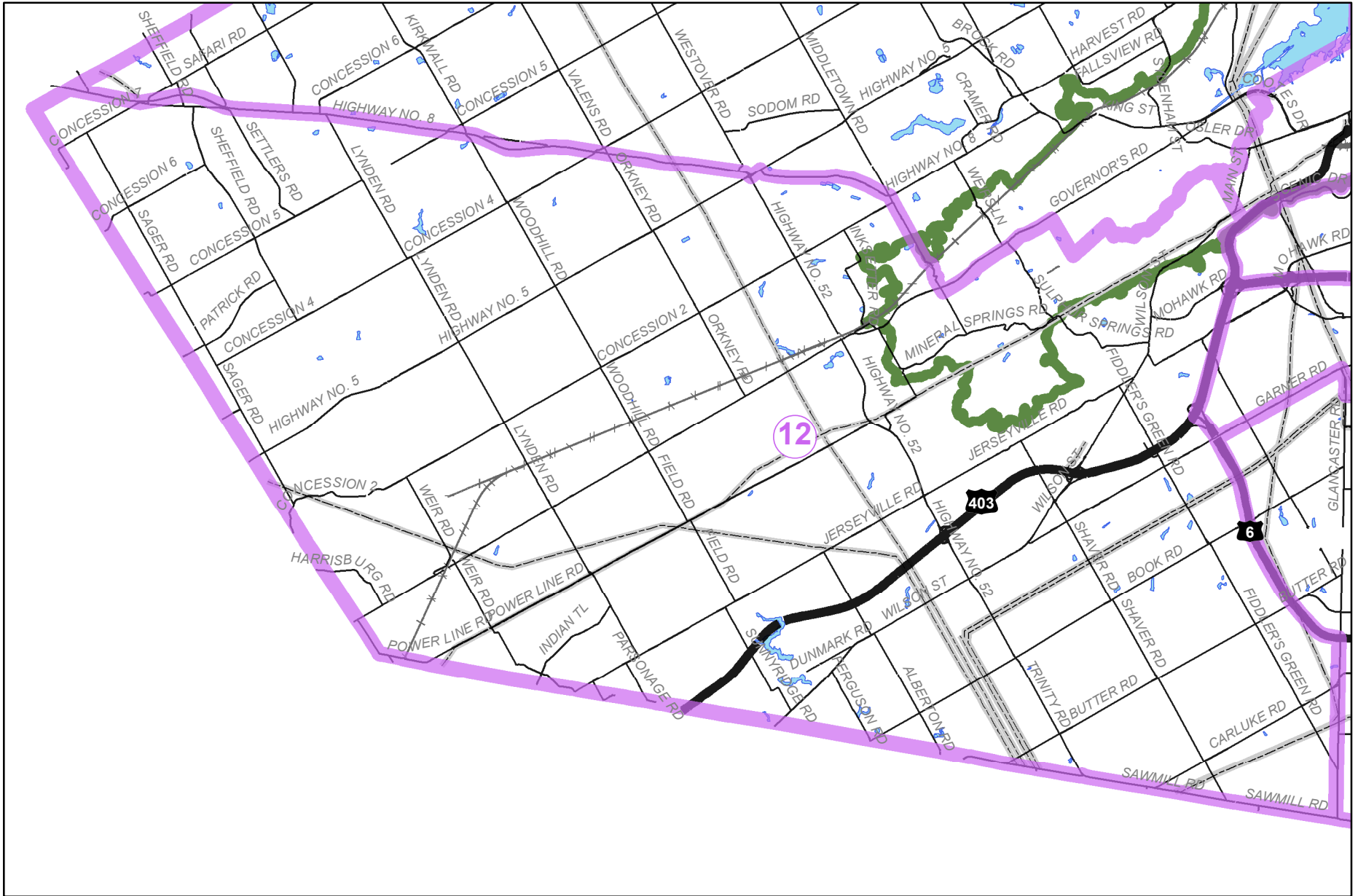


Ward Boundaries
with Ward #





- Highway
- Major Road
- Railways
- Highway Ramp




- Major Utility Corridors
- Niagara Escarpment
- Lakes

City of Hamilton 15 Ward Option - Proposed Ward 12



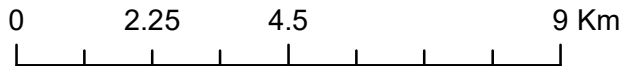
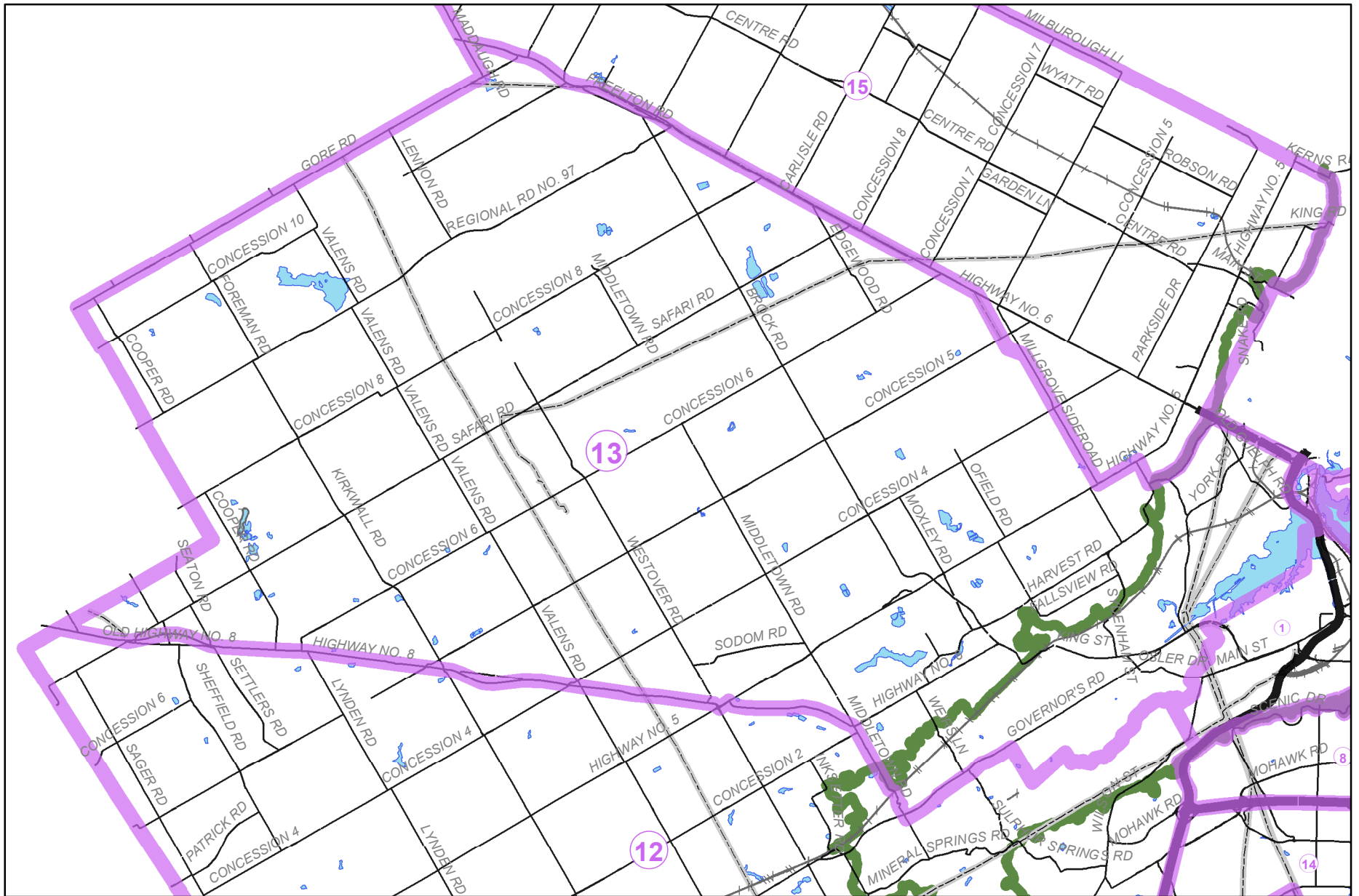
