



# City of Hamilton

## LIGHT RAIL TRANSIT SUB-COMMITTEE ADDENDUM

**Meeting #:** 24-001  
**Date:** January 29, 2024  
**Time:** 1:00 p.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Carrie McIntosh, Legislative Coordinator (905) 546-2424 ext. 2729

**Pages**

### 5. COMMUNICATIONS

\*5.1 Correspondence respecting Item 8.1 - Light Rail Transit Operations Models (PED23166(b)) (City Wide), from the following individuals:

Recommendation: Be received and referred to consideration of 8.1.

|     |                                     |    |
|-----|-------------------------------------|----|
| *a. | Daniella Balasal, CP Planning       | 3  |
| *b. | Leilani Hana                        | 5  |
| *c. | Amy Shi                             | 6  |
| *d. | Rose Janson                         | 7  |
| *e. | Nate Wallace, Environmental Defence | 8  |
| *f. | Shania Ramharrack-Maharaj           | 9  |
| *g. | Stop Sprawl HamOnt Organizers       | 10 |
| *h. | Kate Pearson                        | 12 |
| *i. | Helena Dalrymple                    | 13 |

### 6. DELEGATION REQUESTS

\*6.5 Delegation requests respecting Item 8.1 - Light Rail Transit Operations Models (PED23166(b)) (City Wide) for today's meeting from the following individuals:

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternate format.

|      |                                                                           |    |
|------|---------------------------------------------------------------------------|----|
| *a.  | Ian Borsuk, Environment Hamilton (In-Person)                              | 14 |
| *b.  | James Kemp (Virtually)                                                    | 15 |
| *c.  | Stewart Klazinga, ACORN Hamilton (Virtually)                              | 29 |
| *d.  | T. H. Ponders (In-Person)                                                 | 30 |
| *e.  | Caitlin Craven, Hamilton Centre for Civic Inclusion (Virtually)           | 31 |
| *f.  | Don McLean, Hamilton 350 Committee (Virtually)                            | 32 |
| *g.  | Shelagh Pizey-Allen, TTCriders (Virtually)                                | 33 |
| *h.  | Christie McNabb, Council of Canadians - Hamilton Chapter (Virtually)      | 34 |
| *i.  | Evan Ubene (In-Person)                                                    | 35 |
| *j.  | Anthony Marco, Hamilton and District Labour Council (In-Person)           | 36 |
| *k.  | Theresa Cardey, Transit Matters (Virtually)                               | 37 |
| *l.  | Mason Fitzpatrick, CUPE Local 3906 (In-Person)                            | 38 |
| *6.6 | Clint Crabtree, ATU Local 279 Ottawa respecting LRT in Ottawa (Virtually) | 39 |

## 8. STAFF PRESENTATIONS

### 8.1 Light Rail Transit Operations Models (PED23166(b)) (City Wide)

|     |                                                                                                 |    |
|-----|-------------------------------------------------------------------------------------------------|----|
| *a. | Light Rail Transit Operations Models (PED23166(b)) (City Wide) - Presentation - FURTHER REVISED | 40 |
|-----|-------------------------------------------------------------------------------------------------|----|



**Daniella Balasal**  
Programs Manager  
Email: [daniella.balasal@cpplanning.ca](mailto:daniella.balasal@cpplanning.ca)  
Web: <https://cpplanning.ca/>

## **RE: Submission to the City of Hamilton's LRT Subcommittee – The Operation and Maintenance of the Upcoming Hamilton Light Rail Transit (LRT)**

In 2017, City Council endorsed the direction to keep the operation and maintenance of the Hamilton LRT public.

We know that there are proven benefits to keeping local transit systems and infrastructure public, resulting in a strong inclusive local economy. Keeping the Hamilton LRT public will contribute to long-term, sustainable, good wage job opportunities, as well as healthy life outcomes for local residents.

Currently across the province, there is a push to privatize public transit systems. Privatizing public infrastructure has a devastating impact on local residents, particularly those who are most vulnerable, such as low-income and racialized individuals. For this reason, our organization, CP Planning, supports the **Keep Transit Public** campaign in Hamilton.

**Who we are:** CP Planning is a federally incorporated nonprofit urban planning organization with expertise in strategy, capacity development, and network weaving through a human rights-based planning lens. We achieve this through partnerships at the municipal and neighbourhood levels including ongoing collaboration with the Hamilton Community Benefits Network and other local agencies.

**Our ask:** That the Hamilton LRT Sub-Steering Committee give full consideration to our recommendation below:

**The Operation and Maintenance (O&M) of the upcoming Hamilton Light Rail Transit (LRT) be kept public and operated and maintained by Hamilton Street Railway (HSR) and the Amalgamated Transit Union (ATU) Local 107.**

Should you have any questions, please do not hesitate to contact Daniella Balasal, at [daniella.balasal@cpplanning.ca](mailto:daniella.balasal@cpplanning.ca).

Respectfully,

Daniella Balasal, MCIP, RPP, PMP  
Programs Manager, CP Planning

Hello,

This email is regarding the LRT subcommittee meeting on January 29.

My name is Leilani Hana and I'm a Hamilton resident currently attending McMaster University. I'm writing to you to voice my opinion about the new LRT which will have a stop right beside McMaster. The options being proposed for the LRT's operations are not sufficient. It's clear from past studies that operations and maintenance should be run by the same group, and I want the city of Hamilton to fully run both.

Having the city run operations and maintenance will benefit me as a student as well as the average Hamilton resident. A third party company whose main goal is to profit off of the LRT will not have my best interest at heart. Prioritizing profit will entail less frequent trams (to maximize the number of people in each cart) and higher fares. That is the opposite of what I want.

