COMPLETE STREETS INTERSECTION
MAKEOVER PROJECT

FINAL
REPORT

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ACKNOWLEDGEMENTS

Lastly, the CSIMP Team would like to thank Hamiltonians who took time out of their busy schedules to provide valuable input via the virtual design charette hosted on November 24, 2020. This project truly would not have come into fruition without the help, guidance, and wisdom of everyone mentioned above.

KEY TERMS

CityLab Semester in Residence (SIR)

The Hamilton CityLAB Semester in Residence (SIR) is an innovation lab and four-month, project-based program that challenges post-secondary students to work collaboratively with fellow students, academics, City staff, and elected officials to solve municipal challenges in Hamilton, Ontario.

Complete Streets

A design framework that emphasizes safety and accessibility for all road users regardless of age, ability, or mode of transportation. Aspects of Complete Streets design can include curb extensions, painted crosswalks, protected bike lanes, and improved transit infrastructure.

CSIMP

CSIMP refers to Hamilton's Complete Streets Intersection Makeover Project, which was championed by a team of four students in the CityLAB SIR program during the Fall 2020 term.

CSIMP Team

For the purposes of this report, CSIMP Team will be used when referring to the four McMaster students involved in the CityLAB SIR Complete Streets Intersection Makeover Project (CSIMP) between September and December 2020: Foram Patel, Julia Menezes, Tanisha Palmer, and Sarnti Sornpaisarn.

Ward 1

Located in west Hamilton, Ontario, Ward 1 is an urban community of approximately 300,000 residents living in four neighborhoods: Ainslie Wood, Kirkendall, Strathcona, and Westdale (City of Hamilton, 2020). At the time of publication (December 2020), Councillor Maureen Wilson is the Hamilton City Councillor for Ward 1.

Stakeholders

Individuals, organizations, community groups, and businesses that may be affected - directly or indirectly - by the outcomes of a project. Stakeholders in the CSIMP included Ward 1 residents, community groups, and those who use streets and intersections in Hamilton's Ward 1 community.

Design Charette

A community engagement tool that can be used to gather stakeholder input and ideas. Traditionally, design charettes utilize aerial maps which stakeholders are invited to write on using sticky notes or markers (Roggema, 2014).

Tactical Urbanism

Temporary infrastructure interventions that can be used to test potential long-term infrastructure solutions (Reconnect Rochester, 2018).

Transit-Oriented Design

An approach to design that emphasizes connectivity and accessibility for all road users, including cyclists, pedestrians, drivers, and transit users.

New Urbanism

A design framework that seeks innovative solutions to tackle a wide range of urban issues, including inaccessible street infrastructure and affordability. Particular emphasis is put on building resilient and connected communities (Steuteville, 2018).

1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION

CityLAB Semester in Residence (SIR) is a social innovation lab that brings together an interdisciplinary group of Hamilton post-secondary students in collaboration with academics, City of Hamilton staff, and community partners. As a result of the ongoing COVID-19 pandemic, the Fall 2020 SIR students worked virtually to tackle city issues via project work. The Complete Streets Intersection Makeover Project (CSIMP) Team was composed of four McMaster University undergraduate students: Foram Patel, Julia Menezes, Tanisha Palmer, and Sarnti Sornpaisarn. Beginning on September 29, 2020 and concluding on December 9, 2020, the CSIMP Team collaborated with Hamilton Sustainable Mobility City staff and the Ward 1 Office to achieve several key outcomes as outlined in the Project Agreement (see Appendix A). The overarching goal of the CSIMP was to inform Ward 1 residents about Complete Streets design and to facilitate a meaningful virtual community engagement event that gathered community input about redesigning intersections in Hamilton's Ward 1 community. The work of the CSIMP Team aligned with several of the City of Hamilton's Strategic Priorities, including: (#1) Community Engagement and Participation, (#3) Healthy and Safe Communities, (#4) Clean and Green, and (#5) Built Environment and Infrastructure (City of Hamilton, 2017).

1.2 TIMELINE

The duration of the CSIMP project spanned approximately three months from September to December 2020. On September 29, 2020, the CSIMP student Team had their first meeting with City Staff and began drafting the Project Agreement: a high-level overview of the project's goals and deliverables. During this period, the CSIMP Team researched Complete Streets design and online engagement tools that could be used to host a virtual charette event. On October 26, 2020, the CSIMP Team met with Councillor Maureen Wilson

(Ward 1) to discuss the CSIMP goals. November brought many trajectory changes. The charette scope was expanded to encompass Ward 1 generally, rather than a specific intersection within Ward 1, and a new charette date was finalized: November 24, 2020. Following the virtual charette event, the CSIMP Team began compiling final recommendations. In early December 2020 the team finalized the recommendations report and engaged in the CityLAB Hamilton Final Project Showcase.

1.3 DELIVERABLES

The CSIMP Team developed 3 main outputs during the course of this project:

Informational Material: An informational video and social media graphics were created to inform stakeholders about Complete Streets design (see Appendix C).

Virtual Design Charette: The CSIMP Team hosted a virtual design charette via Zoom on November 24, 2020, from 7:00pm to 8:30pm (EST). Google's collaborative whiteboard tool Jamboard was utilized as a form of idea generation with residents.

Recommendations Report: Several summary documents, including a Recommendations Report for City staff, were created based on stakeholder input.

A detailed summary of all project deliverables is provided in the Deliverables Overview document.

1.4 FINDINGS

Following the virtual charette event, the CSIMP Team divided project findings into two categories: virtual engagement recommendations and intersection design recommendations. The CSIMP Team found that the virtual engagement platform Jamboard worked well, and recommends that it be used in further virtual community engagement efforts. Based on the virtual charette, the following five community priorities were determined when designing Complete Streets in Ward 1: (1) Beautification & Greenery, (2) Bike Lanes & Cyclist Safety, (3) Pedestrian Safety, (4) Public Transit Accessibility, and (5) Community Space.

1.5 NEXT STEPS

1.6 (a) SHORT TERM (3-6 months)

- **Identify** four intersections, one for each neighborhood in Ward 1.
- **Assess** unique challenges that each of the intersections holds, including elements of importance for a Complete Streets makeover.
- **Select** one intersection (out of the previous four identified) to be the first pilot project.
- **Conduct** community engagement in regard to the newly selected intersection.

1.6 (b) MID TERM (1- 2years)

- **Finalize** the intersection design based on feedback from community engagement work. Community input will be the utmost priority throughout implementation.
- **Assess** whether community members will be permitted to paint and/or implement changes to the intersection (based on COVID-19 restrictions).
- **Construct** a Complete Streets intersection in Ward 1.

1.6 (c) LONG TERM (2 plus years)

- **Utilize** virtual design charette best practices and the CSIMP Team's Recommendations Report to guide future public engagement in regards to street design in Hamilton.
- **Leverage** the Ward 1 CSIMP as a template for future intersection makeover projects across other Wards within the City of Hamilton.

1.6 (d) TRANSITION REPORT

Recognizing the limited timeframe of the SIR program, the CSIMP Team created a Transition Report which encompasses main project accomplishments, lessons learned, and key next steps to inform the work of future CSIMP staff and to ensure the success of the project. Following the completion of the Fall 2020 CityLAB SIR, it is expected that City staff and Councillor Maureen Wilson will champion the CSIMP in alignment with the short-term, mid-term, and long-term goals listed above.

2.0 INTRODUCTION

Hamilton, Ontario is the tenth most populous city in Canada with 600,000 residents according to the 2016 census (Statistics Canada, 2019). With such a large number of Hamiltonians, it is important to reflect on the municipal vision to "be the best place to raise a child and age successfully" (City of Hamilton, 2017). The City of Hamilton's 2016–2025 Strategic Plan, approved by Council in June 2016, highlights seven strategic plan priorities which were identified as important to Hamilton residents (City of Hamilton, 2017).

The CSIMP seeks to see the implementation of Complete Streets design at intersections in Hamilton's Ward 1 community. The project directly aligns with the City of Hamilton's priority to invest in "Built Environment and Infrastructure" that cultivates "Healthy and Safe Communities". In alignment with the City of Hamilton's 2016-2025 Strategic Plan, the project additionally works to foster "Community Engagement and Participation" (City of Hamilton, 2017). In the fall of 2020, the CSIMP was informed by meetings between the CSIMP Team, City staff, and Councillor Maureen Wilson (see Appendix B).

Between 2018 and 2019, Hamilton Ward 1 City Councilor Maureen Wilson visited Rochester, New York, where was inspired by a community driven intersection makeover project that she witnessed. In Rochester, a group of local citizens, united by a non-profit organization called Reconnect Rochester, worked together with the City to redesign troublesome intersections (Reconnect Rochester, 2019). In late 2019 and early 2020, Councilor Wilson connected with the City of Hamilton Sustainable Mobility Project Manager Rachel Johnson, and Program and Project Manager Peter Topalovic, to learn more about how best practices from the Reconnect Rochester project could be used to guide a Complete Streets intersection makeover in Hamilton, Ontario. The outcome of the collaboration between Councillor Wilson and City staff was Hamilton's CSIMP in Ward 1.

The onset of the COVID-19 pandemic in March of 2020 disrupted work on Hamilton's CSIMP by City staff. As a result, in consultation with the CityLAB SIR program, the decision was made to assign the initial stages of the CSIMP to a group of students from the Fall 2020 CityLAB SIR program. The four McMaster undergraduate students assigned to the project make up the CSIMP Team.

This report outlines the goals and objectives, methods, process, deliverables, and outcomes of the CSIMP in a manner that is as transparent as possible. Detailed explanations and outcomes of every part of the project will be highlighted so that the City of Hamilton and other municipalities may use the CSIMP work as a guide for future Complete Streets intersection makeovers or virtual engagement processes. The report concludes by providing short, middle, and long term recommendations for the City of Hamilton to continue Hamilton's Ward 1 CSIMP and to employ virtual community engagement best practices amid the COVID-19 pandemic.

2.1 BACKGROUND

The CityLAB program is a project-based program that asks Hamilton City staff members to identify challenges related to the thematic areas of Healthy Neighborhoods, Climate Change, and Municipal Excellence. Through the CityLAB SIR program, City staff are matched with faculty and undergraduate students from Hamilton's post-secondary institutions. Students from the CityLAB SIR course and City staff work together to design innovative projects to address problems within the City, gaining valuable insights and gathering data that can be shared with City partners and potentially scaled up into larger, long-term projects (CityLAB Hamilton, 2020). In 2020, the nature of the COVID-19 pandemic shifted the traditional face-to-face interactions of the CityLAB SIR program to online platforms such as Microsoft Teams, Zoom, and Webex.

Many Hamiltonians have argued that Hamilton streets and intersections do not feel as safe as they should be (Van Dongen, 2020). Unsafe or inaccessible street infrastructure is particularly

problematic for pedestrians, cyclists, and people who require special assistance. In the face of the COVID-19 pandemic, the need for safe pedestrian and active transit infrastructure has been heightened (Atherton, 2020). Although some Complete Streets infrastructure exists within the City of Hamilton (i.e. Bay Street bike lanes), there is a clear need to expand Complete Streets design in Hamilton if the City is to uphold the strategic plan to create "Built Environment and Infrastructure" that cultivates "Healthy and Safe Communities" (City of Hamilton, 2017).

Complete Streets are streets that take everyone's safety into consideration. They are safe for all road users: pedestrians, cyclists, transit riders, and drivers, of all ages and abilities (The Centre for Active Transportation, 2020). The CSIMP Team sought to apply the Complete Streets framework to intersections within Hamilton's Ward 1 community. Starting with one intersection in Ward 1, the hope was to eventually see the CSIMP expand to intersections across Hamilton.

Ward 1, sometimes referred to as the Chedoke-Cootes area, is located in the west end of the City of Hamilton below the Niagara Escarpment. The ward is confined by the Hamilton Harbour and Cootes Paradise to the north, the Niagara Escarpment to the south, Queen Street to the east, and a green corridor running from Cootes Drive along the border of Dundas (City of Hamilton, 2018).
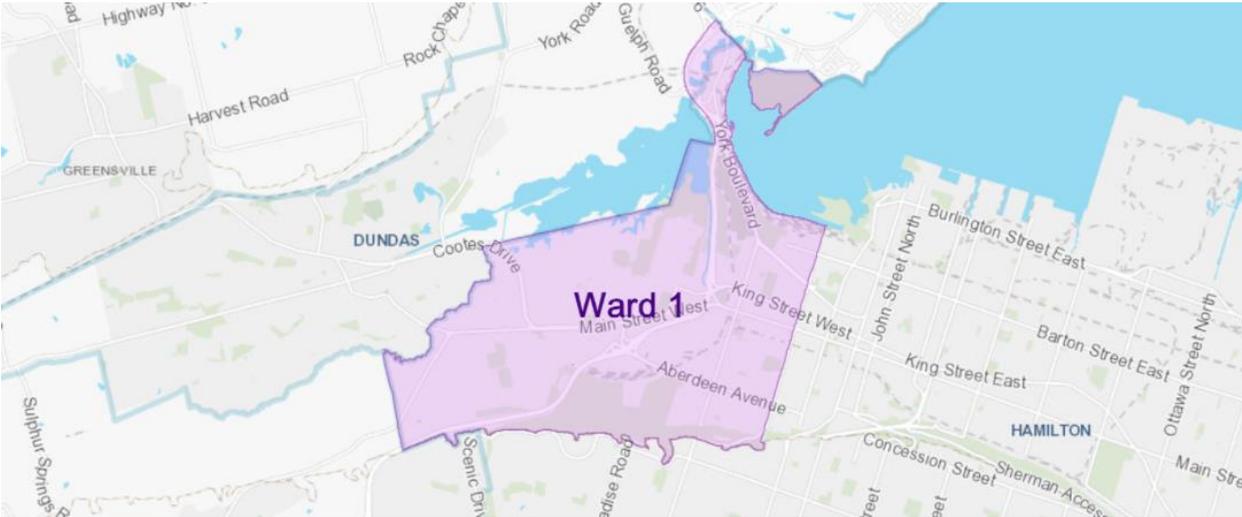
Figure 1: Map of Ward 1 (City of Hamilton, 2018)

2.2 PROJECT OVERVIEW

Starting in October 2020, the CSIMP Team met with City staff, Rachel Johnscon and Peter Topalovic, to launch the CSIMP in Hamilton. Together, the CSIMP Team and City staff determined the objectives of the project and drafted a Project Agreement. Initially, the goals of the project were to:

1. **Inform** Ward 1 residents and community stakeholders about Complete Streets design.

