



City of Hamilton
LIGHT RAIL TRANSIT SUB-COMMITTEE
AGENDA

Meeting #: 25-002
Date: April 11, 2025
Time: 1:30 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

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

	Pages
1. CALL TO ORDER	
2. CEREMONIAL ACTIVITIES	
3. APPROVAL OF AGENDA (Added Items, if applicable, will be noted with *)	
4. DECLARATIONS OF INTEREST	
5. APPROVAL OF MINUTES OF PREVIOUS MEETING	
5.1 LRTC 25-001 February 20, 2025	3
6. DELEGATIONS	
7. ITEMS FOR INFORMATION	
7.1 PED25111 Hamilton LRT Municipal Betterment Process <i>This item includes a Presentation.</i>	7
8. ITEMS FOR CONSIDERATION	

8.1 PED24087(b)

36

Recruiting Additional LRT Sub-Committee Advisors in Order to Facilitate
Consideration of Climate Justice

This item includes a Presentation.

9. MOTIONS

10. NOTICE OF MOTIONS

11. ADJOURNMENT



LIGHT RAIL TRANSIT SUB-COMMITTEE

MINUTES LRTC 25-001

2:30 p.m.

February 20, 2025

Council Chambers (Hybrid), City Hall, 2nd Floor

71 Main Street West, Hamilton, Ontario

Present: Councillors N. Nann (Chair), C. Kroetsch (Vice Chair) (virtually), C. Cassar, M. Francis (virtually), T. Hwang and M. Wilson

Absent with Regrets: Mayor A. Horwath – City Business
Councillor J.P. Danko – Personal

1. CALL TO ORDER

Committee Chair Nann called the meeting to order at 2:30 p.m.

2. CEREMONIAL ACTIVITIES

There were no Ceremonial Activities.

3. APPROVAL OF THE AGENDA

(Cassar/Hwang)

That the agenda for the February 20, 2025, Light Rail Transit Sub-Committee be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

5. APPROVAL OF MINUTES OF PREVIOUS MEETING

5.1 November 15, 2024

(Kroetsch/Francis)

That the Minutes of the November 15, 2024, meeting of the Light Rail Transit Sub-Committee be adopted, as presented.

CARRIED

6. DELEGATIONS

6.1 James Kemp respecting Street Design and Furniture Standards for the Hamilton LRT Corridor (PED25051) (City Wide)

James Kemp addressed Committee respecting Report PED25051, Street Design and Furniture Standards for the LRT Corridor.

(Hwang/Cassar)

That the delegation from James Kemp respecting Report PED25051, Street Design and Furniture Standards for the LRT Corridor, be received.

CARRIED

7. ITEMS FOR INFORMATION

7.1 Hamilton Light Rail Transit (LRT) Project Update (PED25052) (City Wide)

Abdul Shaikh, Director - LRT Project Office, addressed Committee respecting the Hamilton Light Rail Transit (LRT) Project Update, with the aid of a PowerPoint presentation.

(Kroetsch/Hwang)

That the presentation from Abdul Shaikh, Director – LRT Project Office, respecting Hamilton Light Rail Transit (LRT) Project Update, be received.

CARRIED

(Kroetsch/Hwang)

That Report PED25052, respecting Hamilton Light Rail Transit (LRT) Project Update, be received.

CARRIED

7.2 Street Design and Furniture Standards for the Hamilton LRT Corridor (PED25051) (City Wide)

Ana Cruceru, Senior Project Manager - Heritage and Urban Design – LRT, addressed Committee respecting Street Design and Furniture Standards for the Hamilton LRT Corridor, with the aid of a PowerPoint presentation.

(Cassar/Hwang)

(a) That the presentation from Ana Cruceru, Senior Project Manager - Heritage and Urban Design – LRT, respecting Street Design and Furniture Standards for the Hamilton LRT Corridor (PED25051) (City Wide), be received; and

(b) That Report PED25051 respecting Street Design and Furniture Standards for the Hamilton LRT Corridor, be received.

CARRIED

8. ITEMS FOR CONSIDERATION

There were no Items for Consideration.

9. MOTIONS

Councillor Nann relinquished the Chair to Councillor Kroetsch in order to introduce the following Motion:

9.1 Request that Staff from Metrolinx Attend the Light Rail Transit Sub-Committee

(Nann/Hwang)

WHEREAS, as owner of the Hamilton Light Rail Transit project, Metrolinx is responsible for project procurement, scheduling and delivery; and

WHEREAS, the Hamilton Light Rail Transit Sub Committee's mandate includes providing input and guidance to the LRT Office project team on significant issues and decisions, as well as, engages the broader community on a regular basis throughout the design, planning and construction process of the LRT; and

WHEREAS, the Light Rail Transit Sub-Committee is the most direct source of official updates for the residents of Hamilton.

THEREFORE, BE IT RESOLVED:

That the City of Hamilton request that staff from Metrolinx attend the Light Rail Transit Sub-Committee on a regular basis to provide updates on project milestones and the overall progress of the project, to inform and educate residents about the project, and to leverage an opportunity to understand better the areas impacted.

Result: MOTION, CARRIED by a vote of 5-0, as follows:

Not Present - Mayor Andrea Horwath
Yes - Ward 1 Councillor Maureen Wilson
Yes - Ward 2 Councillor Cameron Kroetsch
Yes - Ward 3 Councillor Ninder Nann
Yes - Ward 4 Councillor Tammy Hwang
Not Present - Ward 5 Councillor Matt Francis
Not Present - Ward 8 Councillor John Paul Danko
Yes - Ward 12 Councillor Craig Cassar

Councillor Nann assumed the Chair.

10. NOTICE OF MOTIONS

There were no Notice of Motions.

11. ADJOURNMENT

There being no further business, the Light Rail Transit Sub-Committee was adjourned at 4:32 p.m.

Respectfully submitted,

Councillor Nrinder Nann
Chair, Light Rail Transit Sub-
Committee

Carrie McIntosh
Legislative Coordinator
Office of the City Clerk



City of Hamilton Report for Information

To: Chair and Members
 Light Rail Transit Sub-Committee
Date: April 11, 2025
Report No: PED25111
Subject/Title: Hamilton LRT Municipal Betterment Process
Ward(s) Affected: (City Wide)

Recommendations

That Report (PED25111) respecting the Hamilton LRT Municipal Betterment Process **BE RECEIVED** for information

Key Facts

- Report outlines the process for the inclusion of municipal Betterments, either enhancements or additions, in the Hamilton LRT Project.
- Provided in response to discussions, at General Issues Committee (February 12, 2025) and LRT Sub-Committee (February 20, 2025), regarding the use of the budgets established for LRT Public Realm Improvements and City Initiated Subsurface Priorities, the associated timelines, process and the role of Sub-Committee and Council.
- Proposed process aligns with Metrolinx requirements for the incorporation of discretionary municipal infrastructure into the delivery of LRT projects.
- Acknowledges the need to balance rigor and efficiency in the Third Party Scope Process while addressing time-sensitive requests, in-field requests arising during construction and requests of minor or neutral budgetary and schedule impact.

Financial Considerations

Budgets have been proactively established in anticipation that the City would choose to fund the inclusion of some City “Betterments” in the LRT Project. As identified in the report “Hamilton Light Rail Transit (LRT) Project Capital Budget Overview” (PED22202)

to General Issues Committee (November 25, 2022) staff have committed to bringing more information to Council to inform their approval of any Betterment candidates.

This report does not commit the expenditure of the monies but rather documents the process that may lead to future commitments of these funds in support of Council approved candidates for inclusion in the LRT works. The current and anticipated funds that would be available are as follows:

- Public Realm Improvements (LRT)

2023	2024	2025	Current Funds	2026	Anticipated Funds
\$0	\$3,330,000	\$3,330,000	\$6,660,000	\$3,330,000	\$9,990,000

- City Initiated Subsurface Priorities (LRT)

2023	2024	2025	Current Funds	2026	Anticipated Funds
\$1,020,000	\$3,010,000	\$3,010,000	\$7,040,000	\$3,010,000	\$10,050,000

It is not envisioned that additional fund requests would be advanced for these budgets. Dependent on the nature of an enhancement and/or addition, more appropriate funding sources could be identified. As a representative example, if a funded Capital Work within the LRT construction area was advanced through the Betterment process since it could be more effectively delivered, or less impactfully delivered with the LRT Project, staff's expectation would be that the monies identified for that Capital Work would continue to be used for delivery within the LRT Project.

Background

Betterments consist of enhancements to Base Scope items and/or additions to the Base Scope of the Hamilton LRT project.

Enabling works are not Betterments but rather Base Scope items which are being delivered by the City, in advance of major LRT construction to reduce complexities and constraints on the Alliance Partner.

Memorandum of Understanding

As identified most recently, in the report "Hamilton Light Rail Transit (LRT) Project Update (PED25052)" to LRT Sub-Committee (February 20, 2025), the following is applicable to the establishment of the works that would form the "Base Scope" of the LRT Project:

Per Article 8 of the Memorandum of Understanding, Metrolinx is responsible for ensuring that New City Infrastructure will be built:

- to the standards and guidelines for the design, construction, rehabilitation and protection of such New City Infrastructure in force in Hamilton on the date which is three months prior to the Request for Proposal issuance date and which are available upon request to engineers and architects licensed in Ontario;
- to replace existing City infrastructure and assets on a “like for like” basis with respect to function, size, capacity and location, unless otherwise provided in the Benchmark PSOS for a particular asset; and
- in compliance with the City’s laws and those federal and provincial laws applicable to and enforceable against the City.