Hamilton is trying to become a more sustainable city by building the LRT. But if it's not managed in a way that prioritizes the public's needs it will lose many customers. Selling out the most important jobs, that require the most public interaction, to a company that might not care about the public is a huge mistake. I also want the workers to be treated fairly and receive a living wage. Making these city jobs would ensure that, while a third party company would not. Happy workers will lead to a happier city.

Lastly, if I have any issues with the LRT or suggestions to make it better, it would be easier to communicate them to my city councilors and have them pass motions to implement them. It would be more difficult to propose changes to the company/companies in charge who only care about low costs and high profits.

If you're going to build, operate, and maintain a major project in my backyard to make my future better, please do it right and do it yourself.

Thank you,

Leilani Hana

Hello,

This email is regarding the LRT subcommittee meeting on January 29.

My name is Amy and I'm a Hamilton resident currently attending McMaster University. I'm writing to you to voice my opinion about the new LRT which will have a stop right beside McMaster. The options being proposed for the LRT's operations are not sufficient. It's clear from past studies that operations and maintenance should be run by the same group, and I want the city of Hamilton to fully run both.

Having the city run operations and maintenance will benefit me as a student as well as the average Hamilton resident. A third party company whose main goal is to profit off of the LRT will not have my best interest at heart. Prioritizing profit will entail less frequent trams (to maximize the number of people in each cart) and higher fares. That is the opposite of what I want.

Hamilton is trying to become a more sustainable city by building the LRT. But if it's not managed in a way that prioritizes the public's needs it will lose many customers. Selling out the most important jobs, that require the most public interaction, to a company that might not care about the public is a huge mistake. I also want the workers to be treated fairly and receive a living wage. Making these city jobs would ensure that, while a third party company would not. Happy workers will lead to a happier city.

Lastly, if I have any issues with the LRT or suggestions to make it better, it would be easier to communicate them to my city councillors and have them pass motions to implement them. It would be more difficult to propose changes to the company/companies in charge who only care about low costs and high profits.

If you're going to build, operate, and maintain a major project in my backyard to make my future better, please do it right and do it yourself.

Thank you,

Amy Shi

-----Original Message-----

From: Rose Janson

Sent: January 25, 2024 8:25 AM

To: [clerk@hamilton.ca](mailto:clerk@hamilton.ca); Office of the Mayor <[Officeofthe.Mayor@hamilton.ca](mailto:Officeofthe.Mayor@hamilton.ca)>

Subject: So important to Keep Public Transit Public!

Dear City Council,

We want you to stay the course!

1.

That Hamilton City Councillors reaffirm their August 2017 motion to have the Hamilton Street Railway (HSR) responsible for both operation and maintenance of the new Hamilton LRT line.

2.

That Metrolinx keep operation of new transit infrastructure public and build the capacity for maintenance in our public sector.

3.

That Ford Government tells Metrolinx to move away from P3 models for transit projects and Keep Transit Public.



environmental  
defence

Dear members of the LRT sub-committee,

I write to you on behalf of Environmental Defence to ask that you reject the city staff recommendation to privatize the operation of the Hamilton LRT.

Environmental Defence supports Environment Hamilton and other environmental and labour advocates in the call to *keep transit public*.

When light rail transit breaks down, it is far more important for the city to have the ability to directly intervene and fix operational problems, than have someone else to blame. By privatizing this function, the city loses this critical lever – and could end up like the City of Ottawa, trying to fix transit operating and maintenance problems in a courtroom.

Rather than thinking about risk, the City of Hamilton should be thinking utmost about responsibility. Responsibility to transit riders. Responsibility to Hamiltonians. And responsibility to the environment. From an environmental perspective, public transit needs to work to meet people's daily needs to be a viable enough option to leave the polluting car at home. But far too often, we've seen the privatization model fail transit riders.

The supposed cost savings from private operation can only come from cutting corners and cutting wages. These cuts only hurt the City of Hamilton in the long run.

There is no reason why the City of Hamilton could not operate Light Rail itself, and build up its own expertise. Hamilton won't stop growing as a city – and will eventually need more rail transit. It only makes sense for the city to begin building operational experience now, and have the direct control needed to fix operational problems if they arise.

This is a generation-defining project that will be transformative for the city and it is crucial that it is done right.

Kind regards,

Nate Wallace  
Clean Transportation Program Manager  
Environmental Defence



**From:** Shania Ramharrack-Maharaj  
**Sent:** January 25, 2024 11:01 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** Keep the LRT Public

Hello,

This email is regarding the LRT subcommittee meeting on January 29.

My name is Shania and I'm a Hamilton resident currently attending McMaster University. I'm writing to you to voice my opinion about the new LRT which will have a stop right beside McMaster. The options being proposed for the LRT's operations are not sufficient. It's clear from past studies that operations and maintenance should be run by the same group, and I want the city of Hamilton to fully run both.

Having the city run operations and maintenance will benefit me as a student as well as the average Hamilton resident. A third party company whose main goal is to profit off of the LRT will not have my best interest at heart. Prioritizing profit will entail less frequent trams (to maximize the number of people in each cart) and higher fares. That is the opposite of what I want.

Hamilton is trying to become a more sustainable city by building the LRT. But if it's not managed in a way that prioritizes the public's needs it will lose many customers. Selling out the most important jobs, that require the most public interaction, to a company that might not care about the public is a huge mistake. I also want the workers to be treated fairly and receive a living wage. Making these city jobs would ensure that, while a third party company would not. Happy workers will lead to a happier city.

Lastly, if I have any issues with the LRT or suggestions to make it better, it would be easier to communicate them to my city councilors and have them pass motions to implement them. It would be more difficult to propose changes to the company/companies in charge who only care about low costs and high profits.