2. **Create** engaging and adaptable methods of community engagement in Ward 1, such as surveys or a virtual charette event.

3. **Identify** one problematic intersection and a potential safe intersection design, informed by community engagement work.

4. **Convert** feedback into a comprehensive report for City staff to use for further project implementation.

However, due to the nature of the changes which occurred throughout the next few weeks, the CSIMP goals were adapted and modified to fit with changing situations and the best available information. After several meetings between the CSIMP Team, City staff, and Councillor Maureen Wilson, three final project objectives were determined (as listed in the subsequent section).

2.2 (a) In Scope

Creating safer and more accessible intersections across Hamilton is a broad and ambitious goal. There are aspects of this overarching goal that the CSIMP Team determined to be both important as well as feasible during the four-month time frame of the CityLAB SIR course. The following objectives were deemed to be within the scope of the CSIMP:

1. **Research** Complete Streets intersection design. Research included reviewing documents provided by City staff as well as looking at literature from relevant organizations and

municipalities. More details on the sources that the CSIMP Team consulted is provided in the Literature Review section of this report.

2. **Conduct** virtual community engagement with Hamilton Ward 1 stakeholders to gather design ideas that could be implemented at Ward 1 intersections. Virtual engagement took the form of a charette event which involved identifying stakeholders, promoting the event, planning collaborative activities, and facilitating a virtual event.

3. **Summarize** the information gathered from the previous two objectives into a Recommendation Report for City staff. The goal of the Recommendations Report is to provide short, middle, and long term recommendations for the City to consider as staff continue CSIMP work into 2021. Critically, the report is a record of the voices of Ward 1 stakeholders who participated in the virtual community engagement event.

2.2 (b) Out of Scope

As mentioned previously, the four-month time frame in which the CSIMP Team had to work on the CSIMP resulted in certain objectives being out of scope. Objectives which were out of scope for the CSIMP Team are still essential for creating safer and more accessible intersections in Hamilton, but were not addressed within the scope of the Fall 2020 CityLAB SIR program. Instead, the out of scope objectives will be tackled by City partners such as the Sustainable Mobility Project Team at the City of Hamilton and the Ward 1 office. Future partnerships between the City of Hamilton and community groups may also be formed to meet objectives that were unaddressed during the CityLAB SIR program. The objectives which were identified as out of scope for the CSIMP Team are as follows:

1. **Ongoing community engagement** with Ward 1 residents and stakeholders during and after the implementation of a Complete Streets intersection makeover design in Ward 1.

2. **Selection** of the first intersection in Ward 1 to undergo a Complete Streets makeover.

3. **Formalizing** the Complete Streets intersection makeover designs, including selecting appropriate construction materials and determining infrastructure costs.

4. **Implementing** a Complete Streets intersection makeover in Ward 1.

2.2 (c) Key Challenges

Several key challenges forced the CSIMP Team to make adaptations to the initial project goals and methods. Community engagement efforts are traditionally done in-person, with face-to-face conversations and meetings. With the ongoing COVID-19 pandemic, the CSIMP Team faced the challenge of shifting community engagement work to an online environment. The need for virtual engagement methods caused the CSIMP Team to use the virtual platform Zoom to engage Ward 1 residents and stakeholders.

Initially, the CSIMP Team was tasked with determining one target intersection in Ward 1 which would undergo a Complete Streets makeover. The plan was to distribute a survey to the Ward 1 community in order to determine the intersection with the most public interest. However, after a meeting between the CSIMP Team, City staff, and the Ward 1 Office, a single intersection was selected (see Appendix B). The chosen intersection was the Locke Street North and Florence Street intersection in the Strathcona neighborhood. As the CSIMP Team began brainstorming ideas for a virtual community engagement event and creating the associated informational materials, the Ward 1 office and City staff were responsible for getting the approval of Traffic staff at the City of Hamilton to redesign the Locke Street North and Florence Street intersection.

The approval process for the Locke Street North and Florence Street intersection proved to be both lengthy and difficult, forcing changes to the initial goals of the CSIMP. Instead of a virtual engagement specific to a predetermined intersection in Strathcona, it was decided that the virtual engagement would be made more general, asking residents and stakeholders for input on Ward 1 intersections in general. This change to the CSIMP was unexpected and occurred near the tail end

of the allotted time frame. Consequently, the CSIMP Team had to make many changes to the project.

The most obvious change was to the virtual engagement event itself, however, there were other aspects of the project which were also affected, namely the promotional materials. Changes included edits to the promotional video, infographics, Eventbrite portal, and promotional email templates which were originally designed to highlight the Locke Street North and Florence Street intersection. The date for the virtual engagement was also shifted from Thursday November 19, 2020 to Tuesday November 24, 2020 to provide City staff and Councillor Maureen Wilson's office with sufficient time to contact stakeholders.

2.3 DELIVERABLES

The CSIMP Team produced three major deliverable items between September and December 2020. These deliverables included informational materials pertaining to Complete Streets design, a virtual engagement event, and a Recommendation Report for City staff. A detailed summary of all project outputs, including the three major deliverables outlined above, is provided in the Deliverables Overview document.

2.3 (a) Informational Materials

In the practice of community engagement, it is important to ensure that residents and stakeholders are informed about the topic at hand, in this case the Complete Streets design. Consequently, the CSIMP Team produced a short video and an infographic which provided information regarding Complete Streets design, the CSIMP, and the virtual engagement event to stakeholders in Hamilton's Ward 1 community.

The informational video highlighted aspects of Complete Streets design, provided examples of Complete Streets intersections from other municipalities, and informed residents about the CSIMP in Hamilton. The video also emphasized the need for input from the Ward 1 community. The

[infographic](#) was a more concise version of the video, providing information to residents and stakeholders about Complete Streets design while also promoting the virtual engagement event.

The two media items mentioned above were combined with additional information on an Eventbrite portal, which acted as a virtual hub where residents could go to learn more about the project and to register for the virtual charette event. Further details about the informational and promotional materials can be found in the [Promotional Materials](#) section of this report.

2.3 (b) Virtual Charette Event

The community engagement event for the CSIMP was held online via Zoom. More specifically, a virtual charette was hosted with an interactive whiteboard activity. The goal of the virtual charette event was to inform the Ward 1 community about Complete Streets design and to gather design inputs from Ward 1 stakeholders. Specific details of the event and planning involved can be found in the [Virtual Charette Event](#) section of this report.

2.3 (c) Recommendations Report

The [Recommendations Report](#) is a concise report which provides an overview of the CSIMP Team's finding and recommendations for City staff. The document is intended to provide recommendations to City staff which can be subsequently used to (1) inform future virtual engagement practices and (2) guide Complete Streets intersection design in Ward 1. Additionally, the report provides short, middle, and long term goals for future CSIMP work. More information on the Recommendation Report and specific findings can be found in the [Recommendations](#) section of this report.

3.0 LITERATURE REVIEW

In the midst of the COVID-19 Pandemic, the need for active transportation and safer street infrastructure has been exacerbated (Atherton, 2020). Not only have wide sidewalks and pedestrian spaces become important features for social distancing, but active transportation routes have become an increasingly important way for individuals to safely access essential services within their communities (Atherton, 2020). The increased need for Complete Streets design has coincided with significant challenges to traditional community engagement work, including being unable to gather in large groups. The loss of in-person engagement processes has resulted in significant challenges for the implementation of community-centered design projects such as Hamilton's CSIMP.

The first stage of the CSIMP project involved conducting a comprehensive study of Complete Streets design and community engagement practices, both within and outside the context of the COVID-19 pandemic. The CSIMP Team began by conducting research on existing transportation guidelines and Complete Streets policy. Specific emphasis was placed on the Reconnect Rochester Project, from which Hamilton's Complete Streets Intersection Makeover Project was inspired. Additional research focused on the implications of the COVID-19 pandemic on virtual engagement processes, and best Complete Streets practices from Canadian municipalities.

3.1 RECONNECT ROCHESTER PROJECT

The Reconnect Rochester Project is a community-driven initiative intended to improve transportation networks across Rochester, New York. In 2019, the primarily cyclist-focused project expanded to include a Complete Streets makeover at Parsells Avenue and Greeley Street, where a child was struck and killed by a car in 2016. The Complete Streets makeover at Parsells Avenue and Greeley Street was divided into four project stages: intersection selection, community engagement,

intersection design, and implementation. First, a Steering Committee of City staff and transportation experts selected the intersection based on 90 nominations from communities across Rochester. Then, local residents were invited to a series of workshops to share key concerns and to brainstorm potential design ideas. Although the intersection selection process was championed by a Steering Committee, the Parsells Avenue Complete Streets project was entirely community-driven. Local residents collaborated with designers from Stantec on the intersection design features, including a large street mural. Many local businesses donated paint and reflective bollards to line the bike lanes. Furthermore, community members were responsible for implementing the Complete Streets design and helped to paint the intersection (Reconnect Rochester, 2018).

Figure 2: Parsells Avenue Complete Streets Makeover (Reconnect Rochester, 2018)

The success of the Reconnect Rochester Project's Complete Streets design inspired Councillor Maureen Wilson to see a Complete Streets intersection realized in Hamilton's Ward 1 community. Therefore, prior to the CSIMP Team's involvement with the project, City staff met with leaders in the Reconnect Rochester Project to learn from their best practices. Understanding the

process and outcomes of the Reconnect Rochester Project was critical for the CSIMP Team because it helped to contextualize the CSIMP goals within Ward 1.

3.2 NACTO GUIDELINES

In 2019, the National Association of City Transportation Officials (NACTO) published **Don't Give Up at the Intersection** - a detailed report on safe intersection design with particular emphasis on cyclist and pedestrian safety. Motivated by the fact that the majority of bike-vehicle collisions occur at intersections, the report outlines the importance of creating clear sightlines, reducing the speed of turning vehicles, and providing cyclists and pedestrians with designated street space. Not only did the NACTO guidelines provide the CSIMP Team with a valuable overview of Complete Streets design features, but the recommendations also informed discussions with City staff and Councillor Maureen Wilson regarding the feasibility of implementing Complete Streets intersections at minor versus arterial roads in Ward 1. Key takeaways for the CSIMP Team included concrete examples of Complete Streets design features (protected intersections, raised bike crossings, protected permissive bike signals, etc.) and intersection-specific considerations for public transit and emergency service vehicles (NACTO, 2019).

3.3 MUNICIPAL SCAN

With the rise of New Urbanism and Transit-Oriented Design, many Canadian municipalities, including Hamilton, have adopted formal policies regarding Complete Streets infrastructure. For the purposes of the CSIMP, research was isolated to policies implemented in Hamilton and two other large, Canadian municipalities: Toronto and Vancouver.

3.3 (a) HAMILTON, ON

In 2018, the City of Hamilton adopted a policy for **Complete-Livable-Better (CLB) Streets** as part of the Hamilton Transportation Master Plan. In alignment with Complete Streets design, the CLB Streets policy emphasizes a need for transportation infrastructure that supports pedestrians, cyclists and public transit users, in an effort to reduce Hamilton's reliance on single occupancy

vehicles by 2031. The policy outlines nine guiding principles with respect to CLB street design in Hamilton: balanced, context sensitive, public, place-making, city-building, safe and accessible, green, realistic, and cost effective. The CLB Streets policy contextualizes each guiding principle within seven street types, or "topologies" that range from rural roads to main urban streets. However, the CLB Streets policy does not specifically focus on safe intersection design or Complete Streets intersection makeovers. One goal of the Ward 1 CSIMP is to see the implementation of Hamilton's first formal Complete Streets intersection makeover in alignment with the CLB Streets policy (McIlroy, 2018).

3.3 (b) TORONTO, ON

In 2013, Toronto City Council passed a motion to adopt **Complete Streets Guidelines**, including a formal policy regarding **Street Design for Intersections** (Toronto Complete Streets Guidelines, 2014) . Toronto's Street Design for Intersections policy is intended to create a safe and predictable environment for pedestrians, cyclists, transit users, and motorists (Toronto Complete Streets Guidelines, 2014). Key highlights include recommendations for the implementation of depressed curbs and tactile walking surface indicators on sidewalks to increase accessibility for pedestrians (Toronto Complete Streets Guidelines, 2014). Additionally, the policy emphasizes context-specific design, with reference to three main intersection types: main streets, residential streets intersecting main streets, and residential intersections (Toronto Complete Streets Guidelines, 2014). Major outcomes of Toronto's Street Design for Intersections policy include the Complete Streets intersection makeover of Young and Dundas, which was redesigned to include a pedestrian priority or "scramble" crossing (City of Toronto, 2017).

Figure 3: Pedestrian "Scramble" Crossing (City of Toronto, 2017)

3.3 (b) VANCOUVER, BC

Published in 2017, Vancouver's **Complete Streets Policy Framework** provides safe street intersection guidelines and targets to achieve by 2040. The primary goal of the policy is to enhance street infrastructure and promote sustainable transportation, with an emphasis on creating a cohesive network of Complete Streets. The policy outlines four key considerations when designing Complete Streets: transportation, adaptability, placemaking, and green infrastructure. However, Vancouver's Complete Streets Policy Framework puts little emphasis on intersection-specific safety, and does not address street murals or community engagement practices. To date, the primary outcome of the Complete Streets Policy Framework has been the redesign of the Burrard bridge and adjacent intersection to include more pedestrian space and protected cycling infrastructure (City of Vancouver, 2017).

3.4 COMMUNITY ENGAGEMENT FOR COMPLETE STREETS

Complete streets: making Canada's streets safer for all, is a document produced by Transport Canada that clearly outlines several considerations for implementing Complete Streets infrastructure across Canada. The report suggests that community engagement is critical when implementing Complete Streets infrastructure and that municipalities should collect data from stakeholders regarding how they use streets in their community. Transport Canada also recommends that community engagement efforts move beyond simply consulting "lead stakeholders" such as governments, planners, and transit officials because Complete Streets design should reflect the needs of all road users (Transport Canada, 2012). Thus, community engagement work should also include a wide range of "other groups", including: local residents, school boards, seniors' groups, employers, and health care organizations (Transport Canada, 2012). Learning about the various stakeholders involved in a Complete Streets design was particularly valuable to the CSIMP Team as they engaged in a stakeholder mapping exercise to determine the key stakeholders in Hamilton's Ward 1 CSIMP.