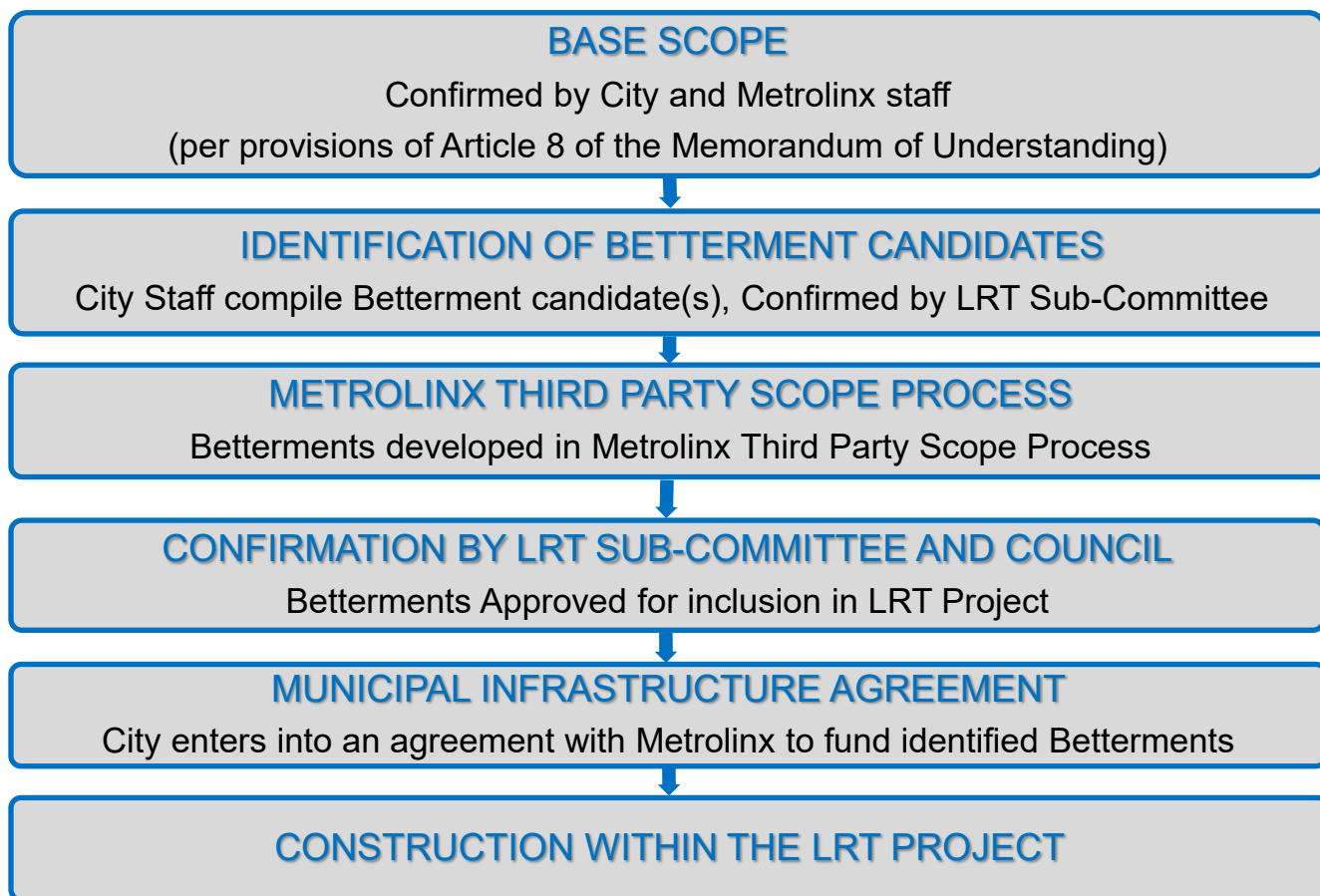
City and Metrolinx staff, in consideration of Article 8, are currently refining those works which would be the responsibility of the Project to fund and deliver. Herein these works, agreed upon by the City and Metrolinx, shall be referred to as “Base Scope”.

Per Article 9 of the Memorandum of Understanding, the City may at any time request Metrolinx to enhance the Base Scope or include Additional City Infrastructure, at the cost of the City. Herein these City requested enhancements and additions shall be collectively referred to as “Betterments”.

Betterments (Key Requirements)

The following figure provides the key requirements identifying how a Betterment progresses to construction in the LRT Project. Further details will be provided in the balance of the report to provide a more fulsome understanding of the process.

Figure 1: Betterments (Key Requirements)



Base Scope

City staff are currently negotiating base scope with Metrolinx which will inform what initiatives in the LRT corridor would require City funds for implementation.

Part of the negotiation will involve a discussion of Metrolinx commitments under Pillar 3 (Public Realm Improvements) of their Community Benefits and Supports program where they look to find ways for their projects to leave the surroundings in an improved state when construction of the project creates temporary disruptions.

Betterments

Betterments consist of enhancements to Base Scope items and/or additions to the Base Scope of the Hamilton LRT project.

Candidates for Betterments, advanced by City staff and approved by LRT Sub-Committee, will be developed in Metrolinx's Third-Party Scope Request Process after which they will be brought forward to LRT Sub-committee and Council for approval. The ratified candidates will be delivered in the LRT project and are subject to the City

entering into a Municipal Infrastructure Agreement with Metrolinx, which obligates the City to fund those Betterments.

Where the Betterment is an addition of scope it will be fully funded by the City. If the Betterment is an enhancement of a Base Scope item the City is only obligated to fund the incremental cost.

Metrolinx Third-Party Scope Request Process

Metrolinx has established a multi-step process for the City and other parties seeking to have Betterments to the base scope delivered with the LRT Project. Metrolinx reserves the right to reject any additional scope request which impacts schedule or other commercial considerations.

The City is responsible to enter into an agreement and commit to reimburse Metrolinx for staff and consultant costs incurred in their investigations, analysis and/or development of the Betterment. Termination of the scope process by either City and/or Metrolinx does not change the requirement for the City to fund these costs. The costs will be inclusive of administrative charges and non-recoverable HST.

Metrolinx reserves the right to reject additional scope requests at any stage of the development of the Betterment where implementation would adversely impact the project. City retains the obligation to reimburse all costs incurred, inclusive of identified markups, if the initiative does not proceed to construction.

Municipal Infrastructure Agreement

Where the City chooses to proceed with a Betterment developed through the Third-Party Scope Request Process, the City will enter into a Municipal Infrastructure Agreement with Metrolinx. In the agreement, the City will confirm the availability of funding for the Betterment and commit to funding the actual construction costs inclusive of charges for design, administration, inflation, financing, non-recoverable HST and risk related contingencies.

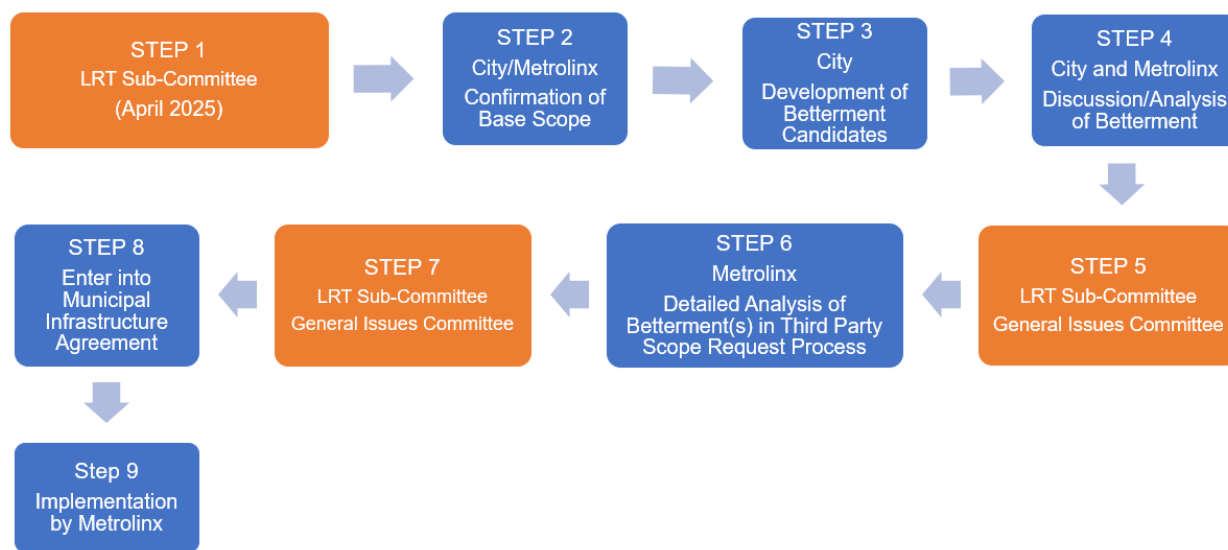
The City and Metrolinx are currently discussing the terms of the Municipal Infrastructure Agreement template.

Municipal Betterment Process

Aligning with the key requirements identified in Figure 1, City staff have developed a customized Municipal Betterment process for the Hamilton LRT Project which enables staff to thoroughly investigate and evaluate each Betterment item and receive input and approval from the LRT Sub-Committee and Council before committing construction funding.

Figure 2 provides a chronology of the City and Metrolinx processes, with LRT Sub-Committee and Council milestones, involved with the advancement of Betterment(s) from the initial identification of Base Scope by the City and Metrolinx, to potential recommendation(s) from City staff that Council approve and fund the inclusion of the works in the LRT corridor.

Figure 2: Municipal Betterment Process



Step 1 - LRT Sub-Committee April 11, 2025

Initial appraisal of the anticipated workflows, processes, criteria, touch points and approvals to be employed in the advancement of a City Betterment to construction in the LRT corridor by Metrolinx's contractor, the Alliance Partner.

Start of a dialogue between City staff and members of the LRT Sub-Committee on the recommended approach with the goal of improving effectiveness and transparency.

Step 2 - City/Metrolinx Confirmation of Base Scope

City staff are currently negotiating base scope with Metrolinx which will inform what initiatives in the LRT corridor would require City funding for inclusion in the LRT Project. The three fundamental conditions, regarding new city infrastructure, in the Memorandum of Understanding will be applied.