If you're going to build, operate, and maintain a major project in my backyard to make my future better, please do it right and do it yourself.

Thank you,  
Shania Ramharrack-Maharaj

**Sent:** January 26, 2024 11:03 AM

**Subject:** Light Rail Transit Sub-Committee Monday, Jan. 29th : Light Rail Transit Operations Models (PED23166(b)) (City Wide)

Dear Mayor and Council

Stop Sprawl HamOnt represents thousands of members across Hamilton. We fought the forced boundary expansion twice and the Province's Greenbelt Grab and now we are focused on increasing density within the urban boundary. We support increases to pedestrian infrastructure, public transit, and bike modal share to decrease emissions, improve the health of our citizens, and improve the quality of life for all Hamiltonians.

We believe that the city should **run AND maintain** the planned \$3.4 Billion light rail transit line. The city has nearly 900 transit workers and these workers add to our local economy's wealth.

Privatizing is a gift to private corporations and a theft from the public.

Let's manage and maintain our own LRT.

### **P3s cost the public more**

The Ontario Auditor General Review of P3 projects, including 6 transit projects, found that P3s cost \$8 billion more than if they had been delivered publicly due to increased private sector financing costs and a lack of risk transfer. Bonnie Lysysk's report was clear. We should heed her warning:

*The AG found that while the province **assumes** there is less risk of cost overruns and other problems with P3s than with the public sector, the province actually has "no empirical data" to back up that assumption. **P3s, meanwhile, are more expensive** because companies "pay about 14 times what the government does for financing, and receive a premium from taxpayers in exchange for taking on the project." CCPA, 08,11,15*

### **Keep our tax dollars in the community**

We know that a strong public sector keeps money circulating in our local economy. Taxpayers shoulder the risk for LRT if the privately owned maintenance companies are not run efficiently. If they go bankrupt, what happens?

There is no justifiable reason to have the private sector involved in managing or maintaining our LRT system for their own profit. The private sector is beholden to shareholder returns which will always be to the detriment of service.

A publicly funded, managed, and maintained LRT is vital for Hamilton by keeping dollars in the community and providing liveable wages for Hamiltonians.

Sincerely,  
Stop Sprawl HamOnt Organizers



**From:** Kate Pearson  
**Sent:** January 26, 2024 11:27 AM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** Please keep the LRT Public!

Hello,

This email is regarding the LRT subcommittee meeting on January 29.

My name is Kate Pearson and I'm a Hamilton resident currently attending McMaster University. I'm writing to you to voice my opinion about the new LRT which will have a stop right beside McMaster. The options being proposed for the LRT's operations are not sufficient. It's clear from past studies that operations and maintenance should be run by the same group, and I want the city of Hamilton to fully run both.

Having the city run operations and maintenance will benefit me as a student as well as the average Hamilton resident. A third party company whose main goal is to profit off of the LRT will not have my best interest at heart. Prioritizing profit will entail less frequent trams (to maximize the number of people in each cart) and higher fares. That is the opposite of what I want.

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Lastly, if I have any issues with the LRT or suggestions to make it better, it would be easier to communicate them to my city councilors and have them pass motions to implement them. It would be more difficult to propose changes to the company/companies in charge who only care about low costs and high profits.

If you're going to build, operate, and maintain a major project in my backyard to make my future better, please do it right and do it yourself.

Thank you,  
Kate

**From:** Helena Dalrymple  
**Sent:** January 26, 2024 11:38 AM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** Please keep the LRT public!

Hello,

This email is regarding the LRT subcommittee meeting on January 29.

My name is Helena and I'm a Hamilton resident currently attending McMaster University. I'm writing to you to voice my opinion about the new LRT which will have a stop right beside McMaster. The options being proposed for the LRT's operations are not sufficient. It's clear from past studies that operations and maintenance should be run by the same group, and I want the city of Hamilton to fully run both.

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Thank you,  
Helena

Submitted on Wed, 01/24/2024 - 13:08

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

LIGHT RAIL TRANSIT SUB-COMMITTEE

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Ian Borsuk

Environment Hamilton

51 Stuart Street

Hamilton, ON. L8L1B5

[iborsuk@environmenthamilton.org](mailto:iborsuk@environmenthamilton.org)



Preferred Pronoun

he/him

Reason(s) for delegation request

I am seeking to provide comment on agenda item 8.1 "Light Rail Transit Operations Models (PED23166(b)) (City Wide)" for the January 29th sub-committee meeting.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

Submitted on Wed, 01/24/2024 - 14:19

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

Light Rail Transit Sub-Committee

Will you be delegating in-person or virtually?

Virtually

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

James Kemp

n/a

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Preferred Pronoun

he/him

Reason(s) for delegation request

To speak to report PED 23166(b) with respect to making the LRT accessible and to highlight that Hamilton has different accessibility standards than the province. To provide insights and observations from a tour of the GRT ION and raise concerns about the inaccessibility of their station designs and intersections. \*reasons to keep the LRT public

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

- Waterloo LRT Project Agreement finalized in 2013
- *LRT Stops and Station Equipment* (Schedule 15-2, Article 14) mentioned accessibility
- References:
  - *Accessibility for Ontarians with Disabilities Act (2005)* and
  - *Accessibility and Design Guidelines for the Visually Impaired.*

## **Station Accessibility**

- Stations designed to be compliant with Accessibility for Ontarians with Disabilities Act (AODA) standards.
- Primary focus on accessible mobility from LRVs, ingress/egress and movement through station platforms.
- Accessibility retrofits initiated late 2019 to address: indirect pathways to Bus and BRT platforms, glass wall removal and concrete curbs, wayfinding.



## Snow removal

- Station and tracks are maintained by operator; roadway is maintained by the City and the sidewalk is maintained by the business.