3.4 (a) VIRTUAL ENGAGEMENT & THE COVID-19 PANDEMIC

The Centennial Park Master Plan is a two-year redesign plan by the City of Toronto intended to gather input from stakeholders living near Centennial Park in central Etobicoke, Ontario. The majority of public engagement work for the Centennial Park Master Plan project occurred virtually during the COVID-19 Pandemic. Consequently, all public engagement processes occurred over Zoom. Facilitators of the Centennial Park Master Plan workshop utilized virtual whiteboard templates and the platform Scribble Board to gather stakeholder ideas (see Figures 2 & 3). Facilitators expanded on these ideas in a Summary Report, which illustrates the importance of empowering stakeholders to draw and write their own ideas - in their own words - in an online environment (City of Toronto, 2020).
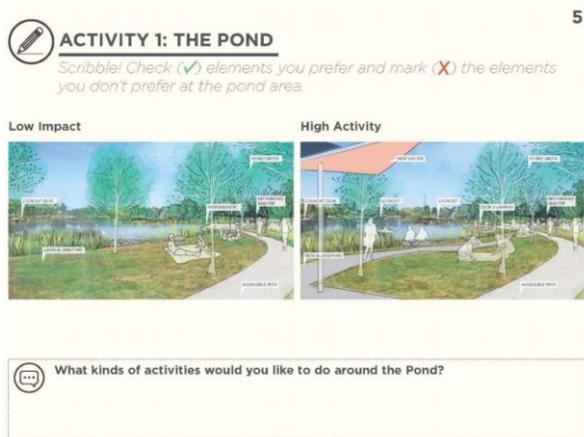
Figure 4: Virtual Whiteboard Template (City of Toronto, 2020).
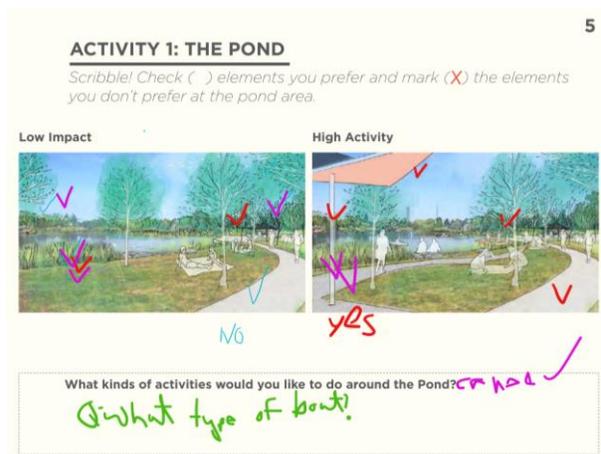

Figure 5: Completed Virtual Whiteboard (City of Toronto, 2020).

Given that minimal research exists on conducting synchronous virtual community engagement events, the CSIMP Team drew heavily from findings of the Centennial Park Master Plan Engagement Summary Report to inform the virtual whiteboard aspect of the CSIMP virtual charette event (City of Toronto, 2020).

4.0 PROMOTIONAL MATERIALS

The promotion of Complete Streets in Hamilton and the virtual charette was done through an informational video, social media and emails. Due to the time restrictions in the semester, promotions took place over the course of one week. During this time, the informational video was made available for Ward 1 stakeholders to learn more about Complete Streets design and how the project came to be a part of Hamilton (see Appendix C, section i). Additionally, social media posts were made to promote the virtual charette to local residents and stakeholders. These posts also included a social media graphic that was designed to give a quick overview of Complete Streets design and the goals of the virtual charette (see Appendix C, section ii). Social media posts were made by Councillor Wilson's office, and through CityLAB and CityLAB SIR's social media accounts. Posts were also made in Ward 1 Neighborhood Groups to target the local community and ensure that as many Ward 1 residents were made aware of the charette as possible.

4.1 INFORMATIONAL VIDEO

The informational video was designed with the goal to provide context for Hamilton's CSIMP. Complete Streets is a concept with which many residents may not be familiar (see Appendix C, section i). As such, it was critical to have awareness as a key aspect of the project's promotion. An informational video was released to provide the definition of Complete Streets design and a methodological framework for why Complete Streets should be implemented in Hamilton. A video was a user-friendly way to share information that residents could easily access online. The end of the video included information about the CSIMP virtual charette event, and asked residents and stakeholders to register via Eventbrite. In the future, it is anticipated that City staff can use the video to further promote the CSIMP and educate residents. The CSIMP Team recognizes that the video is not an exhaustive explanation of Complete Streets design features. However, the video can

continue to be modified and improved to better suit specific intersections or Complete Streets makeover projects across Hamilton.

4.2 SOCIAL MEDIA GRAPHIC

The social media graphic was another means to promote the CSIMP and the virtual charette (see Appendix C, section ii). The social media graphic was included in the social media posts that promoted the virtual charette event. Similar to the informational video, the social media graphic was designed to teach residents about Complete Streets, Hamilton's CSIMP, and the goals of the virtual charette event. The limited time within the semester and the scope of our project only allowed the CSIMP Team to design one social media graphic that was specific to Ward 1. However, as the CSIMP progresses and more details are finalized in 2021, the current graphic can be modified to continue to promote Complete Streets design in Hamilton.

4.3 CHARETTE INVITATIONS AND REGISTRATION

Invitations to the virtual charette were sent virtually through Councillor Wilson's office to the Ward 1 mailing list (see Appendix C, section iii). Because the CSIMP Team did not do most of the promoting (which was primarily done through Councillor Wilson's office), email and social media captions templates were made and shared with Councillor Wilson's office. The charette email invitations also include the link to an Eventbrite page where residents and stakeholders could sign up for the event. The Eventbrite page was created in order to update and inform interested stakeholders and allowed the CSIMP Team to track attendance. Eventbrite was also used to send reminder emails to registered members the day of and 30 minutes prior to the charette with the Zoom link and charette agenda. Stakeholders were required to register via Eventbrite to access the Zoom link and to receive an event agenda (see Appendix E, section i).

5.0 VIRTUAL CHARETTE EVENT

The CSIMP Team hosted a virtual charette event via Zoom on Tuesday, November 24, 2020 from 7:00 to 8:30pm (EST). A traditional charette event invites stakeholders to use sticky notes or a whiteboard to co-create a street or intersection design (Roggema, 2014). In an online format, the Project Team simulated an in-person charette activity using Zoom breakout rooms and the virtual whiteboard platform Google Jamboard. A recording of the event is available in Appendix E (section iv).

Prior to hosting the virtual charette event on November 24, 2020, the CSIMP Team conducted a practice charette for their peers in the CityLAB SIR program on November 4, 2020 at 2:30 pm (EST). The practice charette was intended to test Zoom and Jamboard as virtual platforms, and to elicit feedback on the overall structure and methodology of the proposed charette event. The CSIMP Team used Google Jamboard to gather feedback from their peers and from City staff member, Rachel Johnson. As the practice charette occured before critical changes to the CSIMP, the practice charette focused on design features that were specific to the Locke Street North and Florence Street intersection, instead of focusing on Ward 1 more broadly. Some of the valuable feedback that the CSIMP Team received from their peers included the suggestion to provide more visual examples of Complete Streets intersections and more time for stakeholders to brainstorm intersection additions. Additionally, some students suggested providing stakeholders with the informational video in advance of the charette event, to minimize technical difficulties. The design ideas and test charette feedback provided on Jamboard slides is accessible in Appendix H. The CSIMP Team is grateful to the students in the CityLAB SIR program for providing valuable feedback during the test charette event, which informed the methodology and structure of the final virtual charette event on November 24, 2020.

5.1 METHODOLOGY

With respect to community engagement, the charette event aligned with the "Involve" and "Collaborate" sections of the Spectrum of Public Participation (IAP2, 2020). Although residents were not engaged in the process of choosing one specific intersection, the charette event was intended to ensure that the advice and recommendations of Ward 1 stakeholders were central to the final intersection design. Moving forward, Councillor Maureen Wilson and City staff will coordinate intersection specifics with City Traffic staff and undergo a second engagement process. A second engagement event that is specific to one intersection will ensure that a more localized scope of stakeholders will be involved in the Complete Streets design process.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Figure 6: Spectrum of Public Participation (IAP2, 2020)

5.1 (a) APPRECIATIVE INQUIRY APPROACH

The dialogue portion of the virtual charette event was developed around the Appreciative Inquiry approach. Appreciative Inquiry is a style of dialogue that seeks to identify positive aspects of a community or environment, with the goal of encouraging constructive, collective change

(Mohn, 2018). The four stages of Appreciative Inquiry are discover, dream, design, and density (Mohn, 2018). The virtual whiteboard activity of the CSIMP charette event was designed to fulfil the "discover" and "dream" stages of the Appreciative Inquiry approach. The activity began by encouraging stakeholders to "discover" the aspects of intersection design that they already appreciate through the use of an interactive virtual whiteboard with the question: *what do you like about the streets and intersections in your community?* (see Appendix F, section i). Using the same whiteboard, the activity then challenged stakeholders to "dream" about additional features for a Complete Streets intersection by asking: *what would you love to add to an intersection in your community?* (see Appendix F, section ii).

The goal of the virtual whiteboard activity was to encourage stakeholders to focus on the positive aspects of Complete Streets design, and to dream about potential intersection interventions without worrying about financing or space-based restrictions. The CSIMP Team identified the Appreciative Inquiry approach as critical to achieving this goal because it created a positive space of collaborative brainstorming among stakeholders instead of highlighting the negative aspects of Hamilton streets. Creating a space of positive dialogue about Ward 1 streets was particularly important given that Hamilton's "Lean Aberdeen" initiative has recently been plagued by hostility and adversarial debate (Van Dongen, 2020). In the spirit of building community and celebrating the process of co-creation, the virtual whiteboard activity concluded by returning all stakeholders to the main Zoom session and inviting one representative from each breakout group to share their group's co-created design (see Figure 7). In line with the Appreciative Inquiry approach, the sharing portion of the event promoted the creation of a collective narrative or "dream" for intersections in Hamilton's Ward 1 community.

Figure 7: Screenshot of Virtual Charette Event

5.2 VIRTUAL PLATFORMS

The CSIMP Team identified three key priorities when selecting virtual platforms to use during the virtual charette event: ease of access (for both stakeholders and facilitators), user friendliness, and feasibility. City staff and Councillor Maureen Wilson were also consulted in the virtual platform selection process. A review of the virtual platforms that were considered is available in Appendix D.

5.2 (a) ZOOM

The charette event was hosted via Zoom, using Licensed Zoom accounts available to the Project Team as students of McMaster University. The platform was selected based on recommendations from the Ward 1 office, who advised that stakeholders would likely be more familiar with Zoom than WebEx or Microsoft Teams. Additionally, the Project Team selected Zoom because of the breakout room feature, which enabled students to seamlessly divide stakeholders into breakout rooms for an interactive whiteboard activity. Shortcomings of the program included not having built-in closed captioning and being unable to stream the informational video that was created without technical glitches. The Project Team was able to work around these shortcomings by using the external closed captioning service Otter.Ai and by providing stakeholders with a link

to the informational video when they registered for the event via Eventbrite.

5.2 (b) GOOGLE JAMBOARD

The virtual whiteboard portion of the event was facilitated using Google Jamboard. The platform was selected based on its user-friendliness and high level of accessibility (participants are not required to have a Google Jamboard account in order to collaborate on a virtual whiteboard). Furthermore, unlike the virtual whiteboard platform Scribble Board, Google Jamboard is compatible with all devices. The Project Team focused on leveraging the "Text", "Insert Image", and "Sticky Note" features of Jamboard (see Figure 8).
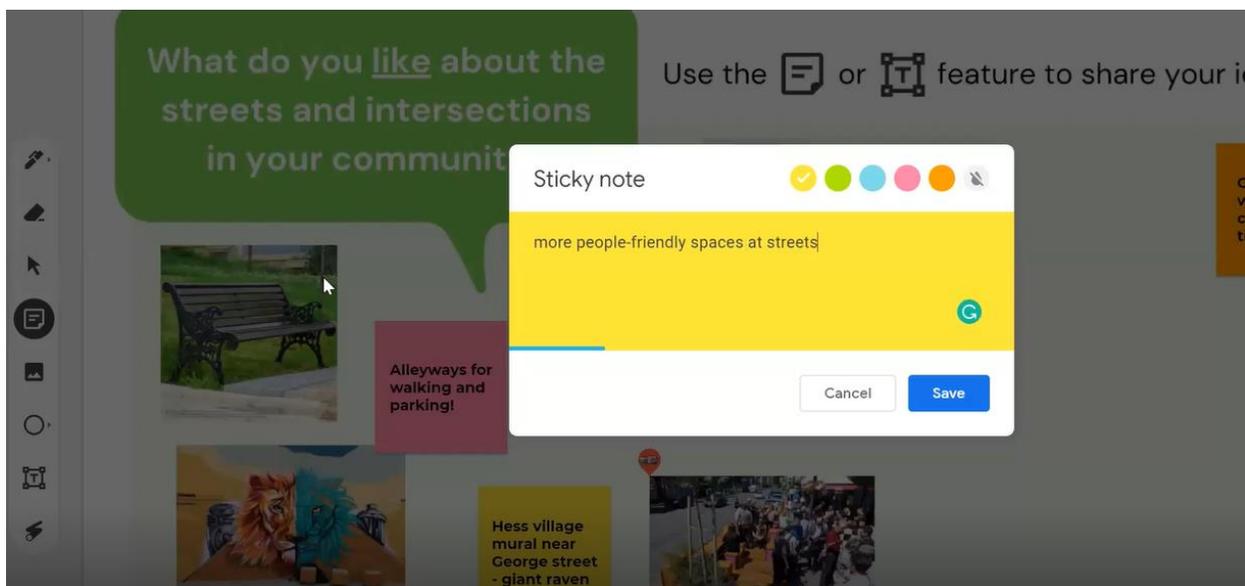

Figure 8: Screenshot of Jamboard Activity

5.3 CHARETTE STRUCTURE & AGENDA

The charette event was divided into five sections, which are reflected in the charette agenda (see Appendix E, section i). A charette facilitation guide and slides are also available in Appendix E. Slides were shared with all participants using the Zoom Screen Share feature during sections 1, 2, 3, and 5 of the event.