Ward Boundaries
with Ward #

-  Highway
-  Major Road
-  Railways
-  Highway Ramp





-  Major Utility Corridors
-  Niagara Escarpment
-  Lakes




City of Hamilton

15 Ward Option - Proposed Ward 13

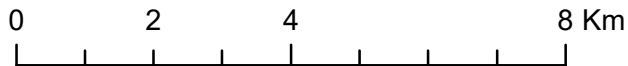
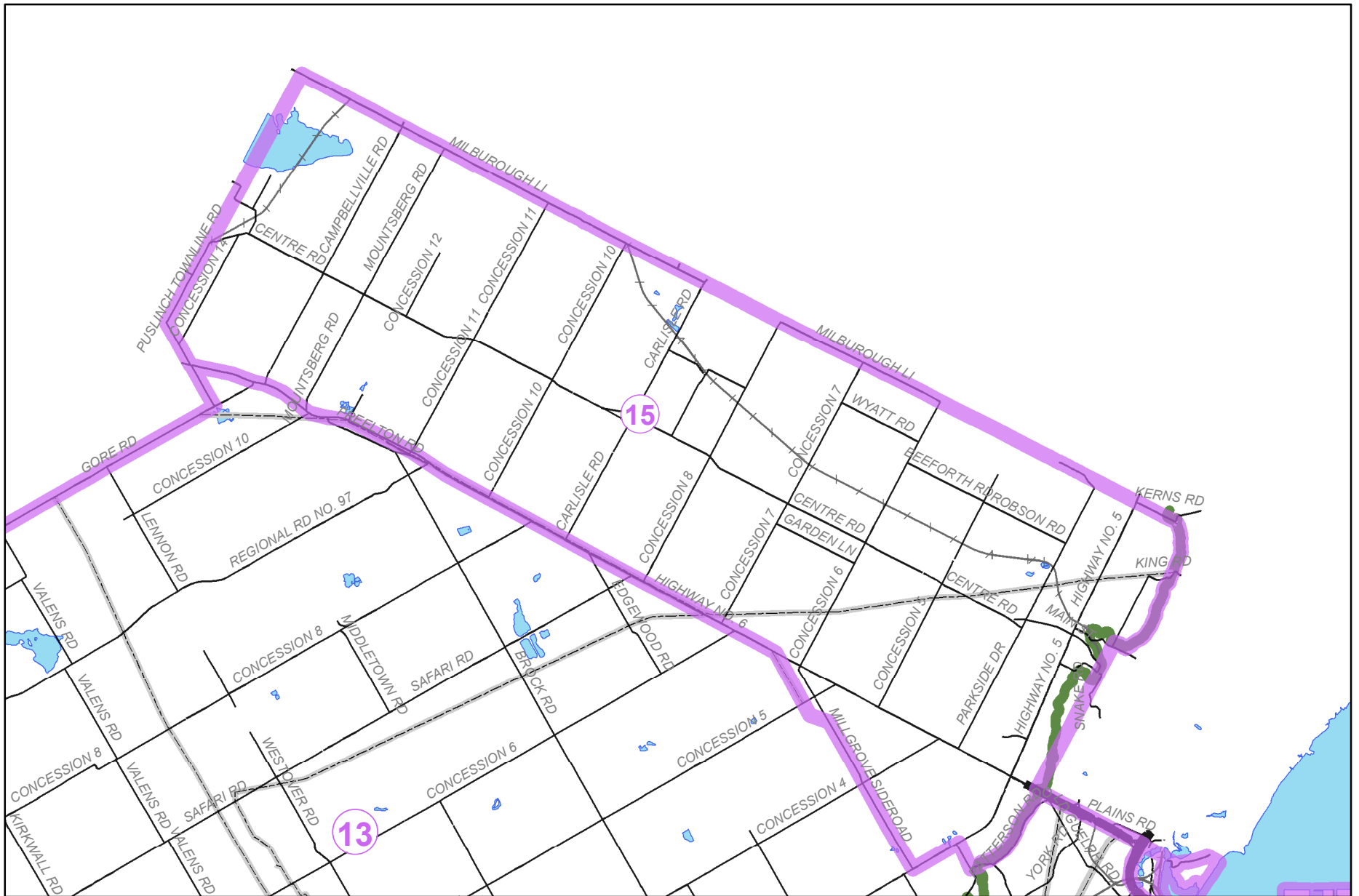