[pic.twitter.com/Gibi1Shtid](https://pic.twitter.com/Gibi1Shtid)

### Visual Clarity

- Low contrast materials and cladding,
- Predominance of grey concrete, grey metal surfaces and glass,
- Difficult to detect edges, platform furniture and fare validation machines.

### Tactile Features

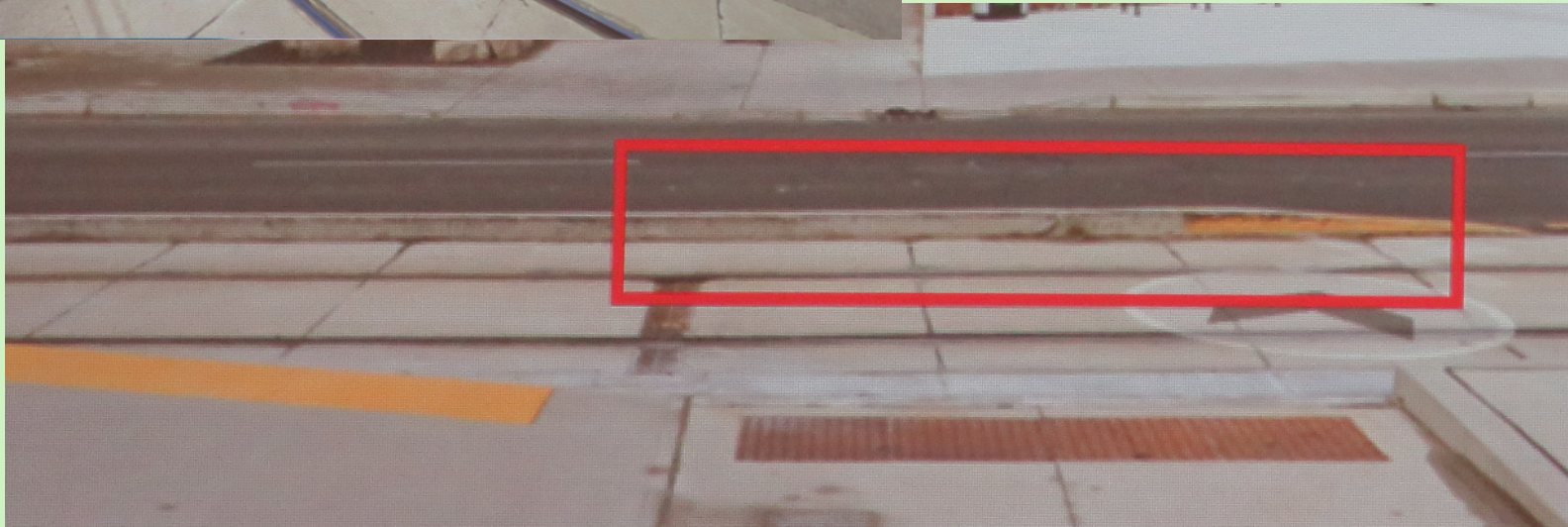
- Minimal use of tactile features,
- Surface indicators generally indicate hazards – none available for wayfinding and navigation,
- Fairway is a complex station for the visually impaired - difficulty navigating routes between bus terminal and ION platform, and between ION platform and Fairview Park Mall,
- Braille: to indicate station features – e.g. waste receptacles, directional signage, train doors (open train doors automatically).

### Visual Clarity

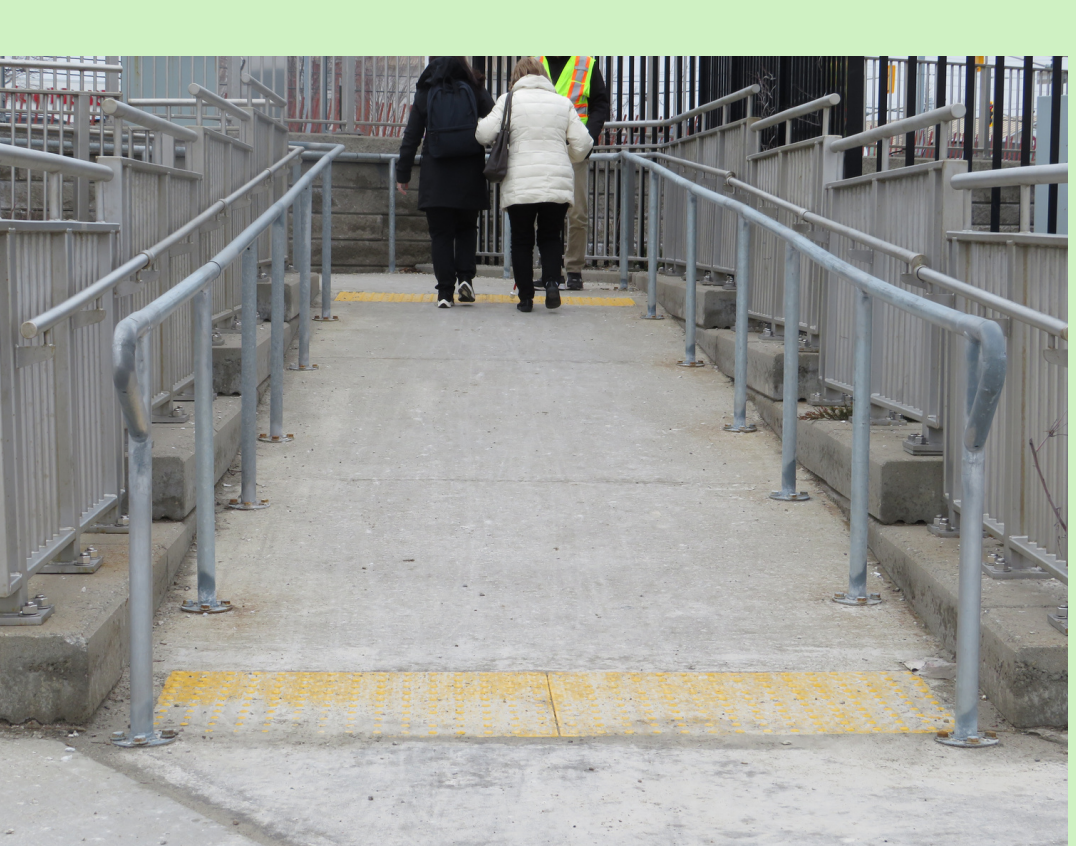
- Recommendation 1: Wherever possible, polished and brushed metals such as aluminum and stainless steel should not be used due to their low visibility and potential to create glare.
- Recommendation 2: Resurface platform furniture (i.e. benches, bicycle stands, etc.) to have a strong visual contrast with the surrounding environment.