1. **Welcome & Remarks from Councillor Wilson** (5 minutes)

   The CSIMP Team provided brief welcoming remarks before inviting Councillor Maureen Wilson to speak about the significance of the CSIMP within the Ward 1 community.

2. **Introductions** (5 minutes)

   The CSIMP Team began the event with a Land Acknowledgement, a review of online etiquette (NETiquette), and brief introduction of the CSIMP Team and City staff.

3. **Background Information & Project Overview** (10 minutes)

   First, the CSIMP Team outlined their role as students in the CityLAB Hamilton SIR program and reviewed the goals of the CSIMP and of the charette event. Then, the CSIMP Team provided a brief overview of Complete Streets design and provided stakeholders with examples of possible intersection interventions.

4. **Virtual Charette Activity** (40 minutes)

   Stakeholders were divided into three breakout rooms, each facilitated by one member of the CSIMP Team (Tanisha, Julia, or Sarnti). A fourth member of the CSIMP Team (Foram) managed the technical logistics of the breakout sessions. In breakout rooms, stakeholders were invited to introduce themselves to the group, before engaging in a virtual whiteboard activity using Google Jamboard. The virtual whiteboard activity challenged stakeholders to answer two questions:

   a. *What do you like about the streets and intersections in your community?*

   b. *What would you love to add to an intersection in your community?*

   Stakeholders were encouraged to add text, sticky notes, and photos to the Jamboard templates. Breakout room facilitators also encouraged stakeholders to provide a description of their ideas by unmuting their microphones.

5. **Large Group Discussion** (10 minutes)

   After returning from breakout rooms into the main session, one representative from each breakout room was invited to summarize the thoughts and ideas that their group discussed during the virtual charette activity.

6. **Next Steps & Conclusion** (20 minutes)

   Before concluding, Councillor Wilson and City staff were available to answer questions about the next steps of the CSIMP in Ward 1. The CSIMP Team also provided brief concluding remarks.

5.4 OUTCOMES

In total, 53 stakeholders registered to attend the virtual charette event, and 28 of the registrants attended. The primary outcome of the virtual charette event was the completion of six Jamboard slides which summarize the breakout room dialogues and are available in Appendix G. The following is a brief summary of the discussions that occurred in each breakout room:

- **Breakout Room 1**

  Stakeholders in Breakout Room 3 discussed the need for more pedestrian friendly infrastructure and general space at intersections, such as places for local musicians to perform. The walkability and bike-ability of current intersections was identified as a main priority to be redesigned. Stakeholders also identified the want for more greenery at intersection, and highlighted the want for lower speed limits along with more traffic calming infrastructures such as traffic calming circles. Innovative concepts such as low traffic neighborhoods were discussed. As well as accessibility features such as braille sidewalks.

- **Breakout Room 2**

  Stakeholders in Breakout Room 2 identified a need for more bicycle-friendly infrastructure at Hamilton intersections. Specifically, stakeholders discussed the desire to

see bike lanes for cyclists that continue through intersections. Stakeholders also emphasized the need for diagonal crosswalks and more pedestrian-specific signals at intersections. Additional comments included the desire to see more "people-friendly" spaces in Hamilton, including community art installations and the potential for a community box or platform that residents could stand on and use to speak to passing pedestrians. Another suggestion was to integrate automated schedule screens, wifi, and charging stations into HSR bus stops.

- **Breakout Room 3**

  Stakeholders and community members in Breakout Room 3 highlighted many design elements they wished to see implemented in Hamilton. Beautification of intersections by painting crosswalks and implementing creative bus shelters were discussed. Adding curb bump-outs and traffic islands were also a focus within Breakout Room 3, especially combining this with additional greenery. Considerations for public transit riders and staff were also brought up with examples like far-sided bus stops and bus transit signal priorities being mentioned. Pedestrian and cyclist safety were also important to stakeholders in Breakout Room 3 with design elements such as bike specific signals and crossing lanes as well as raised crosswalks being mentioned.

In all three breakout rooms, stakeholders expressed a desire to see traffic calming infrastructure and pedestrian safety features installed at Ward 1 intersections. Some of the stakeholder-identified priorities expressed on the Jamboard slides include:

- "Benches and trash receptacles" (Breakout Room 1, Slide 1)
- "Larger curb to slow down drivers when turning" (Breakout Room 1, Slide 1)
- "Bump-outs and stormwater gardens" (Breakout Room 1, Slide 2)
- "More people-friendly places at streets and intersections" (Breakout Room 2, Slide 1)

- "Having diagonal crossings" and "wider sidewalks" (Breakout Room 2, Slide 2)

- "Sheltered bus stops with access to Wifi/charging services if possible. OR failing wifi, a screen which shows the bus timetable" (Breakout Room 2, Slide 2)

- "Far-side bus stops" and "chicanes" (Breakout Room 3, Slide 1)

- "Advanced green for cyclists and ped" (Breakout Room 3, Slide 1)

- "Community art projects to brighten up the street and/or sidewalk" and "decorative and pedestrian scale lighting" (Breakout Room 3, Slide 2)

The CSIMP Team was able to translate the findings from breakout room dialogues and the corresponding Jamboard slides into five key priorities that have been included in a list of recommendations for City staff (see the Recommendations section of this report for more details). The event was also recorded. A recording of the event can be accessed in Appendix E (section iv).

5.4 (a) CHALLENGES

Following the charette event, the Project Team identified two challenges that arose from hosting the event virtually.

1. **Technology-based Barriers to Entry.** Stakeholders were required to create a (free) account via Eventbrite in order to register for the event, which may have deterred some stakeholders from registering. Furthermore, participants at the event were asked to open up Google Jamboard on their internet browser in addition to using Zoom. This may have posed challenges for those with bandwidth constraints, or those who faced other technical glitches. For stakeholders who were unable to access Google Jamboard, breakout room facilitators were able to add sticky notes at their request.

2. **Informal Community Building.** In an in-person environment, sharing food and informal conversation can be an important means of building community. Although breakout room discussions provided some level of community-building, in an online format, there was a

heightened level of formality and thus, less of an opportunity for spontaneous conversation and relationship building between and among stakeholders.

3. **Necessity of Alternative Engagement Options.** Some stakeholders were unable to attend the event entirely due to internet challenges or scheduling conflicts. To combat technical barriers, the CSIMP Team was able to communicate via email with one stakeholder who was unable to attend the virtual charette event. However, the stakeholder was unable to provide ideas and feedback in a group, dialogue setting. In the future, the CSIMP Team would consider sending a follow-up survey after the virtual charette event to all registrants which would provide stakeholders with an additional opportunity to provide input even if they were unable to attend the charette event. Additionally, the CSIMP Team would consider hosting the virtual charette event over two days, to minimize the number of stakeholder scheduling conflicts.

5.4 (b) OPPORTUNITIES

Despite the challenges posed by an online environment, the Project Team identified six opportunities that arose from hosting the event virtually.

1. **Improved Accessibility.** The virtual nature of the event allowed the Project Team to provide closed captioning using the platform Otter.Ai Live Transcript. Additionally, the online format improved accessibility for stakeholders who may not have had the time or means to attend an in-person event. For example, some stakeholders expressed the fact that they were able to turn their camera off and eat supper while engaging in the charette, something that would not be possible in an in-person environment (see Recorded Charette in Appendix E, section iv, min. 16:30).

2. **Image Search Tool.** The image search tool on Jamboard provided the opportunity for stakeholders to share ideas visually by searching for, and selecting, photos. In a traditional, in-person event, ideas would be limited to text, sketches, and speech. The opportunity to

use photos provided stakeholders with an additional means of articulating their thoughts. The photos also promoted the generation of new ideas.

3. **Inter-Team Communication.** The CSIMP Team was able to communicate easily and effectively using the Zoom private chat feature throughout the event. The efficiency of this tool proved invaluable, and allowed the CSIMP Team to communicate event logistics without speaking in front of all participants.

4. **Recording.** The Zoom recording feature allowed the Project Team to easily and effectively record the event. The recording was shared with City staff and Councillor Maureen Wilson (see Appendix F, section iv). The recording feature also enabled members of the CSIMP Team to experience a breakout room activity in which they did not participate during the live event.

5. **Post-Charette Connections.** The online promotion of the charette event enabled the CSIMP Team to connect with several registrants across Hamilton and beyond. For example, one registrant reached out to the CSIMP Team from Europe after seeing virtual promotions via Eventbrite, and expressed an interest in learning more about the methodology of the virtual charette event. Although the registrant was located internationally, the CSIMP Team was able to meet with the registrant and share virtual charette best practices in an online environment. Such international connections may not have been possible in an in-person environment.

6.0 PRINCIPLES OF COMMUNITY ENGAGEMENT

An essential component of students' education in the CityLAB SIR course is the component of dialogue. One critical aspect of dialogue in the context of the CityLAB SIR is the six principles of community engagement developed by the McMaster Office of Community Engagement (McMaster University, 2020). These six principles are a foundation that ensures community engagement is approached in a holistic manner. The CSIMP Team's actions over the course of the project were guided by these six community engagement principles, as outlined in the Project Agreement (see Appendix A). This section provides a list of the principles of community engagement and their applications to the CSIMP.

6.1 RESPECTFUL RELATIONSHIPS

Respectful relationships value the effort and time of all parties. Over the course of the project, the CSIMP Team developed respectful relationships with the Ward 1 community and with project partners by remaining transparent and keeping everyone informed.

Weekly meetings between City staff and the CSIMP Team, combined with regular email updates from both parties, kept staff and students informed on project changes and updates at all times. Regular communication was integral to the rapidly changing nature of the project and assisted in solving some of the challenges that arose. One notable example which highlighted the importance of respectful relationships was determining the scope of the project. Because of the willingness to be transparent and keep partners informed, the CSIMP Team discussed the limited timeframe of the CityLAB SIR with City partners before engaging in goal-setting and project planning. Consequently, the CSIMP Team and City staff were able to set reasonable goals for the project which not only made drafting the Project Agreement quick and effective, but additionally helped to establish a respectful working relationship between the CSIMP Team and City staff.

6.2 RECIPROCITY

Reciprocity involves striving for the mutual benefit of all parties throughout the entirety of an engagement process (McMaster University, 2020). Throughout the duration of the CSIMP, the Ward 1 office, City staff, the CSIMP Team, and community members all benefited from working collaboratively.

The CSIMP Team provided the concentrated energy needed to jumpstart the project as the CSIMP was the sole focus for this group of CityLAB SIR students over the two-months period. As both Ward 1 office and City staff had other responsibilities, the CSIMP Team's effort and abilities became a vital asset.

The Ward 1 office acted as a bridge by providing the connection between the CSIMP Team and the greater Ward 1 community. The Ward 1 office was able to use their preexisting relationships with Ward 1 residents and stakeholders to assist in gaining publicity for the virtual charette event. Although stakeholder mapping and communication could have been done by the CSIMP Team, the help from the Ward 1 office gave the Team much needed time to focus on other aspects of the project.

City staff acted as a bridge between the CSIMP Team and the Ward 1 office. City staff also provided valuable insight and knowledge to the CSIMP Team over the course of the project. For example, City staff recommended that the CSIMP Team read background documentation from NACTO to learn more about Complete Streets design.

The residents and stakeholders who participated in the virtual charette event provided valuable input to the CSIMP Team. Without the input from the community, determining the priorities relevant to intersections in Ward 1 would be extremely difficult and possibly misrepresentative of the actual priorities of the community.

6.3 EQUITY

With the ongoing COVID-19 pandemic, emphasizing equity in all project work was essential. It was important for the CSIMP Team to be conscious of the inequities that exist within society and to commit to providing access and opportunities to all residents and members of our communities. That said, one challenge that the CSIMP Team was unable to address was the equity of access to the virtual charette event. Traditionally, advertisements of the charette event would have been done both through online means as well as physical posters and handouts. Unfortunately, the COVID-19 pandemic pushed all advertisement and engagement online, making it extremely difficult to equitably engage with the entire Ward 1 community.

Throughout the engagement process, the CSIMP ensured that the varying needs of all community members were taken into consideration. Informational and promotional materials were produced using clear and simple language and fonts to make it accessible to the widest of an audience as possible. Additionally, the CSIMP Team included an accessibility statement on the Eventbrite registration page, which asked any stakeholders seeking specific accommodations in an online environment to contact the Team. Another example of the CSIMP Team's commitment to equity is including closed captioning at the virtual charette event, for stakeholders who required a live transcript. Furthermore, when one individual was not able to attend the event to its completion due to internet problems, the CSIMP Team dedicated a representative who communicated with the individual to hear about the valuable inputs and opinions they had to offer.

6.4 CONTINUITY

The nature of the CityLab SIR limited the time frame which the CSIMP Team had to work on the project. With the four-month time constraint, the Team had to work quickly and effectively. However, it was acknowledged that different partners and communities work on different schedules and timelines. Hence, the Team took into consideration both the short and long-term implications of their CSIMP work.

In the effort of respecting the schedule and timeline of all parties involved, the CSIMP Team laid out the schedule for the entirety of the project ahead of time, and maintained a detailed three-weeks work plan throughout the entire project period. The overarching project schedule was shared with City staff which helped when scheduling meetings. Upholding the principle of continuity also meant giving Ward 1 residents and stakeholders ample time to become aware of, and register for, the virtual charette event.

One challenge that the CSIMP Team faced with respect to continuity was being able to produce work at the pace that they outlined in the Project Agreement. Due to the busy schedules of Councillor Maureen Wilson and City staff, particularly in the face of the COVID-19 pandemic, it was not always possible for the CSIMP Team to have a clear idea of how future project work would proceed. The changing timelines required the CSIMP Team to adjust their initial project expectations and remain very organized in order to ensure open communication and continuity with City partners.