Ward Boundaries
with Ward #

-  Highway
-  Major Road
-  Railways
-  Highway Ramp

-  Major Utility Corridors
-  Niagara Escarpment
-  Lakes

City of Hamilton 15 Ward Option - Proposed Ward 15



Ward Boundaries
with Ward #

- Highway
- Major Road
- Railways
- Highway Ramp

- Major Utility Corridors
- Niagara Escarpment
- Lakes

Appendix C – 16-Ward Option Proposed Ward Boundaries

16-Ward Option – Proposed Boundaries

Proposed Ward 1

- Identical to existing Ward 1

Proposed Ward 2

- Identical to existing Ward 2

Proposed Ward 3

- Identical to existing Ward 3

Proposed Ward 4

- Similar to existing Ward 4 except that the southern part of the ward bound by Niagara Escarpment instead of Lawrence Road and bound to the east by the Red Hill Valley Parkway (Rosedale neighbourhood is in proposed Ward 4)

Proposed Ward 5

- Bound to the north by Lake Ontario (and includes Hamilton Beach neighbourhood).
- Bound to the east by Gray's Road except north of the Q.E.W. where the boundary would follow the eastern boundary of Confederation Park
- Bound to the south by the Niagara Escarpment
- South of the QEW, bound to the west by the Red Hill Valley Parkway

Proposed Ward 6

- Bound by the Niagara Escarpment to the north, Trinity Church Road to the east, Hydro One Networks transmission corridor to the south, and Miles Road, Upper Sherman Avenue and Upper Gage Avenue to the west

Proposed Ward 7

- Bound by the Niagara Escarpment to the north, Upper Gage Avenue to the east, Lincoln M. Alexander Parkway to the south and Upper Wellington Street to the west

Proposed Ward 8

- Bound by the Niagara Escarpment to the north, Upper Wellington Street to the east, Lincoln M. Alexander Parkway to the south, and a Hydro One Networks transmission corridor to the west

Proposed Ward 9

- Bound by the Niagara Escarpment to the north, the City of Hamilton municipal boundary to the east, Regional Road 20 and a Hydro One Networks transmission corridor to the south and Trinity Church Road to the west

Proposed Ward 10

- Bound by Lake Ontario to the north, the City of Hamilton municipal boundary to the east and the Niagara Escarpment to the south
- The ward is bound by Gray's Road to the west, except north of the Q.E.W. where the boundary follows the eastern edge of Confederation Park

Proposed Ward 11

- Bound by Hydro One Networks transmission corridor and Regional Road 20 to the north, the City of Hamilton municipal boundary to the east and south, and Glancaster Road to the west

Proposed Ward 12

- Bound by the Ancaster-Dundas Community boundary to the north, Hydro One Networks transmission corridor and Glancaster Road the east, the City of Hamilton municipal boundary to the south, and Highway 403 to the west

Proposed Ward 13

- Bound by Highway 5, Rock Chapel Road and the Niagara Escarpment to the north, the Dundas-Lower Hamilton Community boundary to the east, the Ancaster-Dundas Community boundary to the south and Middletown Road to the west

Proposed Ward 14

- Bound by the City of Hamilton municipal boundary to the south, west and north
- Bound to the east by Concession 7, Concession 6, Ofield Road, Moffat Road, Highway 5, Middletown Road, and Highway 403