Base Scope identifies requisite components to be addressed by the Alliance Partner in the Development and Implementation phases of the LRT Project at no cost to the City.

Step 3 - City Development of Betterment Candidates

Upon finalization of base scope, the LRT Project Office and staff dedicated to the project will work with City service areas to identify Betterment candidates.

Preliminary Betterment costs will be developed in consideration of Development Charges, Rate and Tax Supported funds available. Dependent on the nature of an enhancement and/or addition, more appropriate funding sources could be identified.

Step 4 - City and Metrolinx Preliminary Analysis of Betterment

Betterment candidates confirmed by the City would be discussed in general terms with Metrolinx commercial and internal technical staff in order to flag potential issues,

feasibility and provide a basic understanding of the level of effort to advance them further in the non-binding Third Party Scope Request process. It is not the intent that the City would incur costs for these preliminary tasks.

Pillar 3 of Metrolinx's Community Benefits and Supports speaks to finding ways to leave the Public Realm in an improved state after construction. City and Metrolinx staff would review the Betterment candidates to identify possible synergies with this pillar.

Preliminary level of effort identified would facilitate an understanding of the budget and schedule required to advance the initiative. City staff would perform their own due diligence analysis concurrent to this.

Step 5 - LRT Sub-Committee / General Issue Committee

Discussion of the Betterment candidates in general terms and the rationale supporting further development of each Betterment candidate. Order of magnitude costs would be identified to advance the initiative through the Third Party Scope Request process and to fund construction (should the Betterment be approved in Step 7).

Opportunity for Committee members to request further details from staff and provide feedback.

Report will request approval:

- to further study identified Betterments in the Third Party Scope Request Process
- of the expenditures required to fund their development
- of the finalized workflows, processes and criteria to be employed in the advancement of the Betterments
- for the establishment of a discretionary amount of monies from each of the LRT Public Realm Improvements and City Initiated Subsurface Priorities budgets to fund the expeditious review of Betterment candidates identified by staff in the future

Step 6 - Metrolinx Detailed Analysis of Betterment in Third Party Scope Request Process

City enters into an interim agreement with Metrolinx confirming which Betterment candidates approved by LRT Sub-Committee in Step 5 require additional study and commits to fund the costs required for their development.

The agreement will specify a limited scope of work for Metrolinx's consultant or the Alliance Partner to refine costs, advance the design and/or provide a detailed understanding of schedule and construction impacts. The works will be administered by Metrolinx.

Metrolinx reserves the right to reject additional scope requests at any stage of the development of the Betterment where implementation would adversely impact the project. City retains the obligation to reimburse all costs incurred, inclusive of identified markups, if the initiative does not proceed to construction.

City would complete their own due diligence investigations as required.

Step 7 - LRT Sub-Committee / General Issue Committee

Prior to meeting with the LRT-Sub-committee, staff will measure the Betterment candidates against the 2022-2026 Council Priorities, Outcomes & Measures of Success and any other criteria in the finalized evaluation process. This analysis will be used to generate a list of Betterments candidates with updated rationale supporting their implementation in the LRT project. Refined construction costs and projected operation costs, where applicable, would be identified as well as any future construction requirements.

Where the Betterment is the addition of scope it will be fully funded by the City. If the Betterment is an enhancement of a Base Scope item the City is only obligated to fund the incremental cost.

Opportunity for Committee members to request further details from staff and provide feedback.

Report will request approval:

- to implement the identified Betterments in the LRT Project in whole and part
- of the expenditures required to fund their implementation
- to use of the Public Realm Improvements and City Initiated Subsurface Priorities budgets or other identified funding sources
- to execute a Municipal Infrastructure Agreement for the Betterments

Where the value of recommended Betterments exceeds the budgeted amounts, staff will identify options that fit within the budget(s). Alternately staff may recommend alternate funding sources or increases to the budgets.

Step 8 - Enter into Municipal Infrastructure Agreement

City will enter into a Municipal Infrastructure Agreement with Metrolinx in which the City will confirm the availability of funding for the Betterment and commit to funding the actual costs of its construction, the identified overhead costs and risk related contingencies.

Agreement will be inclusive of expected construction scheduling, invoicing specifics and other terms and conditions.

Step 9 - Implementation by Metrolinx

Metrolinx's Alliance Partner will complete the detailed design for the corridor and the Betterments will be constructed with the LRT Project.

Compliance with the agreement will be monitored by all parties. Revisions to the agreement, while unexpected, would require the consensus of all parties.

Draft Evaluation Approach

Staff are seeking to refine the draft evaluation approach for Betterment candidates described herein, in consultation with the City's LRT Steering Committee and the LRT

Sub-Committee. As outlined above, staff would provide a finalized evaluation approach to the LRT Sub-Committee for approval in Step 5.

Alignment with Council Priorities, Outcomes & Measures of Success

The identification and evaluation of candidates for funding as municipal Betterments will be based on 2022-2026 Council Priorities, Outcomes & Measures of Success, located at <https://www.hamilton.ca/city-council/council-committee/2022-2026-council-priorities-outcomes-measures-success> themselves being aligned with the City's:

- 2021-2025 Economic Development Action Plan
- 2016-2025 Strategic Plan

Candidates brought forward for Council approval in the future, will collectively address one or more of these priorities:

Council Priority 1: Sustainable Economic & Ecological Development

- Reduce burden on residential taxpayers
- Facilitate Growth of Key Sectors by enhancing City's reputation as a centre of Culture, Sport and/or Tourism
- Accelerate our response to Climate Change (Resilience and/or Readiness)

Council Priority 2: Safe and Thriving Neighbourhoods

- Ensure people can safely move about by foot, bike, transit and car by increasing Accessibility, Mobility and/or Road Safety.

Council Priority 3: Transparency and Responsiveness

- Modernize City Systems through the Implementation of the City's Digital Strategy

Inclusion, Diversity, Equity, Accessibility and/or Climate Justice

Staff will confirm that Betterments were developed and reviewed with consideration of Climate Justice, Inclusion, Diversity, Equity and/or Accessibility

Delivery of Betterment

A Betterment could, upon further study and certain unique parameters be recommended for delivery by the City in advance, after and during LRT construction by the Alliance Contractor, while being separated by time or distance such that the schedule and/or cost of the LRT project is not impacted and Constructor issues are not created.

Disruption to Neighbourhood, Businesses and the Transportation Network

Disruption to the Neighbourhood, Businesses and the Transportation Network will be balanced with the Burden on Residential Taxpayers in recommending whether delivery by the City or Metrolinx is recommended.

City Costs

The review will consider the construction costs of the Betterment, any future construction costs required in addition to the Operations and Maintenance costs.

Location (Land Ownership)

Betterments not located in City lands will be specifically identified.

Asset Ownership

Betterments consisting of an enhancement to non-municipal infrastructure will be specifically identified.

Other Considerations

The application of weighting factors and/or scoring in the identification and evaluation of Betterments is currently under consideration by staff, subject to the input of the LRT Sub-Committee.

A draft evaluation template for Betterment candidates is provided in Appendix A: "Draft Evaluation for Municipal Betterments". This evaluation approach will be further refined and the finalized evaluation will be presented in Step 5.

Representative Process Example

Staff identify increasing the number of Hamilton Bike Share Hubs in the corridor, where the desired complement of HSR transit shelters has already been included and available space permits, as desirable.

The Betterment is in alignment with:

Council Priority 2: Safe and Thriving Neighbourhoods

- By ensuring people can safely move about by foot, bike, transit and car by increasing Accessibility, Mobility and/or Road Safety.
- Benefitting parties (Cyclists and Transit Customers)

Since Hamilton Bike Share Hubs can be installed with and without electrical feeds both options could be given consideration as Betterment candidates. Staff would perform a tabletop exercise to determine which option(s) would proceed to Metrolinx's Third-Party Scope Request Process.

Upon completion of Metrolinx's Third-Party Scope Request Process, staff would prepare a report for Council consideration which could provide multiple courses of action for the Hamilton Bike Share Hubs along with the recommended option:

- Fund construction of the hubs with electrical feeds in the LRT Project.

- Fund construction of electrical feeds in the LRT Project and City installation of the hubs after or coordinated with LRT construction
- Fund installation of hubs without electrical feeds in the LRT Project.
- Fund City installation of hubs after or coordinated with LRT construction

The report prepared would also provide details that would help inform the decisions of the LRT Steering Sub-Committee, General Issues Committee and Council.

Analysis

The Betterment process outlined in this report aligns with the Memorandum of Understanding and Metrolinx's standard procedures for municipalities and agencies. This process is particularly suited for Betterments identified early in the project lifecycle.

City staff have identified a need for the Third Party Scope Request Process to balance rigor and efficiency while addressing time-sensitive requests, in-field requests arising during construction and requests of minor or neutral budgetary and schedule impact.

Alternatives

Alternatives will be developed and provided for the consideration of the LRT Sub-Committee and Council in future reports.

Relationship to Council Strategic Priorities

The report proposes the use of 2022-2026 Council Priorities, Outcomes & Measures of Success | City of Hamilton as outlined in the *Alignment with Council Priorities, Outcomes & Measures of Success* section on page 9.