In an effort to ensure continuity with stakeholders, Councilor Maureen Wilson addressed the next steps that the community can expect with regards to the CSIMP during the virtual charette event. Outlining next steps and providing an opportunity for stakeholders to ask questions ensured that the community was aware of the project timelines. The emphasis on next steps during the virtual charette event additionally helped to hold the City and Ward 1 office accountable for the CSIMP work that will continue into 2021. As a conclusion of their project work, the CSIMP Team prepared a Transition Report summarizing the work done by the Team as well as the next steps Hamilton Ward 1 should take in order to continue the project further. The Transition Report is intended to provide clarity and continuity to any partners who continue project work in 2021.

6.5 OPENNESS TO LEARNING

The CSIMP Team was committed to continually learning throughout the project by working collaboratively with City partners and the Ward 1 community. Primarily, the Team was open and

willing to learn through background research into Complete Streets design. Additionally, by engaging in dialogues with City staff, Councillor Maureen Wilson, and Ward 1 stakeholders, the CSIMP Team was able to grow academically, personally, and professionally in their understanding of public engagement work, City of Hamilton processes, Complete Streets intersection safety, and project management.

The CSIMP Team listened actively to all of the feedback provided by CityLAB SIR instructors, fellow students, City staff, and the Ward 1 office over the course of the project. The Team especially valued the feedback provided by students during the mock charette event. In an effort to continue learning, the CSIMP Team openly requested feedback from Ward 1 residents and stakeholders who attended the virtual charette event.

The input from the community during the virtual charette event was also another opportunity for the Team to learn. Even with the background research, the diversity of the participants who attended the virtual charette brought new ideas which the Team was unable to consider by simply completing background research. The CSIMP Team's openness to learn directly benefited the quality of the project.

6.6 COMMITMENT TO ACT

The CSIMP Team is excited to make a positive difference in the Hamilton community. In order to create change and drive this project ahead, the CSIMP Team published both a [Recommendation Report](#) and a [Transition Report](#) for city staff. These documents ensure that the knowledge, input, and feedback gained over the course of the project timeline can be continued into future CSIMP work in 2021 and beyond. The knowledge gained from this project will be important to the City of Hamilton in not only implementing Complete Streets intersection design, but also for future virtual engagement processes. Finally, these reports will give the City accountability in completing the project within a reasonable period of time.

7.0 POLICY IMPLICATIONS & RELEVANCE TO STRATEGIC PRIORITIES

7.1 RELEVANCE TO CITY STRATEGIC PRIORITIES

While it should be noted that the City of Hamilton is currently working towards creating a Complete Streets Policy, the CSIMP and the possibility of community involvement in the implementation phase of Complete Streets intersection design is new to the City of Hamilton. The recommendations provided in this report align directly or indirectly with the following City Strategic Priorities: (#5) Built Environment and Infrastructure, (#3) Healthy and Safe Communities, (#1) Community Engagement and Participation, and (#4) Clean and Green.

7.1 (a) BUILT ENVIRONMENT AND INFRASTRUCTURE

Community Priority #5: Built Environment and Infrastructures amplifies the connection between quality of life and well-being in relation to design and planning. Key Directions under the subsection 'Transportation Network' highlights the need for development of Complete Streets that will meet the needs of all road users, including but not limited to: cyclists, transit users, and motorists. Completion of the CSIMP would be a direct measurement of success for built infrastructure in Hamilton and would act as a guide for potential future Complete Streets makeover projects beyond Ward 1 (Our Future Hamilton, 2015).

7.1 (b) HEALTHY AND SAFE COMMUNITIES

Community Priority #3: Healthy and Safe Communities signifies the importance of every resident having equitable access to services and supports needed to lead healthy and active lifestyles. Individuals living in safe and healthy communities will lead happier lives in the City of Hamilton. One of the means of achieving safe and healthy communities is the implementation of

signs that displays step counts regarding a walk (to and from) a popular community landmark. This is a creative design element that could be implemented into a Complete Streets makeover, if relevant to the identified street needs and community desires. Other community priorities that were identified during the virtual charette event such as community space and increased pedestrian safety can further contribute to building healthy and safe communities in Ward 1. Moving forward, the recommendations provided to City staff will act as a guide for future CSIMP engagement work that should result in the implementation of intersection makeovers that promote healthy and safe communities in Ward 1 and across Hamilton (Our Future Hamilton, 2015).

7.1 (c) COMMUNITY ENGAGEMENT AND PARTICIPATION

Community Priority #1: Community Engagement and Participation outlines Hamiltonians' drive to work collaboratively to make a positive and lasting impact on their communities. Improving practices of community engagement, as well as instilling a sense of pride for the City, are key goals of priority #1. The CSIMP Team's recommendations to City staff for future virtual engagement work directly reflect the need for creating a space for all residents in Hamilton to have their voices heard in regards to issues that directly impact them. These recommendations are particularly important in the midst of the COVID-19 pandemic, when the City is unable to conduct in-person community engagement. A key success of the CSIMP was the engagement of Ward 1 stakeholders in a virtual charette engagement event. Findings from the virtual charette event will be used by City staff to inform future virtual engagement work in line with Community Priority #1. Additionally, the possibility of citizen engagement during the implementation phase of the Complete Streets makeover correlates with fostering pride among residents and the identity attached to being from Hamilton (Our Future Hamilton, 2015).

7.1 (d) CLEAN AND GREEN

Community Priority #4: Clean and Green reflects the desire for Hamilton to be an environmentally sustainable place where the natural environment enriches quality of life for its

residents. Building a sustainable city involves increasing awareness around the individual environmental impacts of all residents, including through the promotion of sustainable transportation. One aspect of the Clean and Green priority is the need for a connected public transportation network and increased access to active transportation methods such as cycling. Complete Streets design values all modes of transportation and all street users, inherently promoting more sustainable traffic infrastructure. Therefore, the eventual realization of a Complete Streets intersection in Ward 1, and the subsequent installment of Complete Streets intersection design across Hamilton, will directly contribute to the City of Hamilton's Clean and Green priority (Our Future Hamilton, 2015).

7.2 POLICY IMPLICATIONS

7.2 (a) TRANSPORTATION MASTER PLAN

In 2018, as a part of the City of Hamilton's Transportation Master Plan (TMP) Review and Update, a background report was compiled and published on Complete-Livable-Better (CLB) Streets. The CLB document outlines the importance of building street accessibility and improving current options for foot traffic, cyclists, and transit connectivity. Documents referenced within the TMP that align with the CSIMP goals include:

- **The Provincial Policy Statement** (PSS) (2014) provides direction for all planning and development on a provincial scale. The PPS provides support towards Complete Streets design, with an emphasis on connectivity and future transit possibilities.

- **City of Hamilton's 2016-2025 Strategic Plan** outlines strong visions for multi-modal mobility as a key priority for City planning.

- **Section 3.2: Complete-Livable-Better Streets Initiatives** encompasses work such as the CSIMP, which falls under the category of Public Engagement and Reaction. The TMP aims to hold transportation and planning professionals accountable to hosting extensive community consultations.

The eventual realization of a Complete Streets intersection makeover in Ward 1 will support the work of Hamilton's TMP, and will help to realize CLB streets in Hamilton. Additionally, the virtual engagement processes provided to City staff as a result of the CSIMP will help to ensure that the implementation of Complete Streets intersections occurs with meaningful community input - not only in Ward 1, but at intersections across Hamilton - in alignment with Hamilton's TMP.

8.0 RECOMMENDATIONS

The recommendations listed below were submitted to City staff and Councillor Maureen in a Recommendations Report which will inform future CSIMP work in 2021. Based on the background research that the CSIMP Team conducted, and on the findings of the virtual charette event, the Team divided recommendations into two key themes: virtual engagement recommendations and intersection design recommendations.

8.1 VIRTUAL ENGAGEMENT RECOMMENDATIONS

8.1 (a) PROCEDURE

In preparation for community engagement work, the CSIMP Team conducted detailed research into virtual engagement practices and tools (see section 3.0 in the CSIMP Final Report). The theoretical research was further informed by a virtual charette event which the CSIMP Team hosted over Zoom on November 24, 2020.

8.1 (b) OBJECTIVE

The goal of the CSIMP Team's background research was to assess the effectiveness of various online engagement strategies, with the intent of providing City staff with a list of recommendations that can be used as the City of Hamilton shifts its processes online during the COVID-19 pandemic.

8.1 (c) OUTCOME

The primary outcome of the background research and the findings of the virtual charette event were the success of Zoom and Google Jamboard as online engagement tools. The CSIMP Team also identified several methods of improving accessibility for online engagement events.

8.1 (d) RECOMMENDATIONS

With respect to future, virtual engagement events, the CSIMP Team recommends that the City of Hamilton:

1. **Utilize** breakout sessions to build community in smaller groups (4-8 participants).

2. **Ensure** that closed captioning and image descriptions are available.

3. **Advertise** the virtual event at least three weeks in advance, to allow stakeholders sufficient time to hear about the event and to register online.

4. **Provide** stakeholders with multiple methods of providing feedback, including: speaking, writing, typing, drawing, and sharing images.

5. **Follow-up** with stakeholders virtually after all engagement events. This is also a chance to gather feedback from stakeholders who were unable to attend the synchronous online session or were unable to participate due to internet or technical difficulties.

6. **Employ** the Appreciative Inquiry approach in Complete Streets engagement work. The Appreciative Inquiry approach can help to ensure that dialogue remains positive and constructive, with an emphasis on co-creating a dream for the future of Hamilton.

7. **Use** the Spectrum of Public Participation to guide future engagement efforts. Specifically, the CSMIP Team suggests that virtual charette events align (at minimum) with the "Involve" and "Collaborate" sections of the Spectrum of Public Participation.

8.2 INTERSECTION DESIGN RECOMMENDATIONS

8.2 (a) PROCEDURE

The CSIMP Team hosted a virtual charette event via Zoom on Tuesday, November 24, 2020 from 7:00 to 8:30pm (EST). A traditional charette event invites stakeholders to use sticky notes or a whiteboard to co-create a street or intersection design. In an online format, the CSIMP Team

simulated an in-person charette activity using Zoom breakout rooms and the virtual whiteboard platform Google Jamboard.

8.2 (b) OBJECTIVE

The goal of the event was to identify priorities from Ward 1 stakeholders about what they would like to see implemented at intersections in Hamilton's Ward 1 community.

8.2 (c) OUTCOME

The primary outcome of the virtual charette event was the completion of six Jamboard slides which summarize the breakout room dialogues. After the charette, stakeholders who had technical difficulties were also able to submit their feedback through email. Based on the Jamboard slides, and the dialogues conducted, the CSIMP Team compiled a list of five key community priorities to consider when implementing Complete Streets intersection design.

8.2 (d) RECOMMENDATIONS

With respect to future Complete Streets intersection design, the CSIMP Team recommends that the City of Hamilton:

1. **Complete** four Complete Streets intersection makeovers at four intersections in Hamilton's Ward 1 community (one intersection makeover per neighborhood).
2. **Implement** at least 3 of the 5 identified stakeholder priorities in each final Complete Streets intersection design:
   - **Beautification & Greenery:** The beautification of local intersections and the addition of greenery was a major topic throughout the discussions. Many residents and stakeholders expressed the desire for more greenery in and around

intersections. Some suggestions that arose during the charette were the addition of street murals, gardens, and trees.

- ○ **Bike Lanes & Cyclist Safety:** Many residents also expressed their safety concerns with riding their bikes alongside cars on the local roads. Adding Bike Lanes on streets that don't already have them was a popular suggestion amongst all of the groups. Further suggestions were made to add colours and bollards to bike lanes to make them safer for cyclists, and to continue bike lanes through intersections.

- ○ **Pedestrian Safety:** Pedestrian safety was a major concern for many stakeholders, with many expressing that they often felt unsafe or scared walking on some streets. Increasing the size of sidewalks, lowering speed limits, and adding speed bumps and benches were some of the many suggestions that arose during the charette discussions.

- ○ **Public Transit Accessibility:** Improvements to public transit infrastructure and accessibility to public transit were key concerns amongst stakeholders. Because many Hamiltonians utilize public transportation, it is critical for many residents that there is adequate support for public transportation infrastructure. Some suggestions made regarding public transit included raised bus stops, far-sighted bus stops, and bus lanes.

- ○ **Community Space:** Residents expressed the desire for more community space along streets and intersections. Street patios, decorative sidewalks, bike sharing, benches, and trash receptacles were some of the many suggestions made.

3. **Assess** the feasibility of expanding the CSIMP to more intersections in Ward 1 and across Hamilton, **based on the feedback gathered from local residents and stakeholders.**

8.3 SHORT-TERM GOALS (3-6 months)

In the coming months, City Staff and Councillor Maureen Wilson will be in consultation with Staff from Hamilton's Traffic Team to determine the final four intersections, one for each neighborhood in Ward 1. Upon accessing the unique challenges that each of the intersections holds, including elements of importance for a Complete Streets makeover, one intersection will be selected to be the first pilot project. Upon finalizing an intersection in Ward 1, City Staff will undergo further engagement, either virtually or in-person (if allowed), with a more specific list of stakeholders who are either neighborhood residents or who use the intersection frequently. Community consultation could include another, more focused virtual charette event, or a survey with 3-4 potential intersection design options. This will generate more concrete ideas and detailed design solutions.

8.4 MID-TERM GOALS (1-2 years)

Once an intersection has been finalized and the City has approval to go ahead with construction, it is anticipated that the City Staff will move ahead with the first Complete Streets Intersection Makeover in Hamilton. It is expected that the intersection design will be based on feedback from the community engagement work. Community input will be the utmost priority throughout implementation and the final intersection design will integrate community-identified priorities. Being a priority for Councillor Maureen Wilson, it is likely that this process will quickly follow the finalization of the intersection and the community engagement process.

8.5 LONG TERM GOALS (2+ years)

Long term, the CSIMP Team envisions that all Hamilton Wards will follow suit and explore Complete Streets in all the neighborhoods of Hamilton. Similar to this project being initially inspired by the Complete Streets makeover in Rochester, New York, the Team hopes that the makeover in Ward 1 encourages other Ward Councillors to investigate ways to make the streets of Hamilton more accessible and safe.