### Tactile Features

- Recommendation 5: LRT network and station wayfinding information should be provided using tactile maps and signage placed at eye level or 1500mm above the finished floor surface.

















Good afternoon Madame Chairperson and members of the LRT Subcommittee, thank you for taking the time to hear from me today.

My name is James Kemp and I wish to speak regarding the LRT and why it should be kept within Hamilton's control as much as possible. I had the opportunity to tour the Kitchener/Waterloo Grand River Transit's ION LRT in the spring of this year and receive a presentation from staff on its accessibility. I want to take a moment to appreciate the GRT's efforts to answer our questions and speak to our concerns, they are a wonderful group of people. That being said, I personally was quite dismayed by what I saw and experienced.

From the history we were given, the LRT was built before any real accessibility consultation occurred with the K/W Accessibility Advisory Committee (AAC). This has resulted in millions in extra costs associated with retrofitting the stations to meet accessibility standards. Even after this effort, we found the stations to be woefully inaccessible; perhaps the retrofitting hadn't made it that far yet. We saw many problems with integrating municipal features and services with the LRT. And this project is being held up as the gold standard of the P3 model. That has me concerned greatly and I am compelled to bring those concerns forward through more direct means than I have previously.

#### Slide One

The ION LRT's Accessibility was built according to the AODA. As we know, the AODA is woefully inadequate in actually achieving accessibility and should be used as a starting point only. When the completed LRT was assessed, it was solely from a visually impaired standpoint. No other accessibility concerns were considered or addressed. We were told this specifically when we raised such issues with staff from the GRT.

#### Slide Two

I wanted to highlight the snow removal difficulty because we already have difficulty having the HSR stops cleared properly and connected to municipal snow clearing efforts. This would add another layer of complexity. All other recommendations refer to vision loss issues and we did not find them good enough for our standards.

#### Slide Three

Hamilton already has a very progressive urban braille strategy and design plan. While it is far from complete, it has progressed considerably and Hamilton is continuously finding ways to improve the built environment, making it more accessible and welcoming for everyone. I have a number of concerns with a private company or Metrolinx making all the decisions on a 14km corridor through the heart of our City. Intersections are of great concern as it is where two different designs potentially clash. Hamilton should have control where possible.

#### Slide Four

This Slide is a great example of what I was just speaking about. I have no idea what is going on here. Do you?

#### Slide Five

And now we get to the subject of button plates. K/W and the GRT both loved their button plates. We do not. They are terrible tactile surfaces, causing pain and unnecessary vibrations for people in mobility devices and providing an unstable surface for people with mobility or stability issues. While I recognize that the edges of the platform will have to have some button plating, it should be as small as possible. A comparison for button plates is the edges of the highway that have been given a rough texture. They should be used as a warning of immediate danger only because they are quite violent; you know when you've crossed that line and it wakes you up. In most cases, textured concrete is the far better method of tactile marking. It alerts people to the danger quite effectively and is by far less violent. Button plates do not provide adequate guidelines.

#### Slide Six

This slide is just highlighting our concern about outsiders making decisions that affect us. While they supposedly have a Metrolinx AAC, I have no knowledge of any one from Hamilton serving on it (I applied and got no response). As I have already indicated, not all AACs are the same. How does the ACPD raise issues to Metrolinx? Can we have some sort of combined working group or task force to handle such issues before they arise or it is built? Taking over control after ten years still leaves us with ten years of rule from afar.

#### Slide Seven

This Slide is another example of the inaccessibility of the platforms. Almost invisible obstructions are confining the passageway and blocking safe access. While this was flagged as an issue, it still remains because to fix it would require a major overhaul of the station design. This should have been caught on the Launchpad.

#### Slide Eight

This slide highlights other accessibility issues we found, The kiosk's accessibility could not be tested, but it has poor colour contrast. The bus shelter is practically invisible, our tester had to feel along the walls to get inside. The hand rails are also practically invisible. No tactile wayfinding other than button plates.

#### Slide Nine

We asked how far one had to travel to get to the nearest bus stop and one of our hosts was kind enough to demonstrate. The distance from the LRT station to the next bus stop was enormous. This is not a safe or accessible design without benches and rest points along the way. People using rollators or walkers often find every step an agony and we must take that into account when putting the LRT in the centre of the city. I was also concerned about the minimal tactile warning of danger considering the vast use of button plates everywhere else; this is where it belongs.

#### Slide Ten

While we didn't get much chance to really put the train itself through its paces, I did point out a few issues of concern. I found out about the turning section of the train because I had accidentally parked on it on the way back. My powerchair began moving on its own and I had a moment of panic. It should be much clearer. The button to open the door was also an issue. It is too small and requires people to basically rub the walls to find it. Should be a wave sensor and should be a different colour contrast. Red is terrible for contrast. To be completely honest, while I didn't enjoy the process of getting on and off the station, I did enjoy the smooth train ride.