Proposed Ward 15

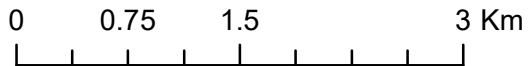
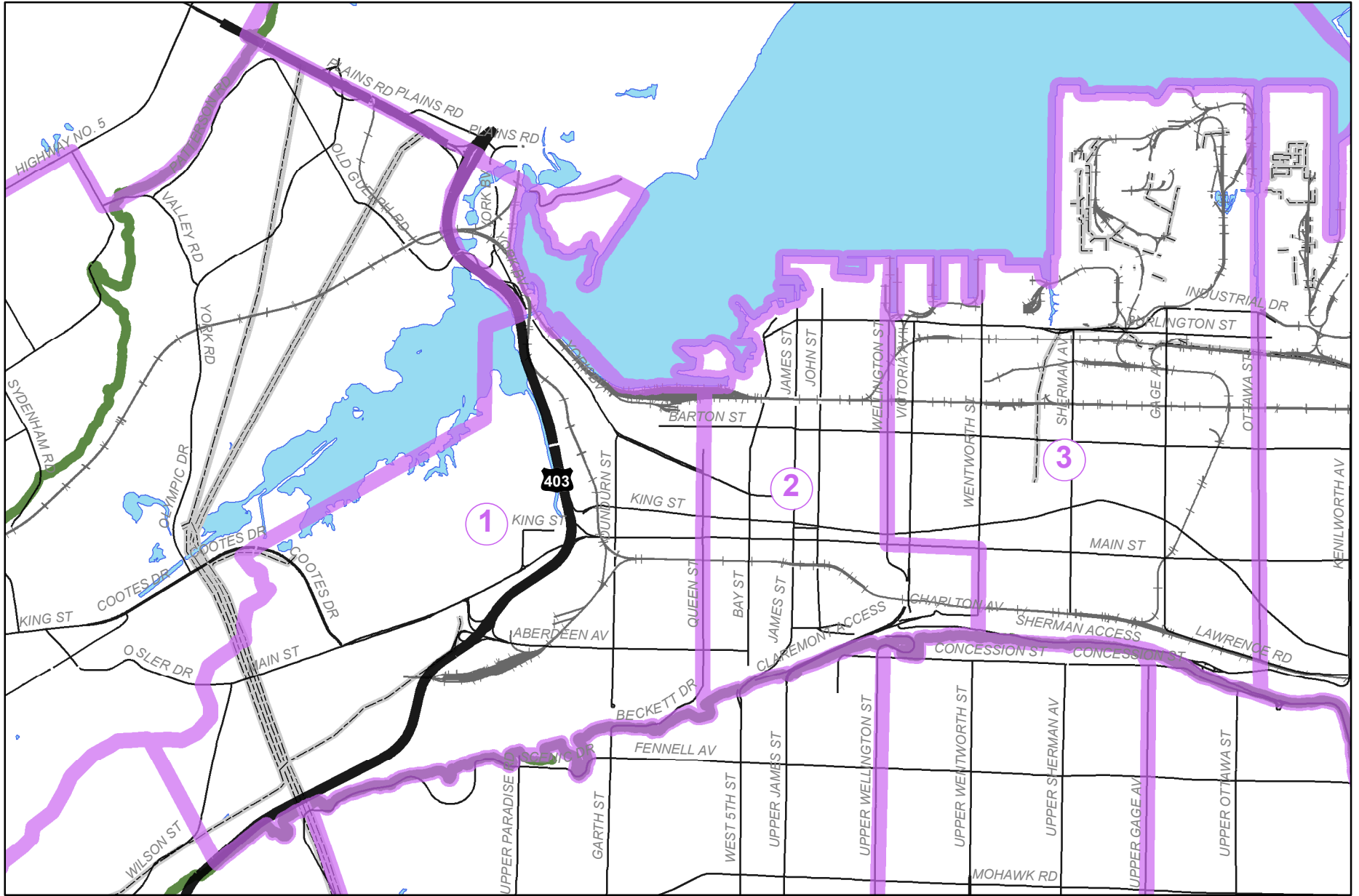
- Bound by the City of Hamilton municipal boundary to the north and east, the Niagara Escarpment, Rock Chapel Road and Highway 5 to the south, and Ofield Road, Moffat Road, Concession 6 and Concession 7 to the west

Proposed Ward 16





- Bound by the Lincoln M. Alexander Parkway to the north, Upper Sherman Avenue and Miles Road to the east, and the Hydro One Networks transmission corridor to the south and west




City of Hamilton

16 Ward Option - Proposed Ward 1, 2 & 3



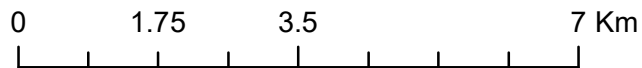
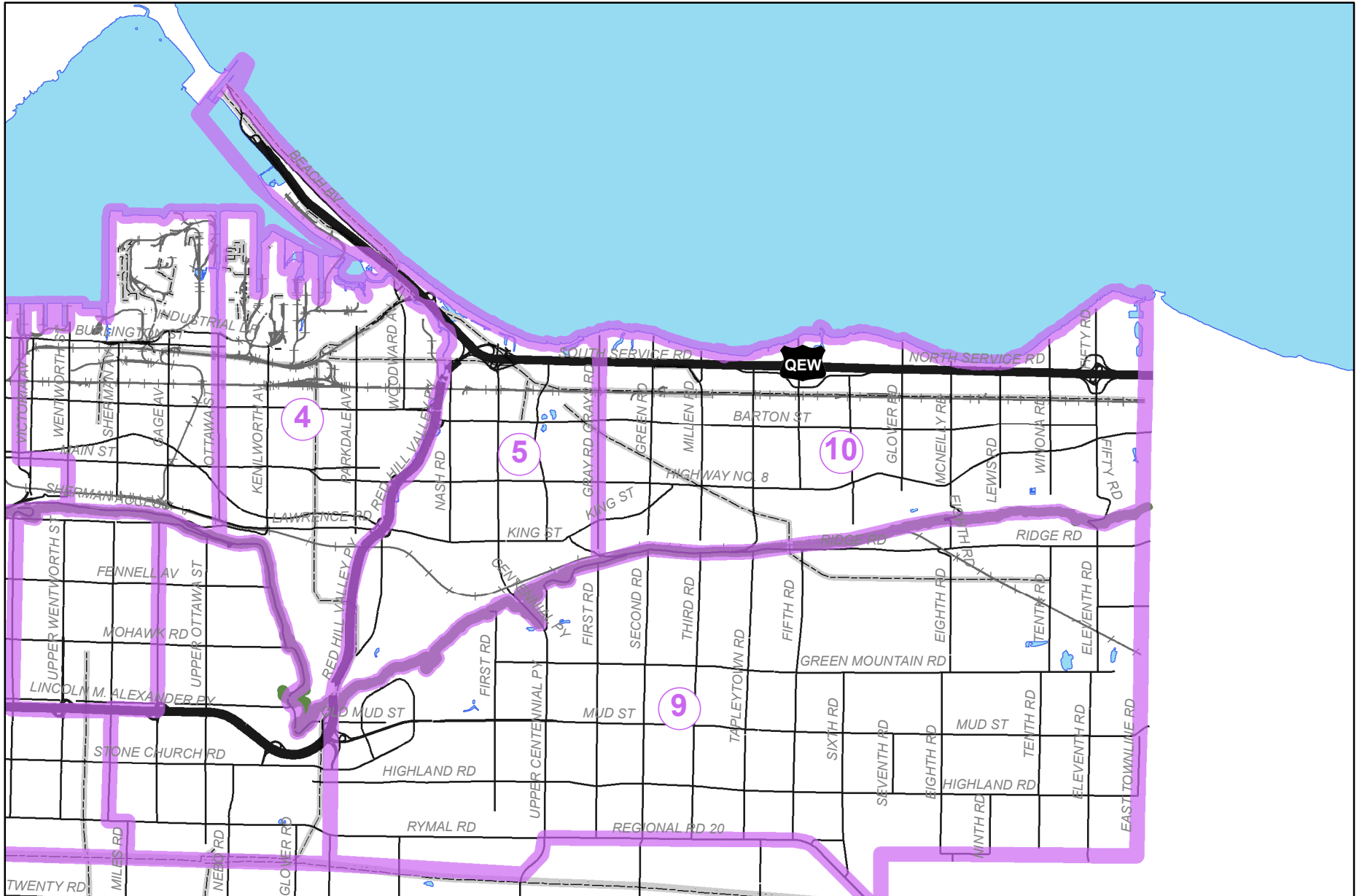
Ward Boundaries with Ward #