8.6 TRANSITION REPORT

The Transition Report document was created as an overview of the CSIMP with specific emphasis on the accomplishments of the CSIMP Team between September and December 2020. The report discusses the lessons learned and accomplishments of the CSIMP Team during the CityLAB SIR program. The report also outlines next steps for CSIMP as the Team hands-off project work to City staff.

9.0 LESSONS LEARNED

Throughout the course of the project the CSIMP Team maintained a positive and strong working relationship with City staff who had previously worked with CityLAB SIR students. The CSIMP additionally built a new working partnership with the Ward 1 Office, and more specifically Councillor Maureen Wilson. In hosting an online design charette, the CSIMP Team and City staff created a relationship with Ward 1 residents that will hopefully strengthen, in trust and collaboration, through the continuation of Hamilton's CSIMP. Academically and professionally, the CSIMP Team also developed a greater understanding of the relationships between City staff and Councillors throughout the course of the project.

The following is an overview of the learning objectives identified by SIR students in the early stages of the project, as well the lessons that have been identified by the CSIMP Team as key takeaways from the CityLAB SIR and CSIMP experiences.

9.1 LEARNING OBJECTIVES

- To learn about Complete Streets design and safe traffic principles.
- To learn more about charettes as a practice of community engagement.
- To learn more about how community engagement work is done in the face of COVID-19.
- To develop project management skills.
- To learn more about the municipal project process from the abstract idea stage to concrete community change.

9.2 KEY TAKEAWAYS

This section reviews the key takeaways the CSIMP Team gained while working on the CSIMP during the Fall 2020 CityLAB SIR program.

9.2 (a) Project management

The CSIMP team developed project management skills throughout the course of this semester, including but not limited to: creating work plans at the start of each calendar week, creating agendas, and assigning facilitation and note-taking roles for meetings with City Staff and CityLAB SIR instructors. Additional skills included time management and establishing a means of communication outside of working hours to ensure that internal deadlines were met.

9.2 (b) Knowledge of Complete Streets Design

The CSIMP Team conducted research on Complete Streets design using resources from NACTO and a documentary from the Rochester, New York Complete Streets Project (Reconnect Rochester, 2019). The CSIMP Team also learned about Complete Streets design elements, protected intersections, safe streets benefits, and best practices for community engagement from a traffic infrastructure context.

9.2 (c) Adaptability and Planning for the Unknown

Throughout the course of the project, the CSIMP Team experienced changing timelines when the virtual charette and the scope of community engagement was changed. Rather than an identified intersection within Ward 1, which was the original plan at the beginning of the project, the Team was tasked with engaging with Ward 1 stakeholders broadly about intersection design. Consequently, the CSIMP team learned the value of being adaptable and doing their best with the information at hand.

9.2 (d) Online Design Charette Best Practices

The CSIMP thoroughly researched traditionally design charettes and online community engagement tools before conducting the community dialogue. The virtual charette planning process enabled several opportunities for growth. For example, the Team learned the importance of placing accessibility at the forefront of all planning, and included closed captioning at the event. Additionally the Team strived towards simulating the creative free-flow brainstorming that would

traditionally be welcomed during an in person dialogue. Cultivating an inclusive and collaborative space online was a process that required significant practice, which the CSIMP Team gained through the CityLAB SIR Dialogue course.

9.2 (e) Promotional Material: Video and Infographics

The CSIMP Team worked collaboratively to utilize several different methods of online communication. The Team created an informational video for stakeholders to view before the virtual charrette in hopes to provide more background context to the project, and consequently gained experience in video editing. The Team also learned how to create an Eventbrite page for charette registration, how to draft professional emails to stakeholders, and how to create and promote an infographic about Complete Streets design.

10.0 CONCLUSIONS

As Hamilton moves towards a more sustainable and resilient city, it is imperative to design infrastructure that is suitable for all members of the community. The CSIMP aims to address the issue of inaccessible street infrastructure by creating intersections that favour all road users: pedestrians, cyclists, transit users, and motorized vehicles. As Hamilton becomes more accessible, local streets must also be adapted to better suit the needs of residents. The virtual charette event revealed many problem areas with regards to streets in Hamilton, however, it also demonstrated a clear direction for the City to take into consideration when planning a Complete Streets redesign efforts. Currently, a Complete Streets redesign is only being considered in Ward 1. It is anticipated that following a successful redesign in Ward 1, other wards in Hamilton and surrounding areas will follow suit in making streets that work for all modes of transportation, not just motorized vehicles.

Since September 2020, CityLAB CSIMP students have worked towards developing a model of community engagement that is as interactive and engaging online, as traditional in-person engagement methods. Promotional graphics, a video, and email invitations were all used to promote the Complete Streets project in a virtual environment. The culmination of the promotional work that the CSIMP Team conducted was the successful facilitation of a virtual charette event for Ward 1 stakeholders. Moving forward, a transition report and Recommendations Report will guide the work of City staff and Councillor Maureen Wilson so that the CSIMP can move forward. This report contains a summary of what was done with the project by CityLAB students, how community members and stakeholders were engaged online, and suggestions on the implementation of the project for the future.

As the report comes to a conclusion, the CSIMP Team would like to acknowledge the vast amount of knowledge and experience gained throughout the CityLAB SIR term regarding community engagement, project management, city design, and fostering constructive dialogue. The

students recognize that the Team would not be able to accomplish as much as they did without the direction of Brian Baetz, Darina Vasek, Dave Heidebrecht, and Randy Kay. Furthermore, the guidance and expertise provided by Rachel Johnson and Peter Topalovic supported the project and propelled it forward every step of the way. The student team hopes that this project transitions smoothly into future endeavors and looks forward to seeing the implementation of Complete Streets in Hamilton very soon!

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APPENDICES

APPENDIX A: PROJECT AGREEMENT

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Project Agreement - CityLAB Semester in Residence Fall 2020
Complete Streets Intersection Makeover Project

Submitted: Friday October 9, 2020

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Introduction: The role of the project agreement is to document the expectations for the project, define objectives, clarify constraints or limitations, and outline responsibilities to ensure clarity for the project. The Terms of Reference document provides guidance for how this agreement has been developed. Students are responsible for ensuring that all sections of this agreement are complete, with the knowledge that this agreement will be referenced throughout the semester. This agreement will form the structure of the final academic report.

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Project Summary: The Complete Streets Intersection Makeover Project aims to improve city streets and intersections, making them safer for all users. From October through December, the goal is to engage with the Hamilton Ward 1 stakeholders. The project can be sectioned into three distinct but connected goals, including 1) production of media intended to inform Ward 1 residents and stakeholders of the project, 2) an online design charrette to gather input from the community, and 3) a report submitted to City staff with findings and recommendation relevant to the Hamilton Complete Streets Intersection Makeover Project.

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Project Team

Students: Julia Menezes, Tanisha Palmer, Foramben Patel & Sarnti Sornpaisarn
City Staff: Rachel Johnson & Peter Topalovic
City Partners: Councillor Maureen Wilson

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Project Overview

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Context: Between 2018-2019 Hamilton City Councillor Maureen Wilson (Ward 1) witnessed a community-led intersection transformation while visiting Rochester, New York. Upon returning to Hamilton, Councillor Wilson enlisted the help of Hamilton City staff to learn more about Rochester's intersection transformation and about Complete Streets

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design. Unfortunately, due to the COVID-19 pandemic, City staff have been unable to allocate resources to the Complete Streets Intersection Makeover project in Ward 1.

In the face of the COVID-19 pandemic, there is a greater need for physical distance between pedestrians and safe thoroughfares for cyclists, making safe and accessible intersections increasingly important. CityLAB SIR students will help to get this project "off the ground" by reaching out to stakeholders in Ward 1, identifying a potential candidate intersection, and engaging with stakeholders to determine specific Complete Streets design features that could be added to the intersection. The project will be undertaken with the assumption that pandemic restrictions will continue into any future project work during 2021.

Problem: The Complete Streets Intersection Makeover Project seeks to address the problems of inaccessible and unsafe intersections. The scope of our project seeks to address the problem of engaging Ward 1 residents and relevant community stakeholders in reimagining the design of one inaccessible or unsafe intersection in Ward 1.

Priority Challenge: We seek to address the following challenge: how can we engage Ward 1 residents and relevant community stakeholders in the design of a safer intersection in line with the development of the "Complete, Better, Livable Design Manual", the current Transportation Master Plan (TMP) and other City of Hamilton policies.

In Scope for the SIR: Within the 2 months we have for this project, we will be able to carry out a 3-pronged approach with the aim to engage Ward 1 residents and get their input in the potential Complete Streets Intersection Makeover Project. Firstly, we will be producing a Complete Streets video to inform residents on what a Complete Streets is and what it looks like. A survey of 5 to 10 intersections will be available to residents to vote on their priority choice. Secondly, we will be implementing a virtual design charrette to allow Ward 1 stakeholders to identify redesign elements important to them. Finally, we will be summarizing our findings in a Complete Streets Intersection Makeover Report for City staff.

	Out of Scope for the SIR: ● Ongoing engagement with Ward 1 residents during and after the implementation of the Complete Streets Intersection Makeover design. ● Formalizing the Complete Streets Intersection Makeover project designs. ● Implementation of Complete Streets Intersection Makeover.
Background Research	**Our background research will focus on the following topics:** ● Aspects of Complete Streets design, including intersection design recommendations from the National Association of City Transportation Officials (NACTO). ● Information about current Complete Streets infrastructure in other municipalities (i.e. Rochester, NY). ● Demographics for residents of Ward 1. ● Incident reports from various intersections across Ward 1. ● Potential online platforms for charrette-type community engagement. ● Documents provided by Rachel for further reading and inspiration.
Goals	● Inform Ward 1 residents and community stakeholders about Complete Streets design. ● Create engaging and adaptable methods of community engagement in Ward 1 (i.e. survey, virtual charette). ● Identify one problematic intersection and a potential safe intersection design, informed by community engagement work. ● Convert feedback into a comprehensive report for City staff to use for further project implementation.
Timelines	The following is an overview of our proposed timeline between September and December 2020. ● **Planning:** September 22 - October 9 ● **Implementation:** October 19 - November 6

	• **Community Dialogue (Virtual Charrette):** One day selected between November 9 and November 20 • **Report:** December 2 • **Presentation:** December 4 • **Reflection:** December 8

The following is a detailed breakdown of our project Timeline:

Project Stage	Overarching Goals	Week	Deadlines
Background Research & Inform Stakeholders	→ Complete background research on the Complete Streets principle, best practices from other municipalities and Ward 1 safety documents. → Set a virtual charrette date. → Research and decide on a potential virtual platform for the virtual charrette. → Create an informational video to inform Ward 1 stakeholders on the "Complete Streets" principle. → Create a comprehensive list of Ward 1 stakeholders. → Meet with Councillor Wilson and identify her key priorities and any additional strategic community partners.	October 5-9	**DUE October 9:** Project Agreement **COMPLETE BY October 9:** • Background research and relevant summary notes. • Determine a virtual charrette date and clarify intersection specifics. • Draft a script for the informational video. • Begin researching platforms for the Charrette.
		October 12-16	*Reading Week*
		October 19-23	**DUE October 20:** Agenda for meeting with Councillor Wilson **DUE October 20:** Informational video script **DUE October 23:** Draft Dialogue (charrette) Agenda & Delivery Plan **COMPLETE BY October 23:** • Create informational video and charette invitations. • Finalize virtual platform for charette. • Create a draft intersection survey (if applicable).
Community Engagement	→ Reach out to Ward 1 stakeholders with the virtual charrette date and related information (i.e. informational video, draft agenda). → Host virtual charrette!	October 26-30	**October 26:** Meet with Councillor Wilson **DUE October 30:** Final Dialogue (charrette) Plan **COMPLETE BY October 30:** • Finalize a list of Ward 1 community stakeholders and their contact information. • Contact stakeholders to send out charette invitations and an intersection survey (if applicable). • Finalize virtual charrette details.
		November 2-6	**COMPLETE BY November 6:** • Confirm attendance of community stakeholders. • Finalize any remaining logistics for the virtual charrette and complete a final "run-through" of the event.
		November 9-13	**COMPLETE BY November 9:** • Host virtual charrette! (potentially one week later)
Report & Recommendations	→ Compile stakeholder feedback from virtual charrette. → Draft a final Complete Streets Recommendations Report with a summary of background information, findings from the virtual charrette and proposed recommendations for the future. → Present findings at Project Showcase.	November 16-20	**DUE November 20:** Draft Report Outline
		November 23-27	**COMPLETE BY November 27:** • Finalize diagrams, summary notes and charette findings for the Complete Streets Recommendations Report.
		November 30 - December 4	**DUE December 2:** Final Report **DUE December 4:** Project Showcase
		December 7-11	**DUE December 8:** Public Engagement Community of Practice

Deliverables (what are the tangible outputs/outcomes that will be achieved)	1. **Complete Streets Video:** to inform Ward 1 stakeholders about the nature of our engagement work and to define Complete Streets intersection design. 2. **Virtual Design Charrette:** to engage with Ward 1 stakeholders and identify priority intersections and potential solutions informed by Complete Streets design.

	3. **Complete Streets Intersection Makeover Report:** to summarize the findings of our background research and the recommendations from stakeholders in Ward 1.
Resources	At present, there are no financial or additional staff resources allocated to this project. Further resources may be allocated at a future date depending on changing project demands. We will use free online platforms throughout the project (i.e. social media, Zoom) in addition to licensed programs provided through the City of Hamilton (i.e. Survey Monkey).
Learning Objectives	• To learn more about Complete Streets and safe traffic design. • To learn more about charrettes as a practice of community engagement. • To learn more about how community engagement work is done in the face of COVID-19. • To develop our project management skills. • To learn more about the municipal project process from the abstract idea stage to concrete community change.
How we will work together	**Meeting Frequency:** meeting every 2 weeks • Frequency may increase (if needed) closer to the tail end of the project. • Meetings dates expected to change if City staff or students are busy with other tasks.
	Communication: • We will be communicating predominantly through email. We will re-evaluate the use of email at a later date. • Online meetings will take place through Zoom, as this is a platform with which both parties are equally familiar.