We are fully aware of the accessibility issues Toronto is having with Metrolinx. People with disabilities are still having issues with the HSR and feel helpless to affect change over a local municipal transit provider, let alone raise issues with a provincial one. I implore you to consider retaining

as much control over the LRT as possible. While it takes a more steady hand and more work, we can ensure it is the crown jewel of the golden horseshoe and not an albatross around our neck. I am willing to do whatever is required of me to achieve that end. I hope you are too.

Thank you for your time and attention!

Submitted on Wed, 01/24/2024 - 14:07

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

LRT sub-committee meeting

Will you be delegating in-person or virtually?

Virtually

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Stewart Klazinga

ACORN Hamilton

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Preferred Pronoun

he/him

Reason(s) for delegation request

To speak on the matter of privatization as it relates to the LRT.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee  
LRT Subcommittee

Will you be delegating in-person or virtually?  
In-person

Will you be delegating via a pre-recorded video?  
No

## Requestor Information

Requestor Information  
T.H. Ponders

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Preferred Pronoun  
they/them

Reason(s) for delegation request  
To speak on behalf of the HSR running both the operations and maintenance of the LRT from the perspective of someone new to Hamilton, at the January 29th meeting.

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee  
LRT Sub-Committee

Will you be delegating in-person or virtually?  
Virtually

Will you be delegating via a pre-recorded video?  
No

## Requestor Information

Requestor Information  
Caitin Craven  
Hamilton Centre for Civic Inclusion  
423 King St E  
Hamilton , Ontario. L8N1C5  
[ccraven@hcci.ca](mailto:ccraven@hcci.ca)  
905-297-4694

Preferred Pronoun  
she/her

Reason(s) for delegation request  
The HCCI is an organization that works to promote an inclusive city. As part of this work, we are interested in how transit impacts equity and inclusivity within the city and how large scale projects of this kind can be managed from an equity-focused lens.

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

Light Rail Transit subcommittee

Will you be delegating in-person or virtually?

Virtually

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Don McLean

Hamilton 350 Committee

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Preferred Pronoun

he/him

Reason(s) for delegation request

To address item 8.1 of the January 29 meeting - Light Rail Transit Operations Models (PED23166(b)) (City Wide)

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No



Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

LRT Subcommittee, January 29th

Will you be delegating in-person or virtually?

Virtually

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Shelagh Pizey-Allen

TTCriders

720 Bathurst Street

Toronto, ON. M5S2R4

[shelagh@ttcriders.ca](mailto:shelagh@ttcriders.ca)

416-799-0760

Preferred Pronoun

she/her

Reason(s) for delegation request

Operations and maintenance of Hamilton LRT

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

Submitted on Fri, 01/26/2024 - 07:11

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee  
LRT Sub-Committee

Will you be delegating in-person or virtually?  
Virtually

Will you be delegating via a pre-recorded video?  
No

## Requestor Information

Requestor Information  
Christie McNabb  
Council of Canadians - Hamilton Chapter

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Preferred Pronoun  
she/her

Reason(s) for delegation request  
To discuss the LRT Operations Model Options

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted on Fri, 01/26/2024 - 08:59

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

LIGHT RAIL TRANSIT SUB-COMMITTEE

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Evan Ubene

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Preferred Pronoun

he/him

Reason(s) for delegation request

LRT Options Report- To Ensure Hamilton has the best available options to deliver a successful LRT to meet the transit needs of the future.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

Yes

Submitted on Fri, 01/26/2024 - 09:30

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

LRT Advisory Sub-Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Anthony Marco

Hamilton and District Labour Council

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Reason(s) for delegation request

In response to Staff Report "Light Rail Transit Operations Models (PED23166(b)) (City Wide)"

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

Submitted on Fri, 01/26/2024 - 10:30

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee  
LRT Sub-Committee

Will you be delegating in-person or virtually?  
Virtually

Will you be delegating via a pre-recorded video?  
No

## Requestor Information

Requestor Information  
Theresa Cardey  
Transit Matters

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Preferred Pronoun  
she/her

Reason(s) for delegation request  
-city report's recommendation that a private contractor not the city run Hamilton's light rail transit system

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted on Fri, 01/26/2024 - 11:37

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

Light Rail Sub-Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Mason Fitzpatrick

CUPE Local 3906

[REDACTED]

[REDACTED]

[vicepresident@cupe3906.org](mailto:vicepresident@cupe3906.org)

[REDACTED]

Preferred Pronoun

he/him

Reason(s) for delegation request

Transit

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

Submitted on Thu, 01/25/2024 - 11:55

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

Lrt sub committee

Will you be delegating in-person or virtually?

Virtually

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Clint Crabtree

ATU Local 279 Ottawa

2212 Gladwin Crescent unit c-9

2212 Gladwin Crescent unit c-9

Ottawa, Ontario . K1B5N1

[c.crabtree@atu279.ca](mailto:c.crabtree@atu279.ca)

6132865813

Preferred Pronoun

he/him

Reason(s) for delegation request

ATU Local 107 Hamilton is requesting I speak on issues surrounding let in Ottawa

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No



Hamilton

**Hamilton Light Rail Transit Project**  
Operational Models  
LRT Sub-Committee  
January 29, 2024



# Roles and Responsibilities

- MOU defines the **funding** responsibilities between the City and Metrolinx (regardless of who the operator is).
- MOU **does not** set out which party will operate the LRT (the City or a third party through Metrolinx).
- As Metrolinx remains the owner of the LRT assets and infrastructure, they will retain final approval over the selection of the operations model.
- LRT operations will be subject to performance standards set by Metrolinx.
- The MOU acknowledges the importance of achieving a seamless customer experience between LRT and HSR services.
- Regardless of who operates the system, Metrolinx, in consultation with the City, will set schedules and service levels. The City will set fares and is entitled to farebox revenues.
- If Operations is contracted to a third party, the contractor will be required to meet Metrolinx performance standards. **Under all scenarios, the LRT system will remain publicly owned.**