-  Highway
-  Major Road
-  Railways
-  Highway Ramp

-  Major Utility Corridors
-  Niagara Escarpment
-  Lakes

City of Hamilton

16 Ward Option - Proposed Ward 4, 5, 9 & 10



Ward Boundaries
with Ward #

Highway

Major Road

Railways

Highway Ramp

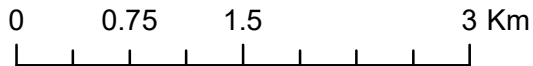
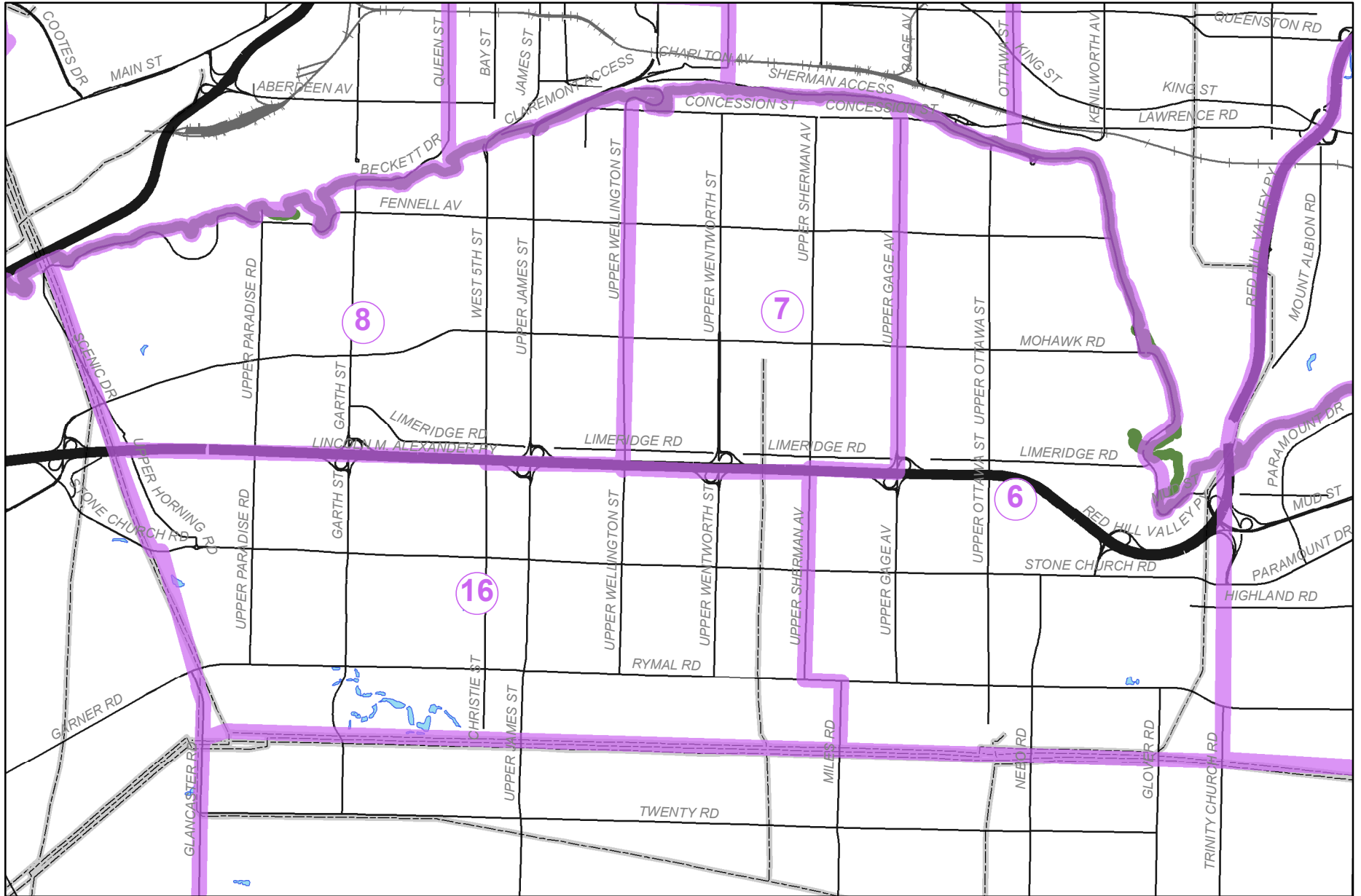
Major Utility Corridors

