

COMPLETE STREETS INTERSECTION
MAKEOVER PROJECT

RECOMMENDATIONS REPORT

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1.0 INTRODUCTION

The Complete Streets Intersection Makeover Project (CSIMP) is an initiative to bring Complete Streets design to 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" and to promote "Community Engagement and Participation" (City of Hamilton, 2017). Between September 29, 2020 and December 9, 2020, students in the CityLAB Hamilton Semester in Residence (SIR) program collaborated with City of Hamilton staff and Councillor Maureen Wilson to gather community feedback about Complete Streets intersection design in Ward 1.

The CSIMP Team and City staff outlined the objectives of the project in 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 a survey or virtual charette event.
3. **Identify** one problematic intersection and a potential safe intersection design that is informed by community engagement work.
4. **Summarize** feedback in a comprehensive report for City staff to use for further project implementation.

However, due to the nature of the changes which occurred throughout the project timeline, these 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, the final objectives were determined to be:

1. **Inform** Ward 1 residents and community stakeholders about Complete Streets design.
2. **Conduct** a virtual charette event to identify community priorities relating to intersection makeovers in Ward 1 - a specific intersection will not be determined. Conducting a virtual charette event includes identifying stakeholders, promoting the event, communicating with stakeholders, and facilitating the event.

3. **Summarize** the information gathered from stakeholder feedback into a Recommendation Report for City staff to guide future project work.

The goal of this report fulfills final objective 3: to provide recommendations to the City of Hamilton that can be used to (1) inform future virtual engagement practices and (2) guide intersection design in Ward 1. This report primarily serves as a record of the voices of Ward 1 community members who participated in the virtual charette engagement event on November 24, 2020. It is expected that the recommendations highlighted in this Recommendations Report will shape the way that City staff engage with Hamilton's CSIMP moving forward.

A more detailed analysis of the CSIMP including direct stakeholder feedback, an overview of the Appreciative Inquiry approach, and copies of the Jamboard slides that were co-created at the virtual charette event can be found in the [CSIMP Final Report](#).

2.0 RECOMMENDATIONS

2.1 VIRTUAL ENGAGEMENT RECOMMENDATIONS

2.1 (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.

2.1 (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.

2.1 (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.

2.1 (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. **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.
5. **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-creation instead of dwelling on the negative aspects of existing streets.
6. **Use** the Spectrum of Public Participation to guide future engagement efforts. Specifically, the CSIMP Team suggests that virtual charette events align (at minimum) with the “Involve” and “Collaborate” sections of the Spectrum of Public Participation (see [Appendix C](#)).
7. **Provide** stakeholders with multiple methods of providing feedback, including: speaking, writing, typing, drawing, and sharing images.

Overall, the CSIMP team found the online platforms Zoom and Jamboard the most useful platforms to host virtual engagement events. Zoom is a user-friendly and accessible platform that allows meeting hosts to create break-out rooms, mute participants, share screens and host webinar-style meetings. Zoom meetings can also be supplemented with closed captioning through Otter.Ai to ensure that the virtual event is as accessible as possible. Furthermore, Google Jamboard is an online substitute for a physical charette event and allows everyone to draw, write and insert pictures onto a collaborative virtual whiteboard. Google Jamboard is also user-friendly and accessible as it does not require an account and can be accessed through a link.

2.2 INTERSECTION DESIGN RECOMMENDATIONS

2.2 (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.

2.2 (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.

2.2 (c) OUTCOME

The primary outcome of the virtual charette event was the completion of six Jamboard slides which summarize the breakout room dialogues (available in [Appendix A](#)). After the charette, stakeholders who had technical difficulties were also able to submit their feedback through email (available in [Appendix B](#)). 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.

2.2 (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.

3.0 NEXT STEPS

Based on the virtual engagement and intersection design recommendations, it is recommended that the City of Hamilton adopt the following project timeline for future CSIMP work.

3.1 SHORT TERM (3-6 months)

- **Identify** four intersections, one for each neighborhood in Ward 1, in consultation with City of Hamilton Traffic staff.
- **Assess** unique challenges that each of the intersections hold, including elements of importance for a complete street makeover.
- **Select** one intersection (out of the previous four identified) to be the first pilot project.
- **Conduct** community engagement for the newly selected intersection. This could include a more focused virtual charette event, or a survey with 3-4 potential intersection design options.

3.2 MID TERM (1- 2 years)

- **Finalize** the intersection design based on feedback from community engagement work. Community input will be the utmost priority throughout implementation.
- **Ensure** that the final intersection design integrates community-identified priorities.
- **Assess** whether community members will be permitted to paint and implement the intersection (based on COVID-19 restrictions).
- **Construct** a Complete Street intersection in Ward 1.

3.3 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 infrastructure in Hamilton.
- **Leverage** the Ward 1 CSIMP as a template for future intersection makeover projects across multiple Wards, within the City of Hamilton.

4.0 CONCLUSIONS

The CSIMP student team hosted a successful preliminary virtual charette event on November 24, 2020, to bring forth the main concerns of Hamiltonians with regards to safe intersections design. From the planning and application of the virtual charette event, the CSIMP Team determined some key recommendations that will allow City Staff to continue this project efficiently.

The virtual meeting platform Zoom was determined to be the most user-friendly and accessible for future online engagement. The Zoom meeting was also supplemented with Otter.ai closed captioning to ensure that the virtual event was as accessible as possible. Furthermore, Google Jamboard was a capable online substitute for a physical charette event as it allowed stakeholders and residents to draw, write and insert pictures onto a collaborative virtual whiteboard. Google Jamboard is also user-friendly and accessible as it does not require an account and can be accessed through a link.