# Decision-Making Timeline

**Stage 1:** Present operational models and assessment criteria for how staff will assess models

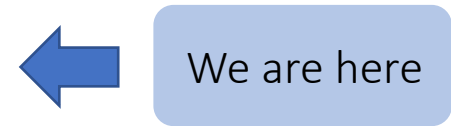
July 26, 2023 LRT Sub-Committee

**Stage 2:** Present preliminary analysis of operational models

September 25, 2023 LRT Sub-Committee

**Stage 3:** Present final analysis as well as recommended operational model

January 29, 2024 LRT Sub-Committee



# Operational Activities

The term “LRT Operations” encompasses an extensive list of functions. For clarity, we have separated like activities into *bundles*.

**Bundle 1 – LRT B Line Operations**

**Bundle 2 – LRT Vehicle Operations\***

**Bundle 3 – Passenger Interface Provider**

\*Note: Typical industry practice bundles together Bundle 2 (LRT Vehicle Operations) into Bundle 1. Staff have separated these bundles so the City can consider if it wants to provide either/neither or both Bundles 1 and 2.

# Potential Staffing Requirements

| Operational Bundles                    | Job Type                                                                                                  | Approx. FTEs  |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------|
| Bundle 1: LRT B Line Operations        | Controllers, Supervisors, etc.                                                                            | Up to 15 FTEs |
| Bundle 2 : LRT Vehicle Operations      | Operators, Trainers, Recruiters, Supervisors, etc.                                                        | Up to 70 FTEs |
| Bundle 3: Passenger Interface Provider | Safety and Security, Fare Enforcement, Customer Service and Communications Specialists, Supervisors, etc. | Up to 30 FTEs |

**Note:** The above information is based on the City's high-level assessment per review of the *2011 Preliminary Operations and Maintenance Plan* and learning from similar projects. This must be reassessed and confirmed at a later stage.

| Operational Activities                 | Operational Model 1                             |             | Operational Model 2                                    |             | Operational Model 3                                                     |             | Operational Model 4                                                                |             |
|----------------------------------------|-------------------------------------------------|-------------|--------------------------------------------------------|-------------|-------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------|-------------|
|                                        | Third party Performs all Operational Activities |             | City performs Passenger Interface Provider Activities. |             | City performs Passenger Interface Activities and LRT Vehicle Operations |             | City performs all aspects of Operational Activities except for Facility Operations |             |
|                                        | City                                            | third party | City                                                   | third party | City                                                                    | third party | City                                                                               | third party |
| Bundle 1: LRT B Line Operations        |                                                 | x           |                                                        | x           |                                                                         | x           | x                                                                                  |             |
| Bundle 2 : LRT Vehicle Operations      |                                                 | x           |                                                        | x           | x                                                                       |             | x                                                                                  |             |
| Bundle 3: Passenger Interface Provider |                                                 | x           | x                                                      |             | x                                                                       |             | x                                                                                  |             |

**Examples:**

Model 2: Region of Waterloo Line, Hazel McCallion Line in Peel Region

Model 4: Eglinton Crosstown and Finch West lines in Toronto and Confederation Line in Ottawa

# Assessment Criteria

1. **Customer experience:** to assess a seamless experience between all modes of transit, ease of information, and continuity for the public and to determine if the model fosters opportunities for enhanced Inclusion, Diversity, Equity and Accessibility (IDEA);
2. **Interface(s) between parties:** to assess the interface(s) between Metrolinx, the City and various third parties and to determine the associated complexities with shared activities;
3. **Risks and liability:** to assess the types of risks and liabilities to the City that exist for each model, their likelihood of occurrence, the consequences associated with each risk and the potential for mitigation; and,
4. **Cost to the City:** to assess the relative cost impact of each model to determine if this creates an additional funding liability for the City.

# Assessment Criteria

## Ranking and Weighting of Assessment Criteria (1 is highest, 4 is lowest):

1. Customer Experience (35%);
2. Risks and Liability (30%);
3. Costs to the City (25%);
4. Interfaces between Parties (10%).

*Customer Experience, Risks and Liability, and Costs to the City are similar in importance. Customer Experience is proposed as the highest in importance as it fundamentally addresses the success of the system. Interfaces between Parties criteria are given lesser importance, as these can be mitigated through coordination of operational activities.*

# Consultation

**LRT Project Office and Operational Models Working Group:** staff involving various city departments worked together throughout this assessment process.

**Consultation with Metrolinx:** a series of workshops arranged by Metrolinx provided necessary knowledge on key activities involved with operations and maintenance of the LRT project.

**Strategic Advisory Services:** Mike Murray (former Region of Waterloo Chief Administrative Officer) provided strategic advisory services throughout this assessment process, including the Waterloo ION LRT lessons learned presentation at the December 11, 2023, LRT Sub-Committee.