Niagara Escarpment

Lakes

City of Hamilton

16 Ward Option - Proposed Ward 6, 7, 8 & 16



Ward Boundaries
with Ward #

Highway

Major Road

Railways

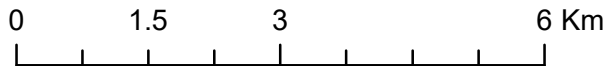
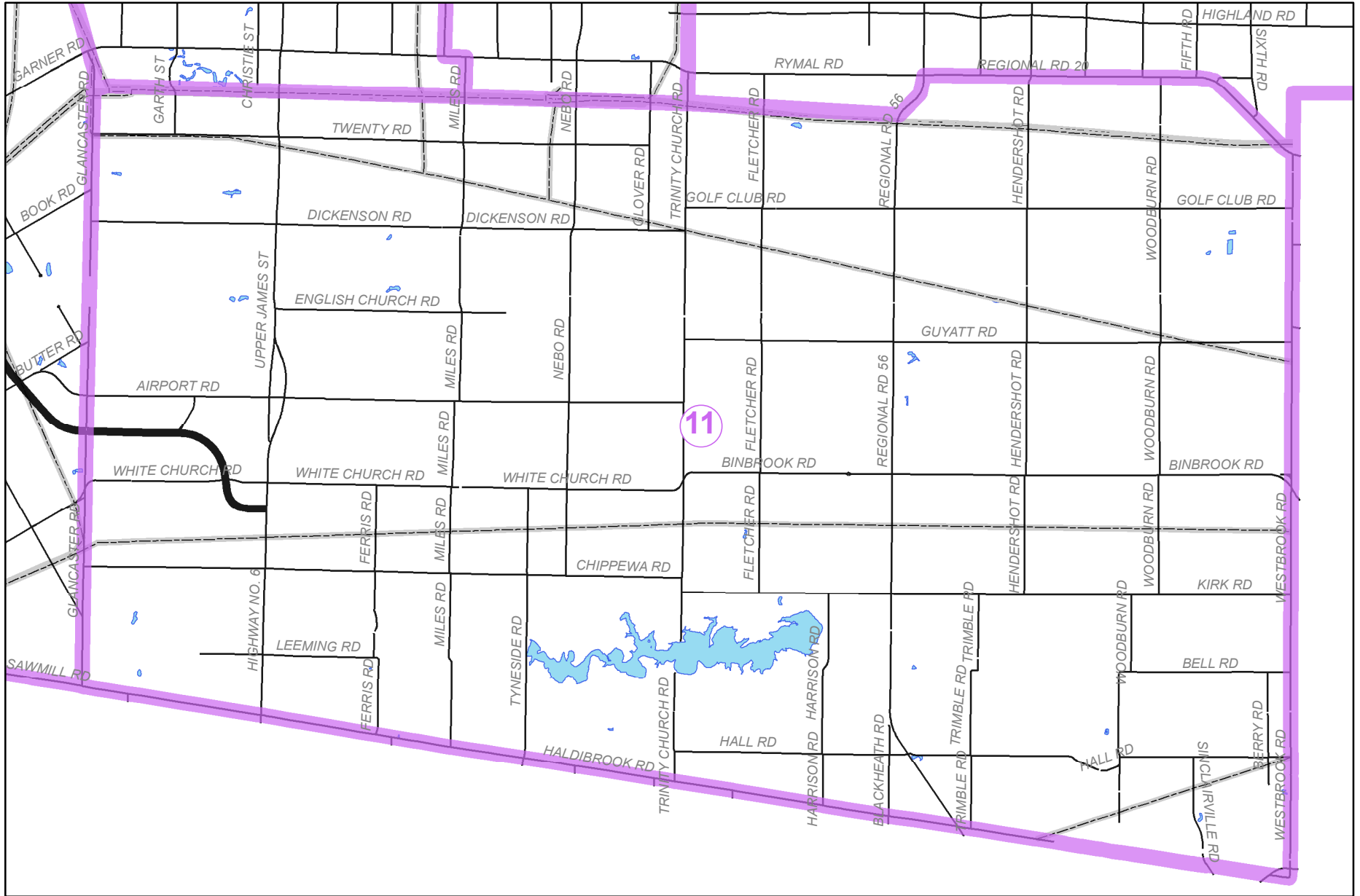
Highway Ramp