In terms of design recommendations, the CSIMP team facilitators noticed recurring themes in break-out room discussions. From the key themes, 5 main strategic priorities were developed to ensure that the future Complete Streets designs accommodate all residents. The 5 strategies priorities include: beautification & greenery, bike lanes & cyclist safety, pedestrian safety, public transit accessibility, and community space. The CSIMP team recommends that any future intersection makeovers encompass at

least 3 of the 5 strategic priorities described in this report. The Team anticipates that the recommendations highlighted in this report will aid City Staff and other organizations in the design and implementation of Complete Streets in Hamilton that reflect community needs.

REFERENCES

City of Hamilton. (2017, October 16). Our Commitment to Our Community. Retrieved November 29, 2020, from <https://www.hamilton.ca/government-information/trust-and-confidence-report/our-commitment-our-community>

IAP2. (2020). *International Association for Public Participation Canada: Spectrum of Public Participation*. IAP2 Canada. Retrieved November 29, 2020, from [https://iap2canada.ca/Resources/Documents/0702-Foundations-Spectrum-MW-rev2%20\(1\).pdf](https://iap2canada.ca/Resources/Documents/0702-Foundations-Spectrum-MW-rev2%20(1).pdf)

APPENDIX A: JAMBOARD FEEDBACK

(i) Breakout Room 1, Slide 1

What do you like about the streets in your community?

Use the or feature to share your ideas!

community library boxes

Benches to sit on

benches and trash receptacles

University Gardens is quiet, non-arterial roads, good connections to trails

wide sidewalks

some are tree-lined or even have kissing canopy

alleys!

large street signs

larger curb to slow down drivers when turning

Low speed limits

new signalized crossings pearl/king & queen/napier

speed humps

Sander's Boulevard is very comfortable to walk or cycle along

Bike lanes

painting crosswalk

marks to highlight the end of sidewalks, street lights/signs

sidewalks on both sides of the street

sidewalks with boulevards

Lots of Street trees

Bike share

Planters and street art

Benches

(ii) Breakout Room 1, Slide 2

What would you love to see in your community?

Speed limits?

Use the or feature to share your ideas!

Protected bike lanes & bike racks more often

bike repair stations

garden

Nice spots for musicians/performers

flashing signals for pedestrians crossing?

heavy duty bollards - not knockdown sticks

no slip lanes

wide sidewalks

herkimer type bike lane to protect cyclists

Patios that spill out onto street. Patios on sidewalk to create visual interest, reason for cars to slow down, encourages people gathering

garden

traffic calming circles

green paint to highlight the cycling facilities

protected areas for waiting in inclement weather

raised intersections or crosswalks and pedestrian crossovers

I think of intersections like Boulevard de Maisonneuve and Jeanne-Mance St in Montreal (google maps for ref.)

Independent traffic lights for cyclists/pedestrians (separate from cars)

Bumpouts and stormwater gardens

Green buffer between traffic and other road users



low traffic neighbourhood (LTN)

areas near parks & schools

limit thru traffic

(iii) 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!

- Increasing number of zebra stripe crossings - effective at reducing drivers speed (more so than other crossings)
- Alleyways walking and parking!
- 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
- speed bumps to slow down traffic
- Cross walks with countdown timers
- Elevated box in downtown Hamilton or Dundas for folks to stand up and speak their mind
- I like seeing the development of bike friendly intersections (Locke St & King)
- dedicated bike lanes along main roads
- 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?

Use the  or  feature to share your ideas!

- High traffic intersections can be tough on pedestrians - how can we make those intersections more pedestrian friendly?
- Slower moving traffic
- 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.
- Stoplight and having diagonal crossings
- More seating at streets and intersections
- More plants on boulevards - could help with sewage mitigation. More perennials!
- Accessible crossing signs, Audible & visual cues
- 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

(v) Breakout Room 3, Slide 1

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

- IPS - pedestrian signals
- 4 way stop signs
- Decorative Crosswalks
- Ladder crosswalks
- crosswalks
- Pedestrian countdown timers
- Advance green for cyclists and peds
- Crossrides
- Bicycle signals
- Cycle Tracks/separated bike lanes
- Bicycle detection
- Limiting right on reds
- AODA Compliance
- curb depressions
- Far-side bus stops
- Bump-outs
- Rain garden/swale - adds beauty and functionality (image Bay St - North End)
- Play area in the street - used as creative multi-functional space that prevents cars but allows bikes/pedestrians (Photo Ward 2 - Culise St at Pier 8)
- Locke St Poetry Walk - https://www.maureenwilson.ca/concrete_poetry_walk
- Boulevards
- button roundabouts
- Narrow turning radii
- Chicanes
- Street patios

(vi) Breakout Room 3, Slide 2

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

- Lennox - much more green space - plantings - support from horticulture
- Level boarding for transit stops
- SOBI Station
- bicycle parking
- Bump-out Parkletts
- 1st & last mile solutions, SOBI, eScooters,
- Bioswales bump-outs or islands
- Decorative and Pedestrian Scale Lighting
- Creative or community themed bus stops
- weather protected transit shelters
- Transit signal priority
- Braille sidewalks
- Raised Crosswalks
- Islands
- more far-side bus stops
- 30 km/h speed limit sign
- Community art project to brighten up the street and/or sidewalk?

APPENDIX B: EMAIL FEEDBACK


(i) Stakeholder Feedback Via Email (post-charette)

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 C: SPECTRUM OF PUBLIC PARTICIPATION

(i) Spectrum of Public Participation (IAP2, 2020)

		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.