Previous Reports Submitted

- [“Hamilton Light Rail Transit \(LRT\) Project Memorandum of Understanding”](#) (PED21176/CM21012/LS21034) to General Issues Committee (Sept. 8, 2021)
- [“Hamilton Light Rail Transit \(LRT\) Project Update”](#) (PED25052) to LRT Sub-Committee (February 20, 2025)
- [“Hamilton Light Rail Transit \(LRT\) Project Capital Budget Overview”](#) (PED22202) to General Issues Committee (November 25, 2022)

Consultation

LRT City Steering Committee

LRT City Core Working Team

Metrolinx

Appendices and Schedules Attached

Appendix A: Draft Evaluation for Municipal Betterments

Prepared by: Chris McCafferty, Manager of Design (LRT)
Planning & Economic Development, LRT Project Office

Submitted and recommended by: Abdul Shaikh, Director - LRT Project Office
Planning & Economic Development, LRT Project Office

Candidate Evaluation for funding as Municipal Betterments (Enhancements and/or Additions)				
Initiative		BETTERMENT CANDIDATE		
COUNCIL PRIORITY	DESIRED OUTCOME	MEASURE		
Sustainable Economic and Ecological Development	Facilitate Growth of Key Sectors Enhances City's reputation as a centre of:	Culture	<input type="checkbox"/> Yes	<input type="checkbox"/> No
		Sport	<input type="checkbox"/> Yes	<input type="checkbox"/> No
		Tourism	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Accelerate our response to Climate Change	Climate Resilience	<input type="checkbox"/> Yes	<input type="checkbox"/> No
		Climate Readiness	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Protect Green Spaces and Waterways	Green Spaces	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Waterways		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Safe and Thriving Neighbourhoods	Ensure people can safely move about by foot, bike, transit and car	Accessibility	<input type="checkbox"/> Yes	<input type="checkbox"/> No
		Mobility	<input type="checkbox"/> Yes	<input type="checkbox"/> No
		Road Safety	<input type="checkbox"/> Yes	<input type="checkbox"/> No
		Pedestrian	<input type="checkbox"/> Yes	<input type="checkbox"/> No
		Cyclists	<input type="checkbox"/> Yes	<input type="checkbox"/> No
		Transit Customers	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Provide vibrant parks and public spaces	Vehicles and Goods Movement	<input type="checkbox"/> Yes	<input type="checkbox"/> No
		Vibrant Parks	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Vibrant Public Spaces	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Responsiveness	Modernize City Systems	Implementation of the City's Digital Strategy	<input type="checkbox"/> Yes	<input type="checkbox"/> No
ADDITIONAL CRITERIA		DELIVERY OPTION		
Burden on Residential Taxpayers is best mitigated when delivered:	With LRT Construction (inclusive of ancillary project charges)		<input type="checkbox"/> Yes	<input type="checkbox"/> No
	By the City, after or Coordinated around LRT Construction*		<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Generally Neutral		<input type="checkbox"/> Yes	<input type="checkbox"/> No
Disruption to the Neighbourhood is best mitigated when delivered:	With LRT Construction		<input type="checkbox"/> Yes	<input type="checkbox"/> No
	By the City, after or Coordinated around LRT Construction*		<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Generally Neutral		<input type="checkbox"/> Yes	<input type="checkbox"/> No
Disruption to Transportation Network and LRT operations are best mitigated when delivered:	With LRT Construction		<input type="checkbox"/> Yes	<input type="checkbox"/> No
	By the City, after or Coordinated around LRT Construction*		<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Generally Neutral		<input type="checkbox"/> Yes	<input type="checkbox"/> No
Increases to LRT Construction durations from the inclusion of the initiative are:	Significant		<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Minor		<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Negligible		<input type="checkbox"/> Yes	<input type="checkbox"/> No
* Where delivery by the City after LRT Construction is identified, staff will endeavour to quantify and reserve the requisite footprint in the corridor for the future installation(s). The understanding should be that if the footprint can not be reserved then the initiative would also not have been able to be delivered with LRT Construction.				
ADDITIONAL EVALUATION CRITERIA				
Betterment is located on municipal lands		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Betterment is an enhancement of City Infrastructure included the Base Scope (City funds incremental costs for the enhancement only)		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Betterment is an addition of City Infrastructure beyond the Base Scope (City fully funds the Betterment)		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Betterment is an enhancement of Non-municipal Infrastructure included the Base Scope (City funds incremental costs for the enhancement only)		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Development Charges would be applicable to the Betterment		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Initiative was developed with consideration of Inclusion, Diversity, Equity, Accessibility, Climate Justice and/or removes barriers to users of the LRT corridor.		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Could the City advance the initiative on adjacent streets and/or parallel roadways.		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Would the City advancing the initiative on adjacent streets and/or parallel roadways be cost effective.		<input type="checkbox"/> Yes	<input type="checkbox"/> No	
BUDGET				
Cost	Capital construction Costs			\$0.00
	Future Capital Costs of Including Initiative			\$0.00
	Projected Operation Costs			\$0.00
ANALYSIS OF INITIATIVE AND RECOMMENDATION				
Initiative		BETTERMENT CANDIDATE		
Do staff recommend the initiative be funded, and that the City enter into a Municipal Infrastructure Agreement with Metrolinx for its inclusion in the LRT project.		<input type="checkbox"/> YES	<input type="checkbox"/> NO	
Narrative				

BETTERMENT CANDIDATE



Hamilton

Hamilton Light Rail Transit Project
Hamilton LRT Municipal Betterment Process
LRT Sub-Committee
April 11, 2025

Agenda

Betterments

- Budget
- Key Requirements
- Process Map
- Draft Evaluation Approach
- Next Steps



Betterments - Budget

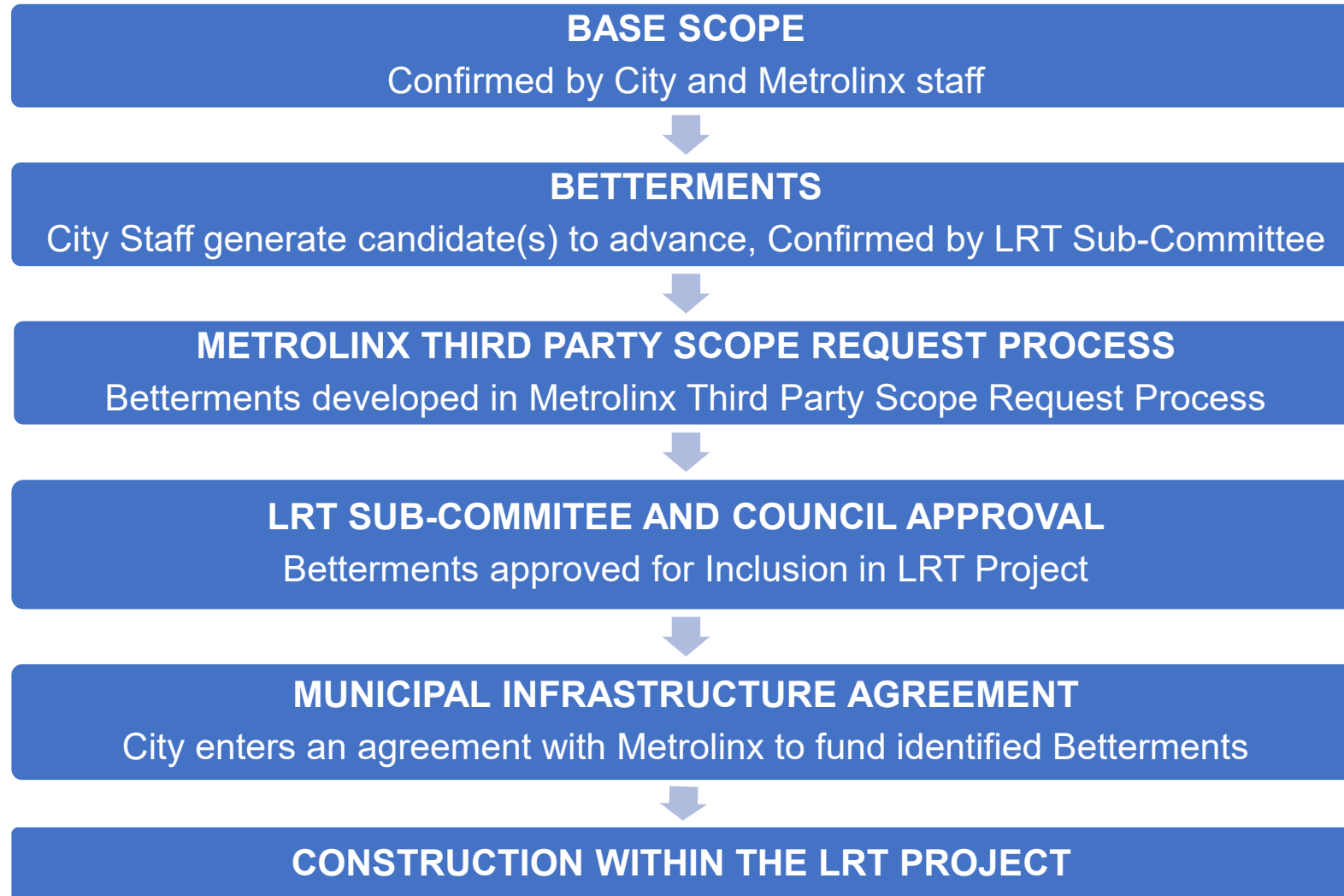
Public Realm Improvements (LRT)

2023	2024	2025	Current Funds		2026	Anticipated Funds
\$0	\$3,330,000	\$3,330,000	\$6,660,000		\$3,330,000	\$9,990,000

City Initiated Subsurface Priorities (LRT)

2023	2024	2025	Current Funds		2026	Anticipated Funds
\$1,020,000	\$3,010,000	\$3,010,000	\$7,040,000		\$3,010,000	\$10,050,000

Betterments - Key Requirements



Base Scope

- Per MOU (Article 8), Metrolinx shall construct City infrastructure:
 - **To Standards and Guidelines** – Established three months before RFP issuance
 - **“Like for Like” Basis** – Unless otherwise provided in the **Benchmark PSOS**
 - **Legal Compliance** – Adheres to City, federal and provincial laws
- Metrolinx to fulfill commitments under Pillar 3 (Public Realm Improvements) of their Community Benefits and Support Program.
- City and Metrolinx staff are currently establishing the base scope that the Project will fund and deliver.