Conflict Resolution: conflict resolution will be facilitated through collaboration.

- We will work together to find a solution to the problem which works for both students and City staff.
- Develop strategies as a team to achieve the common goal.
- If and when needed, we will get a third opinion (i.e. Project Manager) on the issue at hand.

Principles of Community Engagement:

- **Reciprocity** - This project involves collaborating with many stakeholders (City staff, Ward 1 residents, Councillor Wilson). We are committed to working collaboratively with all stakeholders. This involves being transparent about the purposes and goals of the Complete Streets Intersection Makeover project and clarifying that our work will serve as a prototype for future Complete Streets intersection transformations.
- **Equity** - We aim to ensure that information about the Complete Streets Intersection Makeover project (i.e. what a safe intersection entails) is accessible to all Ward 1 stakeholders. Equity means providing opportunities for Ward 1 residents and stakeholders to have their voices and opinions on the project heard. For example, not only promoting video participation during our virtual charrette event, but also providing options for residents to call-in or provide written feedback.
- **Continuity** - Respecting that the Complete Streets Intersection Makeover project will continue after the SIR has ended, we are committed to maintaining strong communication with City staff and community stakeholders to ensure that the scope of our commitment is clear, and that all partners are equipped to continue the project after the semester has ended (i.e. providing a comprehensive report to City staff and ensuring that stakeholders not only develop a relationships with our Team but also the City staff who will be championing the project into 2021).
- **Openness to Learning** - We acknowledge that project goals, timelines and deliverables may shift over the course of the project. We are committed to adapting to changes in a way that promotes constructive dialogue.

	● **Commitment to act** - We are committed to conducting background research on the history, culture, and values of the Ward 1 community, and on the principles of Complete Streets design. We are also committed to learning from Ward 1 stakeholders and City staff to compile a comprehensive report of our findings.
Roles	**Students:** Complete research on Complete Streets and principles of safe intersection design. Research demographics of Ward 1 to understand how above research is applicable in the community based on current traffic and residential statistics.
	City Staff: Supportive role to adjust and approve ideas, lead us to correct resources, and guide charrette specifications.
	Instructors: Additional supportive role, ensuring deadlines are met and providing additional guidance for project management, dialogue and engagement aspects
	Stakeholders: Engage with information, attend virtual charrette, provide input on potential intersections/Complete Streets ideas.
Project Deliverable for the City of Hamilton	**Alignment with City of Hamilton Strategic Priorities:** The Complete Streets Intersection Makeover project fits within Hamilton's Community Priority #5 Built Environment and Infrastructure. This priority outlines a want for the development of Complete Streets, including design centered around the needs of pedestrians, cyclists, transit users, motorists and movement of goods.
	City Staff Deliverable (e.g. size and type) ● Providing access to online resources (i.e. Survey Monkey).

	● Providing a list of 5-10 priority intersections (potentially in collaboration with City Traffic staff) which we can input into a survey and encourage Ward 1 stakeholders to complete. ● Providing ongoing feedback and recommendations about our project progress and the virtual charette during bi-weekly meetings.
	Where will the report go and what will it be used for: Our report will be used by City staff and the Ward 1 councilor to continue the Complete Streets Intersection Makeover project and to inform further work on Complete Streets intersection projects in other Wards and other Cities. There is an opportunity for the report to be published online to increase transparency and accessibility.

Agenda for Meeting with Councillor Maureen Wilson

Date and Time: Monday, October 26th 2020, 3:30pm to 4:00pm
Participants: CityLAB Students (Tanisha Palmer, Julia Menezes, Sarnti Sornpaisarn & Foram Patel), City Staff (Rachel Johnson & Peter Topalovic), Ward 1 Office (Stephanie Hilson &Mary Louise Pigott), and Ward 1 Councillor (Maureen Wilson).
Chair: Tanisha

1. **Introductions** (Name, Pronouns, Position)

2. **CityLAB Project Background**

   Rachel and Peter provided CityLAB with resources on Complete Streets, specifically the Rochester NY project that inspired the pilot project within Hamilton. Students have spent the last couple weeks researching what makes a Complete Streets the ideal public space for all ages and abilities. CityLAB students are looking forward to engaging with residents in Ward 1 to understand what components and to what degree are important for them to see in their community, particularly in the chosen protected intersection.

3. **CityLAB Project Deliverables**

   CityLAB students have identified four project priorities within the scope of the Semester in Residence:

   a. An information video informing residents about Complete Streets Intersection design.
   b. A survey to identify a specific intersection in Ward.
   c. A design charrette to engage stakeholders in intersection design.
   d. A final report of our findings and suggestions.

4. **Student questions for Councillor Maureen Wilson**

   a. Do you have a specific intersection (or group of intersections) that you would like us to focus on?
   b. Which stakeholders would you like to be engaged in this project, and how should we contact them?
   c. Would you like to be involved in the virtual charette? (If so, is there a specific date between Nov. 16 and Nov. 20 that is preferable?)
   d. Should the survey be public and on different social media platforms or should we be sending it to specific stakeholders?

e. What is your preferred level of involvement and method(s) of communication moving forward?

f. Budget for project

g. Community engagement during implementation

5. **Final Thoughts and Wrap Up**

Overview of Meeting with Councillor Maureen Wilson

Date: Monday, 26 October, 2020
Time: 3:30-4:00pm

Intersection Specifics:
- Ward 1 has four different neighbourhoods; Councillor Wilson identified one intersection per neighbourhood that could be considered:
    - **STRATHCONA: Locke & Florence <u>or</u> Florence & Strathcona**
        - A neighbourhood in transition with Victoria Park at its heart
        - Intersection is near Victoria Park and on-route to an elementary school
        - There have been prior concerns about speeding on Locke street
        - Would need to involve school council, community council, residents of 120 Strathcona, existing community groups who are working on placemaking projects
    - **WESTDALE: Longwood & King**
        - A location with many students (elementary, secondary and post secondary)
        - Edward Soldo had previously brought this intersection to the attention of Councillor Wilson
    - **AINSLIE WOOD: Whitney & Rifle Range Road**
        - Adjacent to the site of a future skateboard park and a current school
        - Rifle Range Road is a long stretch of roadway, encouraging fast moving cars
    - **KIRKENDALE: Charlton & Locke**
        - A pedestrian was recently hit at this intersection
        - Situated along a busy street with a bus route and bike lanes

- **Based on the four intersections, one will be selected after consultation with traffic staff** (Edward Soldo and Mike Field)
    - <u>Consideration:</u> sending a survey poses challenges because the selected intersection may end up being reflective of a certain group's ability to advocate instead of actual need.

- ○ <u>Consideration:</u> Strathcona may be a good place to start (folks in this area are already looking at placemaking improvements and the neighbourhood as a whole tends to be overlooked).

- There is no budget currently allocated for this project but Councillor Wilson is committed to making it happen (definitive cost will come at a later date in the planning and implementation stages of this project).

- **Charette Date:** evening of November 19 (hosted via Zoom)

- Stay in contact with Councillor Wilson using email (via Stephanie & Mary Louise)

APPENDIX C: PROMOTIONAL MATERIALS

(i) INFORMATIONAL VIDEO

Video link: https://www.youtube.com/watch?v=43jNUwVnBek

Why? Complete Street Intersections

SAFER FOR ALL USERS
A Complete Street values an inclusive traffic design approach that values making our streets safer for **all** users, **all** ages, and **all** abilities.

VAULES ALL MODES OF TRANSPORTATION
A Complete Street is a shared street that values all modes of transportation and looks to the surrounding community to serve residents' needs directly

INTERSECTION SAFEY
We will explore different re-desgin possibilities to ensure intersection safety in Ward 1

what would **you** want to see in a complete street near you?

ENCOURAGED PUBLIC SPACE

INCREASED GREENERY

COMMUNITY ART INSTALLATIONS
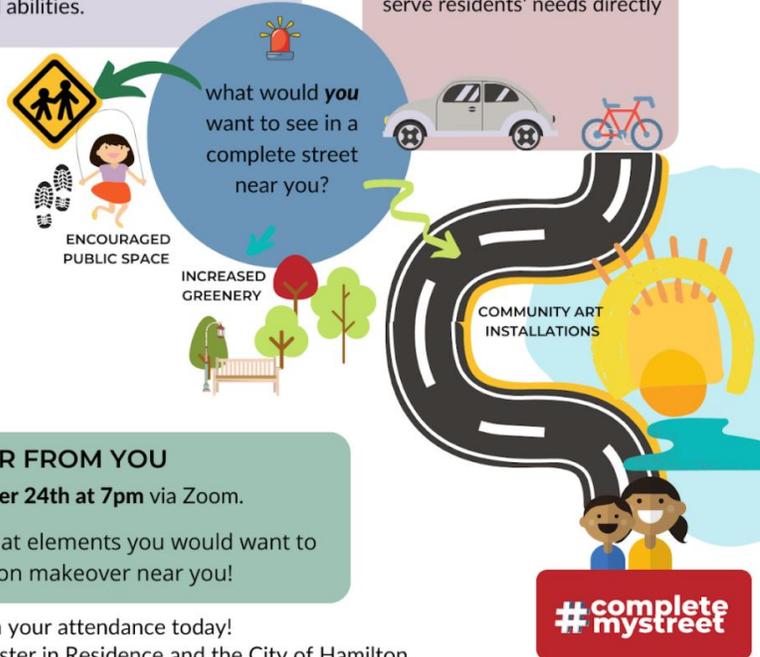
WE WANT TO HEAR FROM YOU
Virtual design charrette on **November 24th at 7pm** via Zoom.

Engage in conversations about what elements you would want to see in a complete street intersection makeover near you!

Sign up via Eventbrite to confirm your attendance today!
Hosted in Partnership with CityLAB Semester in Residence and the City of Hamilton

#completemystreet

Virtual Charette Invitation (Email)

Dear X,

You are invited to the Ward 1 Complete Streets Intersection Makeover Design Charette. In this 90 minute event on **November 24th at 7pm**, you will learn more about the Complete Streets Intersection Makeover Project, which is an initiative to transform Hamilton intersections into more safe and inclusive spaces for all road users. Then, you will get the chance to give your opinion and feedback on how the selected intersection situated in your neighborhood could be improved.

This event is hosted on Zoom by CityLAB Semester in Residence in collaboration with the City of Hamilton. You can register for the event on Eventbrite using this Eventbrite link.

Please reach out to us if you have any questions. We look forward to seeing you there!

Thank you,

Sarnti, Tanisha, Foram, & Julia

Virtual Charette Invitation (Social Media)

Do you want to see safer streets in your community? The Complete Streets Intersection Makeover Project aims to improve Hamilton intersections, making them safer for all road users. On November 24th, 2020 at 7pm, students from the CityLAB Semester in Residence Program are hosting a virtual design charette to gather ideas about reimagining intersections in Ward 1. Register via Eventbrite to share your ideas and learn more about Complete Streets design!

APPENDIX D: VIRTUAL WHITEBOARD SELECTION CRITERIA

Platform	PROS	CONS
Stormboard https://stormboard.com/	- Lets participants add written commentary with virtual sticky notes. - Participants would have access to the stormboard after the session, and could read each others' comments in real-time.	- Unintuitive interface - it is really easy to get lost on the Stormboard page and place sticky notes in other categories by mistake. - Difficult to add photos. - Participants would be required to link to Stormboard outside of our video call which may be problematic for those with bandwidth concerns. - We would have to explain how to use Stormboard in advance.
Scribble https://scribbletogether.com/	- Very easy to use! - Lets you custom create a collaborative whiteboard that can be shared over video. - Very intuitive and easy to use.	It only works on iOS platforms.
Zoom (Participant Annotation & Share Screen functions)	- Very easy to use! - We would not have to link any external platform to our Zoom call. - Safety measure lets you erase everything that participants have written (i.e. if someone scribbles all over the page). - We could either encourage the use of the checkmark feature (so people could "like" aspects of the intersection) OR they could draw or write what they wanted to see. - The features are available in breakout rooms. - You can SAVE the drawing at the end of the breakout room session and then we can share the drawings	- Participants have complete autonomy over what they write (might get super busy drawings, so might require small breakout rooms). - Someone would have to moderate each breakout room session and explain how to access the annotations feature. - Screenshots would not be centralized because we need moderators in each breakout room. - Only the moderator in a specific breakout room could access the drawing (so if the moderator drops off the call there would be no back-up option). - Does not allow participants to add photos.

		back in the main session.	
RyeBoard https://www.ryeboard.com/	- Lets you create and share collaborative whiteboards online. - Unlike many other platforms, you can insert photos or other graphics directly into the whiteboard (participants would be able to do this too).		- In order to enable more than 2 collaborators, you need a paid account. - Kind of complex for the simple features we would be using. - We would have to share our screens (it doesn't link to video calls). - Participants would be required to link to Rye Board outside of our video call which may be problematic for those with bandwidth concerns.
Google Jamboard https://jamboard.google.com/	- Very easy to use! - Allows participants to add text, photos, stick notes and more. - You can SAVE the drawing at the end of the breakout room session and then we can share the drawings back in the main session. - You can access the Jamboard remotely (i.e. you do not need to be in a specific breakout room to moderate the board). - Works on any device, and does not require participants to create an account.		- Participants would be required to link to Jamboard outside of our video call which may be problematic for those with bandwidth concerns. - You cannot "lock" the background image so there is the potential that stakeholders could accidentally delete the background prompt (we could try to mitigate this by layering several identical backgrounds).

Ward 1 Compete Street Intersection Makeover Virtual Charette

TUESDAY NOVEMBER 24, 2020 | 7:00-8:30 PM (EST) | ONLINE VIA ZOOM

Virtual Charette Goals:

- Identify key community priorities with respect to a Complete Streets design at an intersection in Ward 1.
- Compile quantitative and qualitative feedback using a virtual whiteboard activity to identify what stakeholders would like to see implemented at the intersection.

Agenda:

7:00 - 7:05	**Welcome and Introductions**
7:05 - 7:10	**Words from Councillor Wilson**
7:10 - 7:20	**Project Context**
7:20 - 8:00	**Virtual Charette in Breakout Rooms**
8:00 - 8:20	**Large Group Discussion**
8:20 - 8:30	**Wrap-up & Final Words**

Accessibility Statement: We seek to make our virtual charette event as accessible as possible in an online environment. Should you require specific accommodations, please reach out to us at palmet6@mcmaster.ca.