Major Utility Corridors

Niagara Escarpment

Lakes

City of Hamilton 16 Ward Option - Proposed Ward 11



Ward Boundaries
with Ward #

Highway

Major Road

Railways

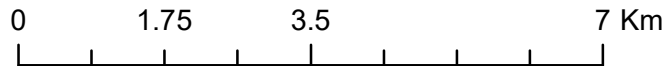
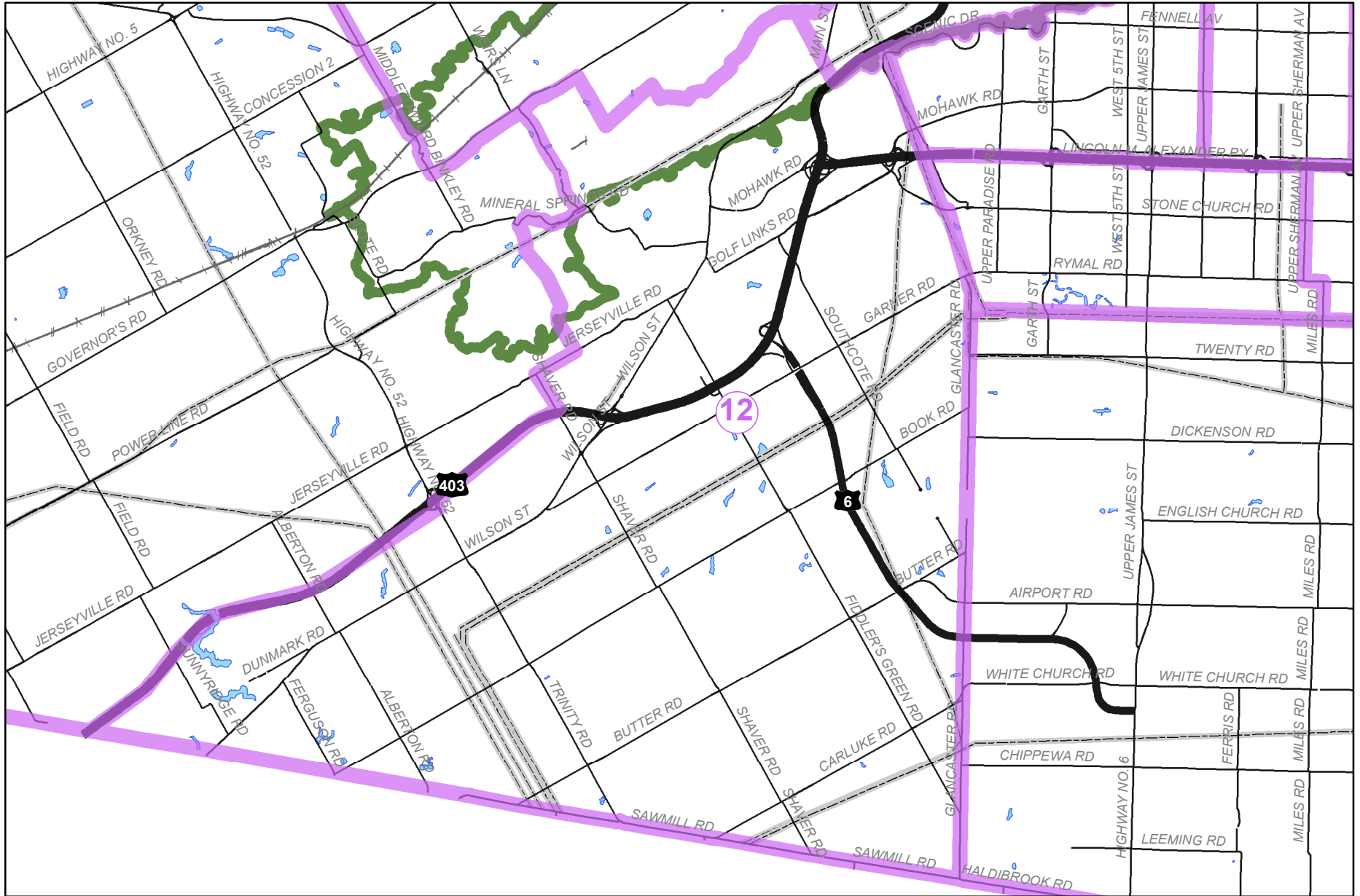
Highway Ramp

Major Utility Corridors

Niagara Escarpment

Lakes

City of Hamilton 16 Ward Option - Proposed Ward 12



Ward Boundaries
with Ward #

Highway

Major Road

Railways

Highway Ramp

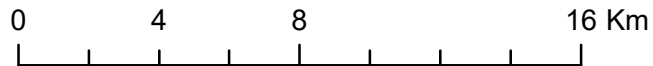
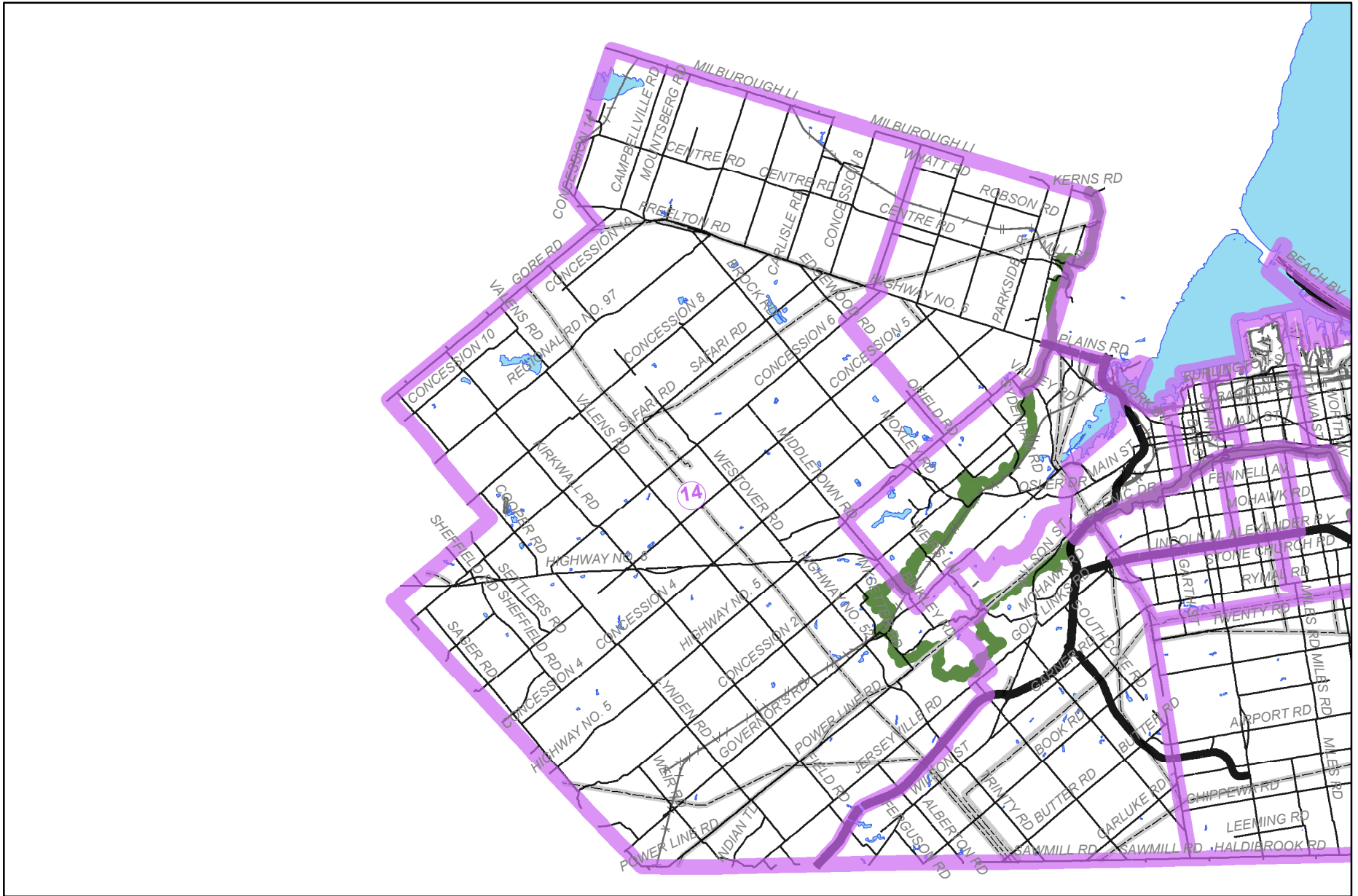
Major Utility Corridors