**Peer Review Services:** Dennis Fletcher & Associates (DFA) provided peer review services.



# Assessment of Models

| Model 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Model 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Model 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Model 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>Provides the City with more cost certainty, minimal upfront cost and low ongoing cost with the lowest overall cost to the City</li> <li>Consistent number of interfaces compared to Model 2, with moderate complexity</li> <li>Consistent number of known risks compared to Model 2, with low to moderate overall risk</li> </ul> <p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>Creates customer confusion</li> <li>Complex schedule coordination</li> <li>Potential for lack of alignment between fare enforcement and optimizing revenue</li> <li>Least public profile (presence)</li> <li>Least opportunity to influence Inclusion, Diversity, Equity and Accessibility (IDEA)</li> </ul> | <p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>Seamless customer experience</li> <li>Opportunity to influence IDEA</li> <li>City controls alignment between fare enforcement and optimizing revenue</li> <li>More public profile (presence)</li> <li>More opportunity to consider socio-economic factors</li> <li>Consistent number of known interfaces compared to Model 1, with reduced complexity (low to moderate)</li> <li>Consistent number of known risks compared to Model 1, with low to moderate overall risk</li> <li>Medium cost certainty, low upfront cost and low ongoing cost with the second lowest overall cost to the City</li> </ul> <p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>Complex schedule coordination</li> <li>Reputation/public perception risk for City compared to Model 1</li> </ul> | <p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>Seamless customer experience</li> <li>Moderate opportunity to influence IDEA</li> <li>Enable the City to control alignment between fare enforcement and optimizing revenue</li> <li>More public profile (presence)</li> <li>More opportunity to consider socio-economic factors</li> </ul> <p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>Complex schedule coordination</li> <li>High reputation/public perception risk for City compared to Model 2</li> <li>Highest number of known interfaces compared to other models, with moderate to high complexity</li> <li>Highest number of known risks compared to other models (driver-related collision risks now transferred to the City), with medium to high overall risk</li> <li>Low cost-certainty, medium upfront cost and medium ongoing cost, with the second highest overall cost to the City</li> </ul> | <p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>Most seamless customer experience</li> <li>Greatest opportunity to influence IDEA</li> <li>Seamless schedule coordination</li> <li>Controlled alignment between fare enforcement and optimizing revenue</li> <li>Most public profile (presence)</li> <li>Greatest opportunity to consider socio-economic factors</li> </ul> <p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>Greatest reputation/public perception risk for City</li> <li>Specific set of known interfaces, with moderate to high complexity</li> <li>Known risks associated with Light Rail Vehicle and driver-related collisions (these risks are transferred to the City), with medium to high overall risk</li> <li>Minimal cost certainty, high upfront cost and high ongoing cost with the highest overall cost to the City</li> </ul> |

# Assessment Scoring Summary (corrected)

| Assessment Criteria                                                                                       | Established Weights       | Model 1                  | Model 2                  | Model 3                  | Model 4                                      |
|-----------------------------------------------------------------------------------------------------------|---------------------------|--------------------------|--------------------------|--------------------------|----------------------------------------------|
| <b>Customer Experience</b>                                                                                | 35%                       | 2                        | 5                        | 6                        | 7                                            |
| <b>Accountability</b> - Interfaces between parties (No. of Interfaces, Complexity and Ease of Mitigation) | <del>30%</del> <b>10%</b> | 6                        | 7                        | 5                        | 6                                            |
| <b>Risks and Liabilities</b> (Consequence, Likelihood, Overall Risk)                                      | <del>25%</del> <b>30%</b> | 8                        | 9                        | 6                        | 5                                            |
| <b>Cost</b> (Cost certainty, Upfront and Ongoing Cost)                                                    | <del>10%</del> <b>25%</b> | 6                        | 6                        | 3                        | 2                                            |
| <i>Weighted Scores</i>                                                                                    |                           | <b>5</b><br><b>(5.2)</b> | <b>7</b><br><b>(6.7)</b> | <b>5</b><br><b>(5.2)</b> | <del><b>6</b></del> <b>5</b><br><b>(5.1)</b> |

\* Scores 1 to 9: 1 is the least favourable to the City, and 9 is the most favourable to the City.

# Recommended Model – Model 2

**Model 2**, City performs Passenger Interface Provider Activities, is recommended as the most preferred model for the City. Benefits include, but are not limited to:

- relatively seamless customer service, with the City providing the customer-facing functions;
- minimizes risks associated with the transitions from design and construction to operations and maintenance;
- minimizes the City's risk related to operational activities;
- provides greater cost-certainty to the City; and,
- is likely one of the lowest cost options for the City.

# Recommended Model – Transitional Approach

Recommendation: Certain functions operated by a third party for an initial “start-up” period, with the option for the City to assume responsibility for those functions after an established period of time.

For Hamilton LRT operations, Model 2 is selected for start-up period with the option to transition to Model 4 after an initial 10 year term.

# Recommended Model – Transitional Approach

## Model 2 with transition to Model 4

1. City takes on the role as Passenger Interface Provider from the outset, which would provide a seamless customer service experience, create profile with transit customers and an opportunity to advance the City's objectives and policies related to Inclusion, Diversity, Equity and Accessibility.
2. Minimizes the risks associated with the transitions from the design and construction phase to the start-up, commissioning, operations and maintenance phases, as a single third party entity would be responsible for all activities.
3. Minimizes the City's risks related to operations for the initial operating period.
4. Provides opportunity for the City to observe and monitor the LRT operation activities, driver management, LRT Line operation, and provide the necessary knowledge and experience for the City to make an informed decision about the risks, costs and benefits to taking on these activities in the future.
5. Provides opportunity for the City to choose to take on additional operational activities in the future. Presumably the City would have access to the systems and processes that had been developed for the initial operations period, which would make it more efficient for the City to put in place the necessary operating procedures.

# Recommendation

That the City endorse Operations Model 2 (*Municipality performs passenger interface activities*) to be selected as the City's preferred LRT operations model with the right to opt-in (*transition*) to Operations Model 4 (*Municipality performs all aspects of Operational activities except facility operations*) after an initial 10-year term.



Hamilton

QUESTIONS?