(ii) CHARETTE FACILITATION GUIDE

Charette Date: Thursday, 19 November, 2020 at 7:00 PM (EST)
Charette Runtime: 90 minutes

ALL | FORAM | JULIA | TANISHA | SARNTI | OTHER

TIME	THEME	
6:58-7:00	Welcome	• Sharing screen with an introductory slide and background music. • Monitoring the participants list and ensuring microphones are muted. • Enabling Otter.Ai closed captioning. • Admitting stakeholders from the Zoom waiting room, and launching the Zoom poll. • Posting Zoom agenda and closed captioning in the chat box. • Ensuring that any comments or questions in the chat box are addressed.

7:00 - 7:10	Introductions	• Land acknowledgement
		• NETiquette
		• Who we are (team introductions)
		  ○ CityLAB Student: Foram, Julia, Tanisha, Sarnti
		    ■ Name, pronouns, fun fact
		  ○ City staff: Rachel, Peter
		    ■ Name, position, fun fact
		• Introduce Councillor Maureen Wilson
		  ○ Councillor Wilson will provide a brief welcome and introductory remarks

7:10 - 7:20	Project Context	• What is Hamilton's Complete Streets Intersection Makeover Project?
		• What is CityLAB, and how does it fit within the scope of this project?
		• What are the goals of this Charette? (Purpose...why are we here??)
		  ○ Explain the scope of our commitment as CityLAB students.
		• What is Complete Streets design?
		  ○ Provide examples of tactical urbanism and possible intersection designs.
		• Explain breakout room activity.

7:20 - 7:40	Collaborative whiteboard activity (Part 1)	• 3 breakout room facilitators *subject to change, depending on number of attendees; 1 student manning the technical logistics of breakout rooms. ○ In breakout rooms, stakeholders will work in small

		groups to co-create a "blue-sky brainstorm".
7:40 - 8:00	**Collaborative whiteboard activity (Part 2)**	● 3 breakout room facilitators; 1 student manning the technical logistics of breakout rooms. ○ In breakout rooms, stakeholders will work in small groups to identify their top three brainstorms.
8:00 - 8:20	**Idea Sharing**	● Moderating the group discussions. ○ Each group will select one representative (or the group facilitator) to explain their group's co-created design.
8:20 - 8:30	**Wrap-Up**	● Thank you to City staff and stakeholders.

Land Acknowledgement

We would like to begin by acknowledging that Ward 1 is situated on the traditional territory of the Haudenosaunee and Anishinabe nations. The territory is the subject of the Dish with One Spoon Wampum Belt Covenant, an agreement between the Iroquois Confederacy and the Ojibwe and allied nations to peaceably share and care for the resources around the Great Lakes.

Online Reminders

Reviewing **online etiquette** will help us to build a respectful and collaborative space.

1. We will be using a "**faces over boxes**" approach during this event.

2. Please **mute** your microphone.

3. Should you require **closed captioning**, this event is now streaming live on Otter.Ai Live Transcript.

4. This event is being **recorded.**

5. We will be using Zoom **breakout rooms.**

6. Questions? Please message **Foram** using the Zoom chat feature.

What is the Hamilton Complete Streets Intersection Makeover Project?

A plan to reimagine Hamilton intersections as safer and more inclusive spaces.

The project will begin with one intersection makeover in Ward 1.

What is CityLAB Hamilton?

A project-based program that brings together students, academics, and City leaders to co-create a better Hamilton.

What is our role as CityLAB students?

Learn about Complete Streets design.

Listen to community ideas and priorities.

Provide recommendations to City Staff members.
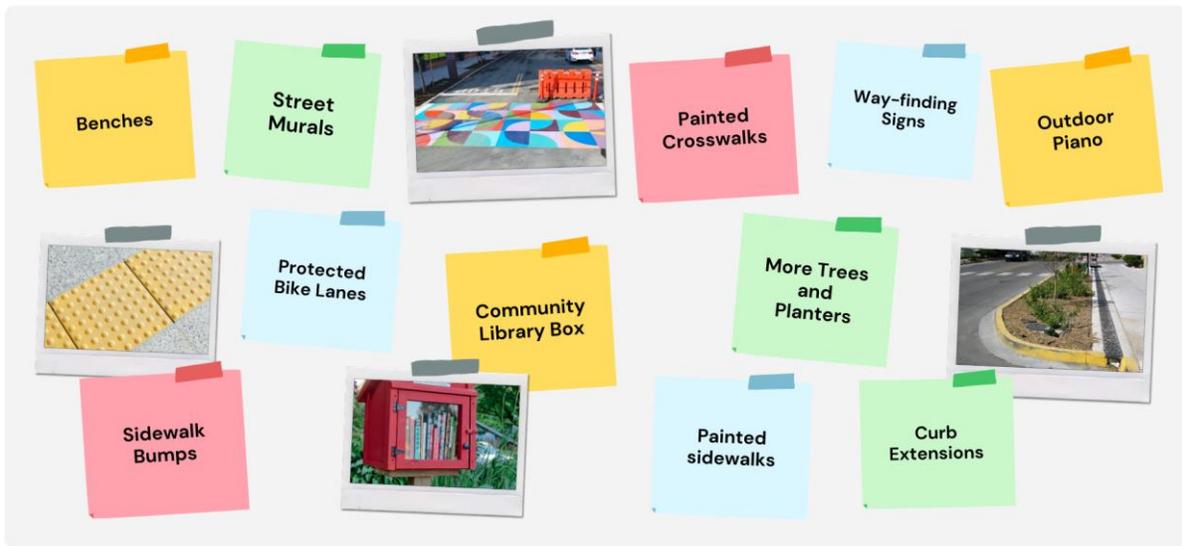
Let's get creative!

Please click JOIN to enter a breakout room.

Next Steps

To **ask a question,** please private message **Foram** using the Zoom chat feature at the bottom of your screen.

To: Foram ▾

Type message here...

Complete Streets Intersection Makeover Design Charette — November 24, 2020

(iv) EVENT RECORDING

Video link:

https://drive.google.com/file/d/1_yGZJw7PAi6j7LNPr3C4XXKDU2oNPATi/view?usp=sharing

APPENDIX F: JAMBOARD PROMPTS

(i) "DISCOVER" PROMPT

What do you **like** about the streets and intersections in your community?

Use the 🗐 or 🔲 feature to share your ideas!
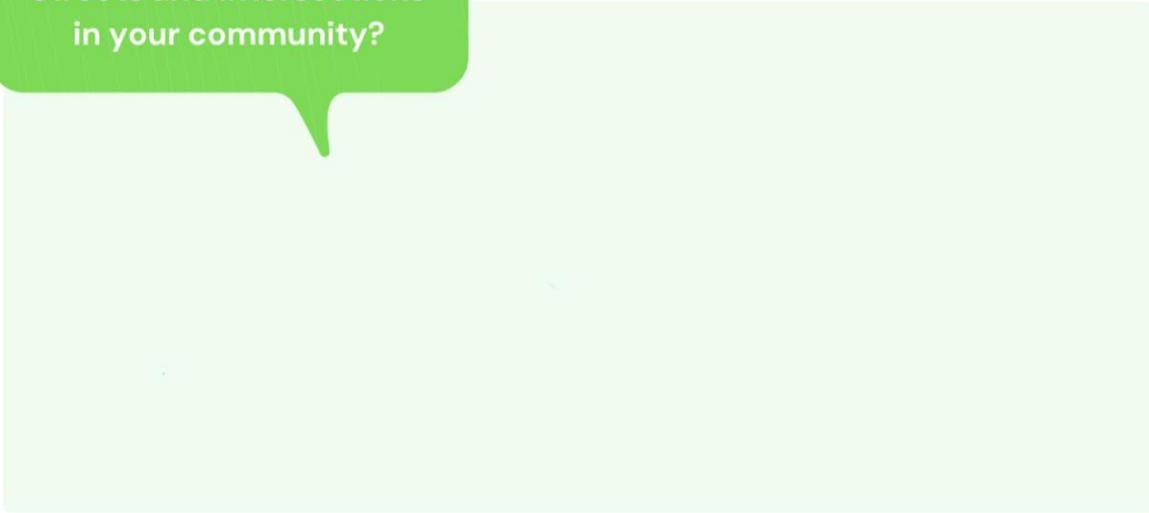
(ii) "DREAM" PROMPT

What would you love to **add** to an intersection in your community?

Use the 🗐 or 🔲 feature to share your ideas!
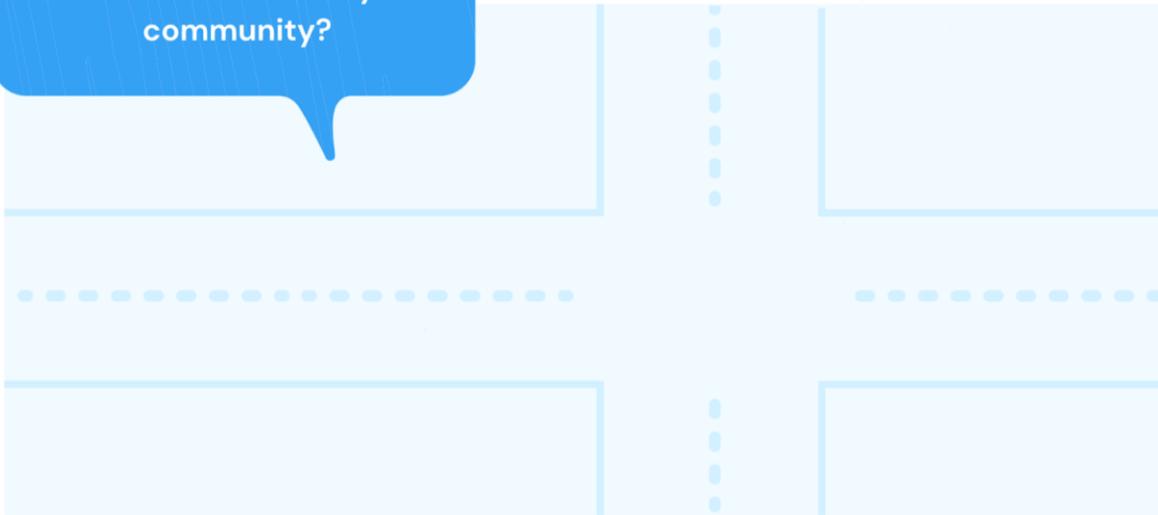
APPENDIX G: CHARETTE OUTCOMES

(i) BREAKOUT ROOM 1, SLIDE 1

(ii) BREAKOUT ROOM 1, SLIDE 2

(ili) BREAKOUT ROOM 2, SLIDE 1

What do you like about the streets and intersections in your community?

Use the 📝 or 🔤 feature to share your ideas!

STOP

I like seeing the development of bike friendly intersections (Locke St & King)

speed bumps to slow down traffic

Cross walks with countdown timers

Increasing number of zebra stipe crossings - effective at reducing drivers speed (more so than other crossings)

easier to use streets with cars parked along the sidewalk to protect pedestrians

more people-friendly spaces at streets and intersections

Stop signs with reflectors

Elevated box in downtown Hamilton or Dundas for folks to stand up and speak their mind

dedicated bike lanes along main roads

Alleyways walking and parking!

well developed intersections for where bikes and cars should be

Hess village mural near George street - giant raven

more public discourse

(iv) BREAKOUT ROOM 2, SLIDE 2

What would you love to add to an intersection in your community?

📝 or 🔤 feature to ...ur ideas!

Sheltered bus stops with access to Wifi/charging services if possible. OR failing wifi, a screen which shows the bus timetable

Having medians on larger intersections can be helpful for folks with mobility issues and provides real estate for more greenery (trees, easy-to-maintain plants).

More of the things we like from the previous whiteboard.

High traffic intersections can be tough on pedestrians - how can we make those intersections more pedestrian friendly?

Slower moving traffic

New LED Light 40% less Energy Consumption

Real-Time Bus Arrival Information

USB Port Recharging Station

Free Wi-Fi

Beacon

Accessible crossing signs. Audible & visual ques

Stoplight and having diagonal crossings

More seating at streets and intersections

More plants on boulevards - could help with sewage mitigation. More perennials!

Pedestrian-only lights (i.e. Aberdeen and Dundurn); not having lights for cars turning left simultaneously

King and Locke - do not appreciate that there are only 3 crosswalks (instead of 4); same is true at Dundurn and King

King street and Centennial Parkway - a lane that goes through the intersection for cyclists

Protected bike lane which continues through the intersection. Bike lane with physical barriers are appreciated

Adding beat cops to streets

Soft police presence

wider sidewalks

High visibility cross walks & curbs. Curbs/ramps with traction are helpful

Ecns.cn

Hamilton

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(v) BREAKOUT ROOM 3, SLIDE 1

(vi) BREAKOUT ROOM 3, SLIDE 2

Sorry for the delay in getting back to you. There re so many things that can be done to have complete streets in Hamilton.

1. Return many streets back to 2 way, eliminate lanes where feasible,
2. include seating (benches), greenery and shrubs,
3. wider sidewalks
4. More street art like the painted utility boxes and graffiti wall (Ward 3) Concrete Canvas
5. As a cyclist I would love to see more protected bike lanes and cycle tracks with key destinations in wards used as destinations eg. Grocery Stores, Libraries, schools, arenas, parks (green spaces)
6. Trees along sidewalks and bike lanes....
7. Reduce the overbuilt of our roads by returning space back to vulnerable road users an example of this can be found here https://twitter.com/i/status/1333069436845223937
8. Bump outs with rain gardens
9. More road closures for people friendly events for example Art Crawl and other street festivals.

APPENDIX H: TEST CHARETTE FEEDBACK

(i) BREAKOUT ROOM 1, SLIDE 1

(ii) BREAKOUT ROOM 1, SLIDE 2

(ili) BREAKOUT ROOM 2, SLIDE 1

(iv) BREAKOUT ROOM 2, SLIDE 2

(v) BREAKOUT ROOM 3, SLIDE 1

(vi) BREAKOUT ROOM 3, SLIDE 2