Betterments

- Betterments consist of enhancements to Base Scope items and/or additions to the Base Scope
 - Enhancements: City funds only the incremental cost
 - Additions: Fully funded by the City

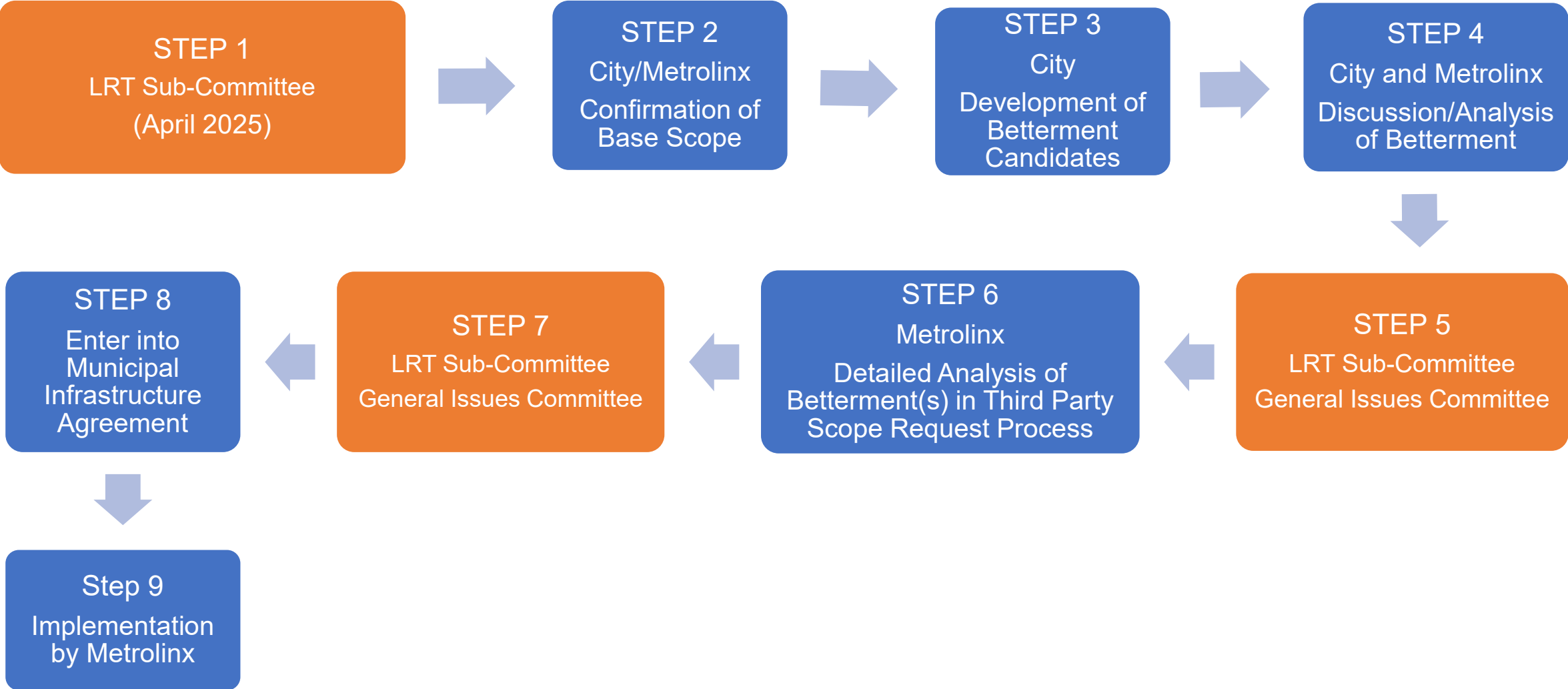
Metrolinx Third-Party Scope Request Process

- A process is in place for the City and other parties to request Betterments to the Base Scope within the LRT project.
- For Third-Party Scope Requests, the City must reimburse Metrolinx for staff and consultant costs related to investigations, analysis, or development.
- Costs remain payable even if the City or Metrolinx terminates the scope.
- Metrolinx may reject any additional scope requests that impact schedule or other commercial considerations.

Municipal Infrastructure Agreement

- If the City proceeds with a Betterment through the Third-Party Scope Request Process, it must enter into a Municipal Infrastructure Agreement with Metrolinx.
- The City must confirm funding availability and commit to covering actual costs, including:
 - Design, construction and administration
 - Risk-related contingencies
 - Inflation, financing, and non-recoverable HST
- The City and Metrolinx are currently finalizing the Municipal Infrastructure Agreement template.
- In the agreement, Betterments are referred to as “Additional City Infrastructure.”

Municipal Betterments Process Map



Betterments - Process Map (Continued)

STEP 1: LRT Sub-Committee (April 2025)

- Identify key requirements and the Betterment Process
- Define roles of the LRT Sub-Committee & Council
- Present Draft Evaluation Approach for feedback

STEP 2: City/Metrolinx Confirmation of Base Scope

- Develop Base Scope
- Confirm Base Scope aligns with MOU & Metrolinx Pillar 3 (Community Benefits & Support Program)
- Base Scope is fully funded by Metrolinx

Betterments - Process Map (Continued)

STEP 3: City Development of Betterment Candidates

- Engage City service areas to identify Betterment candidates
- Conduct initial assessment considering Development Charges, Rate and Tax Supported Funds
- Investigate availability of additional funds sources

STEP 4: City and Metrolinx Discussion/Analysis of Betterment

- Conduct preliminary assessment using internal expertise & resources
- Initiate non-binding Third Party Scope Request
- No City expenditure at this stage

Betterments - Process Map (Continued)

STEP 5: LRT Sub-Committee / General Issues Committee

- Approval advancing identified Betterments to Metrolinx Third Party Scope Request Process
- Approve funding allocation for detailed analysis of Betterments
- Approval the Final Evaluation Approach
- Approve a discretionary fund from allocated budgets for future Betterment candidates

STEP 6: Metrolinx Detailed Analysis of Betterment in Third Party Scope Request Process

- City finalize Third Party Scope Request process with Metrolinx
- City enters an agreement with Metrolinx with cost commitment for undertaking detailed analysis
- Metrolinx conducts analysis through consultants/Alliance Partner
- Metrolinx may reject any Betterment request
- City funds Metrolinx's analysis efforts
- City performs due diligence and initiates a detailed evaluation of each Betterment candidates

Betterments - Process Map (Continued)

STEP 7: LRT Sub-Committee / General Issues Committee

- Approve implementation of identified Betterments in the LRT Project
- Approve expenditures required for implementation
- Approve use of Public Realm Improvements and City Initiated Subsurface Priorities budgets or other funding sources

STEP 8: Enter into Municipal Infrastructure Agreement

- City enters a Municipal Infrastructure Agreement with Metrolinx for implementation of Betterments with major construction

STEP 9: Implementation by Metrolinx

- Alliance Partner completes detailed design and construct
- Adjust Municipal Infrastructure Agreement terms, as required
- City pays Metrolinx invoices per agreed terms

Betterments - Draft Evaluation Approach

Following evaluation criteria are under consideration:

- Alignment with Council Priorities, Outcomes & Measures of Success
- Inclusion, Diversity, Equity, Accessibility and/or Climate Justice
- Delivery of Betterment
- Disruption to Neighbourhood, Businesses and the Transportation Network
- City Costs
- Location
- Asset Ownership

Application of weighting factors and/or scoring to the evaluation is being considered.

Next Steps

- Continue working with Metrolinx to complete Key Requirements.
- Report back to the LRT Sub-Committee with Betterment Candidates, Preliminary Assessment and Final Evaluation Approach.
- Negotiate terms of Municipal Infrastructure Agreement with Metrolinx.
- Address the need for the Third-Party Scope Request Process to balance rigor and efficiency while addressing time-sensitive requests, in-field requests arising during construction and requests of minor or neutral budgetary and schedule impact.





Hamilton

QUESTIONS or FEEDBACK



City of Hamilton Report for Consideration

To: Chair and Members
Light Rail Transit Sub-Committee

Date: April 11, 2025

Report No: PED24087(b)

Subject/Title: Recruiting Additional LRT Sub-Committee Advisors in Order to Facilitate Consideration of Climate Justice.

Ward(s) Affected: City Wide

Recommendations

- 1) (a) That the Light Rail Transit (LRT) Sub-Committee's Terms of Reference be amended to include additional Non-Voting Community Advisors to ensure that the LRT Sub-Committee's composition reflects the community **BE APPROVED** as follows:

Membership

The membership of the LRT Sub-Committee shall consist of the Mayor and (7) Councillors (consisting of Councillors along the B-Line corridor as well as additional Councillors that represent various interests, i.e. a representative of the mountain and the rural/suburban wards). Other representatives of the community – key stakeholders, will be asked to attend as advisors to the sub-committee. These can include but are not limited to (Chamber of Commerce, BIA's, HHHBA, institutional and business partners). ***Non-Voting Community Advisors that reflect the community from a climate justice point of view. These Advisors can include but are not limited to the Urban Indigenous community, Black community, women, gender diverse individuals, 2SLGBTQIA+, youth, seniors, newcomers/refugees, persons with disabilities, and low-income Hamiltonians.***

- (b) That staff **BE DIRECTED** to proceed with efforts to work with LRT Sub-Committee members to recruit up to six Non-Voting Community Advisors representing local organizations that offer support to frontline communities to the Light Rail Transit Sub-Committee and to establish a Working Group in future if deemed necessary.