Niagara Escarpment





Lakes




City of Hamilton

16 Ward Option - Proposed Ward 14



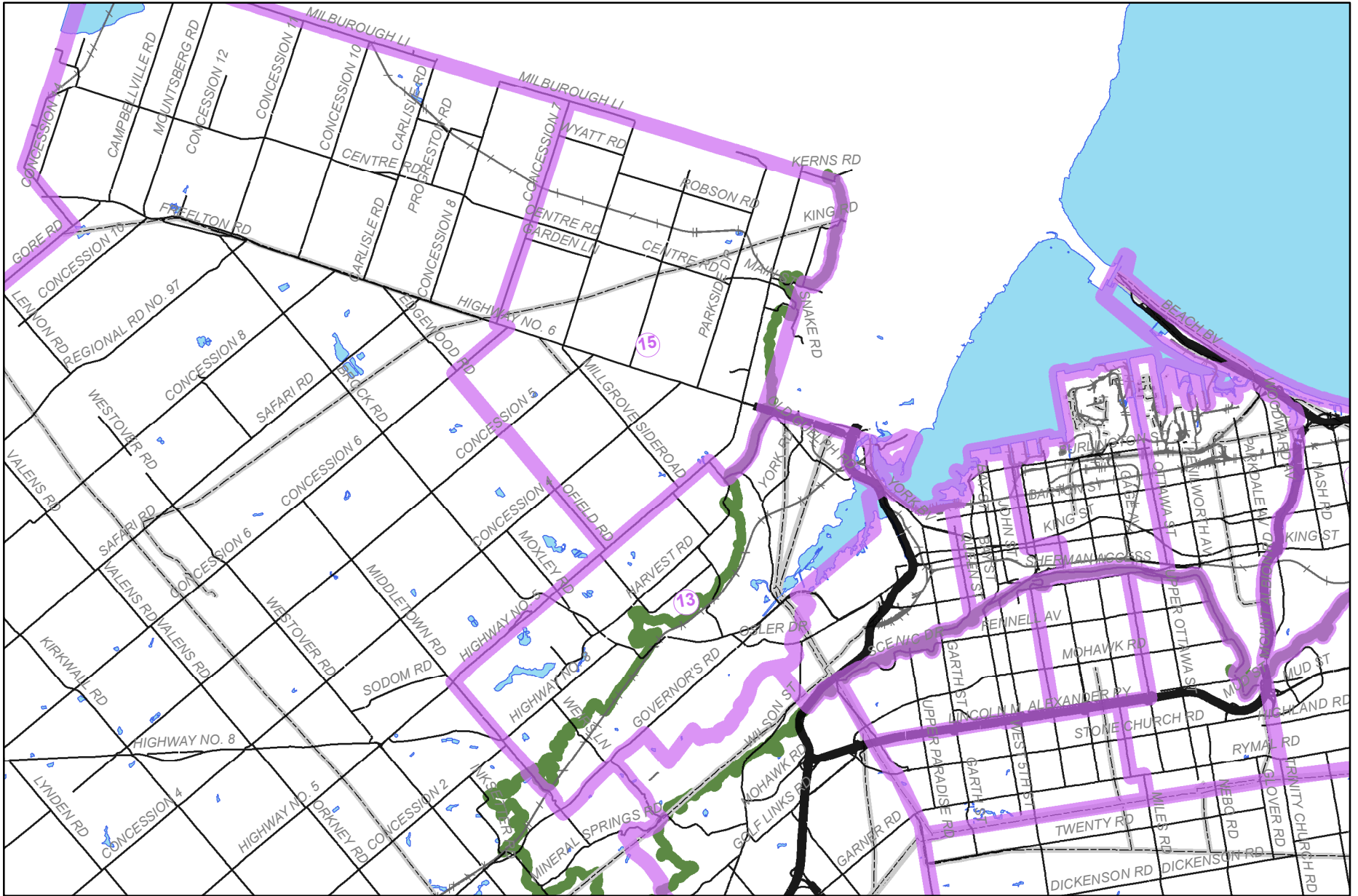
Ward Boundaries
with Ward #

-  Highway
-  Major Road
-  Railways
-  Highway Ramp

-  Major Utility Corridors
-  Niagara Escarpment
-  Lakes

City of Hamilton

16 Ward Option - Proposed Ward 13 & 15



- 3 Ward Boundaries with Ward #
- Highway
- Major Road
- Major Utility Corridors
- Niagara Escarpment
- + + + Railways
- / / / Highway Ramp
- Lakes