Key Facts

- This Report presents and assesses four governance options for including the voices and perspectives of frontline communities to enable climate justice considerations as part of decision-making during the implementation of the Hamilton LRT project.
- The recommended approach is to recruit additional Non-Voting Community Advisors to the LRT Sub-Committee and to establish a Working Group in future to delve more deeply into climate justice related issues if deemed necessary, as this option is straightforward to implement, brings community perspectives to the LRT Sub-Committee table (procedural equity), and requires minimal staff resources.
- The current LRT Sub-Committee Terms of Reference allows Voting Members to add new Non-Voting Community Advisors from specified categories at any time. An amendment to the LRT Sub-Committee's Terms of Reference is required to accommodate the addition of Non-Voting Community Advisors from organizations representing frontline communities.

Financial Considerations

There are no budget impacts or costs associated with the report recommendations. There are cost implications associated with some of the governance options assessed by staff.

Background

At the November 15, 2024, meeting of the Light Rail Transit (LRT) Sub-Committee, staff presented Report PED24087(a), respecting Recruiting Additional LRT Sub Committee Advisors in Order to Facilitate Consideration of Climate Justice. This report was **REFERRED** back to staff for a report back to the LRT Sub-Committee with the direction to provide the LRT Sub-Committee with more governance options to consider in order to achieve the goal of integrating a climate equity lens reflective of the discussion of the LRT Sub-Committee at this meeting. Report PED24087(b) is the follow-up to Report PED24087(a).

Analysis

The Hamilton LRT Project is a major infrastructure project with significant opportunities for climate mitigation and adaptation, and numerous co-benefits, including a healthier, more vibrant, economically sustainable city. As the Hamilton LRT Project is advancing to implementation, direction has been given to ensure that this project considers the perspectives of frontline communities from a climate justice point of view.

Frontline communities are historically marginalized groups of people who are disproportionately impacted by a changing climate, as well as social inequity, including the urban Indigenous community, people with disabilities, low-income people, Black people, seniors, unhoused people, 2SLGBTQQA+, and youth. These populations have vested interest in the Hamilton LRT Project because of its potential for direct and specific impacts on their lives and experiences— to harm or to benefit.

Though the Climate Justice Framework being developed by the Office of Climate Change Initiatives is not yet completed and available to offer guidance to the Hamilton LRT Project, this project is an opportunity to begin to actualize Council's commitment to implementing climate action using a climate justice lens. This is achievable by applying three equity dimensions:

- **Recognitional Equity** - recognizing and prioritizing the needs of and opportunities for those frontline communities who are at risk of increased vulnerability;
- **Distributive Equity** - distributing climate action benefits and diminishing burdens across diverse frontline communities; and,
- **Procedural Equity** - factoring in municipal decision-making processes and who is involved in these processes to ensure the project reflects the needs, aspirations, and knowledge of impacted frontline communities.

This report addresses Procedural Equity specifically, in bringing governance options to be considered by the LRT Sub-Committee to ensure its composition includes community voices that can speak to climate justice.

Assessment of Governance Options

The following governance options were explored and developed as ways for bringing community voices to the LRT Sub-Committee to support climate justice considerations:

1. Recruit additional Non-Voting Community Advisors to the LRT
2. Sub-Committee
3. Establish a Working Group
4. Recruit additional Non-Voting Community Advisors to LRT Sub-Committee and establish Working Group in future if deemed necessary.
5. Strike a Task Force

For each governance option, operationalization, and the benefits and challenges associated with on-going administration and effective community involvement were considered. As Metrolinx is leading the project, consideration was also given to the City's role when assembling the above four options. These assessments were also

Recruiting Additional LRT Sub-Committee Advisors in
Order to Facilitate Consideration of Climate Justice

Page 4 of 8

informed by research and by input provided through internal and external consultations. Assessments of options are summarized in Appendix B.

Based on the analysis in Appendix B, **Option 3: Recruit additional Non-Voting Community Advisors to LRT Sub-Committee and establish Working Group in future if deemed necessary** is recommended as the governance option that best facilitates procedural equity, normalization of climate justice considerations, fairness and inclusive participation, and that can be operationalized in a relatively straightforward manner without additional staffing and financial resources.

It is recommended that new Non-Voting Community Advisors to the LRT Sub-Committee represent local organizations that serve frontline communities; this could include paid staff or volunteers affiliated with these organizations.

In arriving at Option 3 as the recommended governance approach, staff consulted with City staff, community partners, various subject matter experts and staff in other Canadian municipalities. The information gathered is summarized below, with some analysis of how this input influenced recommendations made in this report. The City Clerk was consulted to gain a clearer understanding of the various governance structures that could be considered to help to identify which options would require amendments to the LRT Sub-Committee's Terms of Reference, and to understand requirements for additional resources to support each option. In summary, procedural complexity varies with each governance option, covering a spectrum from low in the case of a Working Group, to high where the establishment and operation of a dedicated Task Force is concerned. Staffing and other resource requirements also increase with the procedural complexity of these governance options.

Office of Climate Change Initiatives staff consulted with staff from the City's Communications and Community Engagement Division who completed the recent review of Volunteer Advisory Committees. Insights and expertise were shared regarding how to create safe, inclusive, and supported spaces for community engagement.

Staff from Ajax, Vancouver, and Kingston provided insights on effective governance models for engaging local organizations and residents. Ajax's Anti-Racism Task Force, composed of professionals with lived experiences, enables focused work but requires significant resources and procedural oversight. Vancouver staff highlighted the need to define participant roles to determine the best governance structure, suggesting that a Working Group model suits residents due to its informal nature. City of Kingston employs several Working Groups for this reason. These insights support Option 3 where a Working Group could be struck when more extensive direct community input is needed, such as during the detailed streetscape design phase of Hamilton's LRT project. However, the informality of this model on its own limits procedural equity, as it remains distant from the LRT Sub-Committee.

Staff also consulted with researchers from McMaster University and University of Toronto regarding best practices for community inclusion in local governance bodies,

Recruiting Additional LRT Sub-Committee Advisors in
Order to Facilitate Consideration of Climate Justice

Page 5 of 8

particularly those focused on major infrastructure projects. Combined, their research demonstrates that community participation in infrastructure decision-making processes is itself a key factor in preventing negative impacts on frontline communities. It was noted that plans and projects developed with high levels of community engagement and support are more likely to be viewed positively by the broader community, generating greater community buy-in. Option 3 is supported by this finding as it achieves procedural equity by broadening engagement via the addition of Non-Voting Community Advisors to the LRT Sub-Committee. New Advisors can bring forward the specific interests and concerns of the communities they represent, opening the door to recognitional and distributive equity—the two other key dimensions of climate justice.

The Climate Justice and Community Engagement Working Group of the City's Climate Change Advisory Committee also provided feedback on the governance options under consideration. The Working Group feedback included calling for the addition of more than 6 new advisors to the LRT Sub-Committee table to ensure that all frontline communities are represented, acknowledging the challenges that can be associated with community member participation in formalized governance structures, and concern about the non-voting status of community advisors at the LRT Sub-Committee table. The Working Group expressed support for the Task Force option, explaining their belief that a task force would have the strongest influence on City decision-making processes. Appendix C includes the feedback provided by the Working Group.

The recruitment process for new Advisors would occur by invitation from voting members of the LRT Sub-Committee, in alignment with the Sub-Committee's Terms of Reference, and consistent with the process that was used to recruit existing Advisors. Consulting with the Clerk's Office, the recruitment process would entail that Staff would advise and support the Sub-Committee in identifying and determining which organizations to invite to participate on the Sub-Committee, via an Advisor. Once agreed to by voting Sub-Committee members, formal invitations would be sent, providing more details around the purpose and mandate of the Sub-Committee, including recognizing that the mandate of the LRT Sub-Committee is to focus on implementation of the LRT project, and inviting each organization to provide the Committee with a representative of their organization as an Advisor.

The previous report (PED24087(a)) included a sample list by equity categories of local social service agencies and community groups that support frontline communities. As trusted allies who know the needs and aspirations of the populations they serve, these entities are ideally positioned to assist in recruiting representatives to participate as Non-Voting Community Advisors who could bring frontline community perspectives. Consideration is also being given to valuable input provided by community partners including Hamilton Community Benefits Network, the Social Planning and Research Council, and the YWCA Hamilton regarding the demographics of frontline communities within and near the LRT corridor. The updated list of relevant agencies and organizations is attached as Appendix D.

Consideration could also be given to recruiting Non-Voting Community Advisors from other currently active, relevant City Advisory Committees including Climate Change Advisory Committee, Seniors Advisory Committee, Accessibility Committee for Persons with Disabilities, and the Youth Steering Committee.

Alternatives

The LRT Sub-Committee could choose not to approve the governance option recommended in this report and select one of the other governance options. This could impact on the nature and effectiveness of the engagement effort, and it could introduce staffing and resource costs.

The LRT Sub-Committee could also choose not to approve any of the assessed governance options and forgo any effort to seek input from frontline community members. This could result in missed opportunities to engage residents in the early stages of the project that could help to avoid unintended impacts on frontline community members.

Relationship to Council Strategic Priorities

1. Sustainable Economic & Ecological Development

1. 3. Accelerate our response to climate change

The Hamilton LRT Project is a major infrastructure project that will reduce GHG emissions significantly and accelerate Hamilton's response to climate change. It is the City's commitment to lead with equity. The addition of new non-voting advisors from frontline communities to the LRT Sub-Committee will ensure that climate justice/equity is being considered to this end.

2. Safe & Thriving Neighbourhoods

2.2. Make sure people can safely and efficiently move around by foot, bike, transit, or car

The Hamilton LRT Project is predicted to decrease single occupancy vehicles, a good thing for the City of Hamilton's net-zero by 2050 target. The addition of new Non-Voting Community Advisors from frontline communities to the LRT Sub-Committee will ensure that from a mobility justice perspective, the specific needs of diverse frontline communities are being considered, ensuring these populations are supported by the outcomes of this project.

3. Responsiveness & Transparency

3. 2. Get more people involved in decision making and problem solving

This priority relates directly to the report recommendation that members/representatives of frontline communities join the LRT Sub-Committee, reflective of procedural equity, a dimension of climate justice.

Previous Reports Submitted

- Recruiting Additional LRT Sub-Committee Advisors in Order to Facilitate Consideration of Climate Justice (PED24087(a)) (City Wide) (Outstanding Business List Item). November 15, 2024. <https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=428375>
- Applying a Climate Justice Lens to Light Rail Transit (PED24087) (City Wide). May 23, 2024. <https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=408400>
- [Getting the LRT on the Right Track — CityLAB Hamilton:](https://www.citylabhamilton.com/s/CityLAB-HCBN-Final-Report-compressed.pdf) <https://www.citylabhamilton.com/s/CityLAB-HCBN-Final-Report-compressed.pdf> 2023

Consultation

City of Hamilton Staff

- *Rebecca Banky, Project Manager, Community Inclusion and Equity Communications and Community Engagement Division, City Manager's Office*
- *Blaze Dumitrescu-Forgie, Program Coordinator, Public Engagement, Communications and Engagement Division, City Manager's Office*
- *Carrie McIntosh, Legislative Coordinator, Corporate Services*
- *Matthew Trennum, City Clerk, City of Hamilton*
- *Jesse Williamson, Project Manager, Strategic Youth Initiatives, Children's and Community Services Division, Healthy and Safe Communities*

City of Hamilton Committees

- *James Kemp, Chair, Accessibility Committee for Persons with Disabilities*
- *Members of the Climate Change Advisory Committee, Climate Justice, and Community Engagement Working Group*

Municipalities Consulted

- *Iain Sullivan, Committee Clerk, City Clerk's Department, City of Kingston*
- *Yasmyn Belle, Diversity, Equity and Inclusion Officer, Public & Strategic Affairs Town of Ajax*
- *Adriana Laurent, Senior Equity & Reconciliation Planner, Sustainability Group, Planning, Urban Design & Sustainability, City of Vancouver*
- *Lisa Brideau, Senior Sustainability Specialist, Sustainability Group, Planning, Urban Design & Sustainability, City of Vancouver*

Researchers

- *Dr. Steven Farber, Professor, Department of Human Geography, UTSC, Project Director, Mobilizing Justice, Interim Director, Mobility Network*

Recruiting Additional LRT Sub-Committee Advisors in
Order to Facilitate Consideration of Climate Justice

Page 8 of 8

-
- *Paty Romero-Lankao, Canada Excellence Research Chair Network for Equity in Sustainability Transitions (CERC NEST), Associate Director of Climate Positive Energy, Professor Department of Sociology, University of Toronto Scarborough*
 - *Léa Ravensbergen, Assistant Professor, School of Earth, Environment & Society McMaster University*

Local Organizations

- *Karl Andrus, Hamilton Community Benefits Network*
- *Sarah Mayo, Social Planning Research Council*
- *Gugu Mpofu, Black Owned Hamilton*

Appendices and Schedules Attached

Appendix A: Report PED24087(b) – Light Rail Transit Sub-Committee Terms of Reference

Appendix B: Report PED24087(b) – Assessment of Governance Options for including the voices and perspectives of frontline communities at the LRT Sub-Committee.

Appendix C: Report PED24087(b) – Community Engagement and Climate Justice Working Group of the Climate Change Advisory Committee: Review of the four proposed governance options for bringing additional community voices to the LRT Sub-Committee

Appendix D: Report PED24087(b) – Frontline Communities and Organizations List

Prepared by: Beatrice Ekwa Ekoko, Project Manager
Planning & Economic Development,
Office of Climate Change Initiatives

Submitted and recommended by: Lynda Lukasik, Director
Planning & Economic Development,
Office of Climate Change Initiatives

Light Rail Transit Sub-Committee Terms of Reference

Introduction:

On May 26, 2015, the Government of Ontario announced a \$1B investment for light rail transit (LRT) in the City of Hamilton. The B-Line route for the LRT would be from McMaster University to Queenston Circle, with another line connecting the West Harbour GO Station. A pedestrian walkway would connect passengers to the Hamilton GO Centre.

Council at its meeting of May 27, 2015 passed a Motion brought by Councillor Merulla, Item 7.5 respecting Fostering the Light Rail Transit (LRT) Project that required the following;

- a) That the City Manager be directed to report back on creating an office to facilitate the Light Rail Transit (LRT) project, working closely with Metrolinx;
- b) That a Light Rail Transit (LRT) Sub-Committee of Council be struck; and
- c) That the affected Councillors along the B-Line corridor be asked to participate on the Light Rail Transit (LRT) Sub-Committee.

Objectives:

- That the sub-committee will review, provide input and approve reports brought forward from the LRT Office;
- That the sub-committee will provide input and guidance to the project team on significant issues and decisions;
- That the sub-committee will engage the broader community on a regular basis throughout the design, planning and construction process of the LRT.

Membership:

The membership of the LRT Sub-Committee shall consist of the Mayor and (7) Councillors (consisting of Councillors along the B-Line corridor as well as additional Councillors that represent various interests, i.e. a representative of the mountain and the rural/suburban wards).

Appendix "C" to Item 8 of GIC Report 15-015

Amended by Item 12 of GIC Report 22-006

Amended by Item 6.3, Council Minutes, May 25, 2022

Editorial Amendments 2023 (removing names of Councillors)

Page 2 of 2

Other representatives of the community – key stakeholders, will be asked to attend as advisors to the sub-committee. These can include but are not limited to (Chamber of Commerce, BIA's, HHHBA, institutional and business partners)

Meetings:

Every two months (or 6 times per year).

Secretariat:

Legislative services shall be provided by the City of Hamilton Clerk's Division.

Assessment of Governance Options for including the voices and perspectives of frontline communities at the LRT Sub-Committee.

Option 1 – Add Non-Voting Community Advisors to the LRT Sub-Committee	
Operationalization	<ul style="list-style-type: none"> • LRT Sub-Committee must amend terms of reference to permit recruitment of representatives of frontline community organizations. • Propose that recruitment is capped at 6 new Non-Voting Community Advisors to manage LRT Sub-Committee size. • LRT Sub-Committee selects and approves additional Non-Voting Community Advisors with the support of staff.
Challenges	<ul style="list-style-type: none"> • Daytime meetings and volunteer nature of role may preclude participation of some community members. • Formal nature of LRT Sub-Committee may make participation challenging for some new Advisors.
Benefits	<ul style="list-style-type: none"> • Community Advisors participate directly at LRT Sub-Committee, providing input as project elements are considered and contributing to the normalization of climate justice considerations as part of on-going LRT Sub-Committee project-related deliberations.
Option 2 – Establish a Working Group	
Operationalization	<ul style="list-style-type: none"> • LRT Sub-Committee approves formation of a Working Group including setting its mandate/ToR.

	<ul style="list-style-type: none"> LRT Sub-Committee selects Working Group members with the support of staff.
Challenges	<ul style="list-style-type: none"> On-going operation of Working Group places heavier burden on volunteer members and would likely require some basic staff support. Working Group, while reporting to LRT Sub-Committee, is arms-length from the direct discussions at that main table.
Benefits	<ul style="list-style-type: none"> More community participants can be accommodated in a Working Group (but no more than the quorum number of Voting Members from LRT Sub-Committee). Working Group setting is more informal, creating a space where community engagement may happen more easily and where there is more flexibility around scheduling of meetings outside of workday hours to accommodate participation.
Option 3 - Recruit additional Non-Voting Community Advisors to LRT Sub-Committee and establish Working Group in future if deemed necessary.	
Operationalization	<ul style="list-style-type: none"> Recruit new Non-Voting Community Advisors as outlined for Option 1 above.
Challenges	<ul style="list-style-type: none"> Approach brings the challenges of Options 1 and 2.
Benefits	<ul style="list-style-type: none"> Approach brings the benefits of Option 1 and 2, including bringing new community voices directly to the LRT Sub-Committee while also

	providing an informal space for community discussion and input.
Option 4 – Strike a Task Force	
Operationalization	<ul style="list-style-type: none"> • LRT Sub-Committee proposes Task Force to provide resident and/or organizational expertise on a specific set of defined topics/issues. • Task Force requires formal approval by LRT Sub-Committee and by Council. • Task Force members are appointed by Voting Members of LRT Sub-Committee, with support from staff.
Challenges	<ul style="list-style-type: none"> • Task Force is a formal entity that requires the support of staff, including Clerks. • Task Force, while reporting to LRT Sub-Committee, is arms-length from the direct discussions at that main table. • Daytime meetings and volunteer nature of role may preclude participation of some community members. • Formal nature of Task Force may make participation challenging for some new advisors. • Meeting Task Force expectations could be challenging given that Metrolinx leads the project.
Benefits	<ul style="list-style-type: none"> • Task Force creates its own agendas and workplan related to LRT Sub-Committee/Council defined topics/issues. • Task Force reviews information and provides feedback and may recommend items for implementation.

	<ul style="list-style-type: none">• No set limit to the number of members that can be recruited to serve on a Task Force.
--	---

Community Engagement and Climate Justice Working Group, Climate Change Advisory Committee
March 5th, 2025
Feedback provided by: Su Heenan, Shelley Rempel, Tran Nguyen

Subject: Recruiting Additional LRT Sub-Committee Advisors in Order to Facilitate Consideration of Climate Justice

Review of the four proposed governance options for the recruitment of additional LRT Sub-Committee Advisors:

Option 1: Recruit Additional non-voting Community Advisors to the LRT Sub-Committee

- Recruitment of Non-Voting Community Advisors is limited to 6. It is important to note that there are 10 Frontline Communities listed, and the diversity within these communities cannot be sufficiently represented by only 6 individuals.
 - Increasing the cap to 10 advisors would allow for better representation and coverage of the diverse Frontline Communities
 - No evidence that a cap of 6 advisors is “best practice” for engagement.
 - This forum can be intimidating and a potential barrier to participation from persons who haven’t had experience serving on committees or boards, and therefore not reflective of the diversity that is needed on the LRT Sub-Committee
 - These representatives do not have real power.
 - Non-voting status might affect their level of engagement.
 - Compensate non-voting members.

Option 2: Establish a Working Group

- While working groups can meet at their convenience, their effectiveness depends on members’ commitment. Active scheduling and engagement strategies are necessary to maintain high participation levels.
- The success of a working group in retaining members will depend on the perceived impact of their work and the support provided to them.
- Working groups have a step-removed influence since they report to the LRT Subcommittee. However, well-documented reports and recommendations can still significantly impact decisions.
- Working groups often meet regularly, which requires advisors to commit a significant amount of time to attend these meetings.

- Advisors are often responsible for drafting reports, summarizing discussions, and documenting decisions. This administrative work can be extensive.
- Working groups may require advisors to conduct research on specific topics, analyze data, and develop recommendations. This research can be time-consuming and demands a high level of expertise.
- Multiple workgroups might be needed to address various focus areas within the LRT project, such as environmental impact, community engagement, and technical aspects. Each group would require specialized knowledge and expertise.
- Having multiple workgroups means that advisors with expertise in multiple areas might be involved in several groups simultaneously, leading to a higher overall workload.
- The barriers to participation and high workload might lead to low levels of diversity representation, and high levels of burnout.
- Compensate non-voting members.

Option 3: Recruit additional Non-Voting Community Advisors to LRT Sub-Committee and establish Working Group in future if deemed necessary

- Non-voting advisors can participate actively, but their engagement might be influenced by their non-voting status.
- While non-voting advisors cannot directly influence votes, their input can still significantly impact discussions and decisions. The success of this option depends on how well their contributions are valued and integrated into the decision-making process.
- This option supports procedural equity by including diverse voices in the advisory process. It aligns well with the Climate Justice Framework, ensuring that climate justice considerations are integrated into LRT decisions.
- If needed, a working group can be established in the future based on the effectiveness and feedback from the non-voting advisors.
- Questions: Is there flexibility to the number of advisors as 6 advisors is not enough to capture the diversity in the community for an LRT sub-committee
- Compensate non-voting members.

Option 4: Strike a Task Force

- Representation of frontline communities and marginalized groups in the advisory process
- Establishing a Task Force can effectively enhance inclusivity by involving representatives from frontline communities and marginalized groups. This option ensures that diverse voices are formally included in the discussions.
- Task Forces typically have a strong influence on decision-making processes. Their structured approach and formal reporting mechanisms ensure that their input is considered in the LRT Sub-Committee's decisions.

- Alignment of LRT Sub-Committee actions with the Climate Justice Framework, ensuring that climate justice considerations are systematically integrated into LRT decisions.
- The formal nature of a Task Force can enhance community trust and support. Regularly seeking and addressing community feedback can further strengthen this relationship.
- Compensate non-voting members

We like this option, and suggest the following to create a task force that would enhance consideration of climate justice:

- Ensure that Task Force meetings are scheduled at various times, including evenings and weekends, to accommodate community members who may have daytime commitments.
- Make it more accessible for new advisors by simplifying the application process and providing clear, easy-to-understand guidelines for participation.
- Offer resources and support for volunteer members, such as training and logistical support for attending meetings.
- Actively engage with frontline organizations and residents to ensure diverse representation on the Task Force. This could involve targeted outreach efforts and partnerships with community groups.
- In addition to formal Task Force meetings, establish informal spaces (e.g., community forums or workshops) where community members can discuss issues and provide input in a more relaxed setting.
- Provide behind-the-scenes information to the community to enhance transparency and build trust.
- Strive to get input and participation at the neighborhood level to ensure grassroots perspectives are included.

Frontline Communities and Organizations List

Below are some suggestions for local groups by equity categories that the LRT Sub-Committee with staff support can consider contacting.

Frontline Community	Local Organization
Urban Indigenous	<ul style="list-style-type: none"> • Circle of Beads (and Members such as Hamilton Indian Regional Centre) • Coalition of Hamilton Indigenous Leadership
Low-Income	<ul style="list-style-type: none"> • Acorn Hamilton • Hamilton Community Legal Clinic • Neighbour2Neighbour
Black	<ul style="list-style-type: none"> • Afro Canadian Caribbean Association • Hamilton Centre for Civic Inclusion • Hamilton Anti Racism Resource Centre • Enrich Project
Persons with Disabilities	<ul style="list-style-type: none"> • Accessibility Committee for Persons with Disabilities • Disability Justice Network of Ontario
Women & gender-diverse individuals	<ul style="list-style-type: none"> • YWCA Hamilton
2S LGBTQIA+	<ul style="list-style-type: none"> • Spectrum Hamilton (YWCA)
Youth	<ul style="list-style-type: none"> • Empowerment Squared • Living Rock
Seniors	<ul style="list-style-type: none"> • Welcome Inn Community Centre • Hamilton Council on Aging
New immigrants/newcomers	<ul style="list-style-type: none"> • Immigrants Working Centre
Housing/Houseless	<ul style="list-style-type: none"> • YWCA Hamilton • St. Matthews House • Hamilton Urban Core • Good Shepherd HOMES Program
Cycling Advocacy/Mobility Justice	<ul style="list-style-type: none"> • Everyone Rides Initiative (Hamilton Bike Share) • Cycle Hamilton



Recruiting Additional LRT Sub-Committee Advisors in Order to Facilitate Consideration of Climate Justice

April 11, 2025

1

About Report PED24087(b)

Report PED24087(b) is the follow-up report to PED24087(a), which was **referred back** to staff at the November 15, 2024, LRT Sub-Committee meeting.

Report PED24087 (b) presents and assesses four governance options for including the voices and perspectives of frontline communities to enable climate justice considerations as part of decision-making during the implementation of the LRT Project.

Strives for an equitable and inclusive approach to addressing the environmental, social, and economic impacts of climate change.

Three dimensions of Climate Justice:

- **Recognitional Equity**
- **Distributive Equity**
- **Procedural Equity**

Four Governance Options Assessed

- Recruit additional Non-Voting Community Advisors to the LRT Sub-Committee
- Establish a Working Group
- Recruit additional Non-Voting Community Advisors to LRT Sub-Committee and establish Working Group in future if deemed necessary
- Strike a Task Force

Option 1 – Add Non-Voting Community Advisors to the LRT Sub-Committee

Challenges	<ul style="list-style-type: none">○ Daytime meetings and volunteer nature of role may preclude participation of some community members○ Formal nature of Sub-Committee may make participation challenging for some new Advisors
Benefits	<ul style="list-style-type: none">○ Community Advisors participate directly at LRT Sub-Committee, providing input as project elements are considered○ Contributes to the normalization of climate justice considerations as part of on-going Sub-Committee project-related deliberations.

Option 2 – Establish a Working Group

Challenges

- On-going operation places heavier burden on volunteer members; require some basic staff support
- While reporting to LRT Sub-Committee, is arms-length from the direct discussions at that main table

Benefits

- More community participants can be accommodated
- Setting is more informal, creating a space where community engagement may happen more easily
- More flexibility around scheduling of meetings outside of workday hours to accommodate participation.

Option 3 – Recruit additional Non-Voting Community Advisors to LRT Sub-Committee and establish Working Group in future if deemed necessary.

<p>Challenges</p>	<ul style="list-style-type: none"> ○ Approach brings the challenges of Options 1 and 2
<p>Benefits</p>	<ul style="list-style-type: none"> ○ Approach brings the benefits of Option 1 and 2, including bringing new community voices directly to the LRT Sub-Committee while also providing an informal space for community discussion and input

Option 4 – Strike a Task Force

Challenges	<ul style="list-style-type: none">○ Requires the support of staff, including Clerks○ Is arms-length from the direct discussions at that main table○ Daytime meetings and volunteer nature of role may preclude participation of some community members○ Formal nature may make participation challenging for some new advisors
Benefits	<ul style="list-style-type: none">○ Creates its own agendas and workplan related to Sub-Committee/Council defined topics/issues○ Reviews information and provides feedback and may recommend items for implementation○ No set limit to the number of members that can be recruited

Option 3

Recruit additional Non-Voting Community Advisors to the LRT Sub-Committee and establish a Working Group in future if deemed necessary as this option is:

- ✓ Straightforward to implement
- ✓ Best facilitates procedural equity (fairness and inclusive participation)
- ✓ Requires minimal staff resources (operationalization is relatively straightforward)
- ✓ Normalization of climate justice considerations

Recommendation (a)

(a) That an amendment to the Light Rail Transit Sub-Committee's Terms of Reference to include additional Non-Voting Community Advisors to ensure that the Sub-Committee's composition reflects the community from a climate justice point of view BE APPROVED as follows:

Membership

The membership of the LRT Sub-Committee shall consist of the Mayor and (7) Councillors (consisting of Councillors along the B-Line corridor as well as additional Councillors that represent various interests, i.e. a representative of the mountain and the rural/suburban wards).

Recommendation (a) continued

Other representatives of the community – key stakeholders, will be asked to attend as advisors to the sub-committee. These can include but are not limited to (Chamber of Commerce, BIA's, HHHBA, institutional and business partners).

Non-Voting Community Advisors that reflect the community from a climate justice point of view. These Advisors can include but are not limited to the Urban Indigenous community, Black community, women, gender diverse individuals, 2SLGBTQIA+, youth, seniors, newcomers/refugees, persons with disabilities, and low-income Hamiltonians.

Recommendation (b)

(b) That staff BE DIRECTED to proceed with efforts to work with Sub-Committee members to recruit up to six Non-Voting Community Advisors representing local organizations that offer support to frontline communities to the Light Rail Transit Sub-Committee and to establish a Working Group in future if deemed necessary.

Thank you!