



CITY OF HAMILTON
CITY MANAGER'S OFFICE
 City Manager's Office

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	August 10, 2015
SUBJECT/REPORT NO:	Fostering the Light Rail Transit (LRT) Project (CM15014) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	CITY WIDE
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SUBMITTED BY:	Chris Murray City Manager
SIGNATURE:	

RECOMMENDATION

- a) That the City Manager create a light rail transit (LRT) office as a means to coordinate work with Metrolinx and engage the broader community in the building of an LRT in Hamilton;
- b) That the City Manager report back with financial, staffing and reporting details for the LRT office;
- c) That Steer Davies Gleave be retained, subject to Metrolinx approval, in order to complete the conceptual design and Environmental Assessment (EA) work for any necessary and required changes to the original A and B Lines, including the pedestrian corridor and the maintenance and storage facility;
- d) That a Light Rail Transit Sub-Committee of Council be created in accordance with the Terms of Reference attached as Appendix A to Report CM15014; and
- e) That City staff begin developing a Memorandum of Agreement (MOA) with Metrolinx that scopes out a wide range of interest, including financial, design, operating, maintenance and legal, and report back to Council for final approval.

EXECUTIVE SUMMARY

In May of 2015, the Government of Ontario announced an investment of \$1.2B to build light rail transit (LRT) and a new GO Transit station in the City of Hamilton. The B-Line LRT will operate from McMaster University through the downtown core to Queenston Circle. There will also be a connection to the West Harbour GO Station along the A-Line, as well as a pedestrian corridor connecting the Hamilton Centre GO Station.

Attached as Appendix C to report CM15014 is a Metrolinx map of the proposed LRT route with stops.

The Province also announced an extension of GO train service from the West Harbour GO station to a new station at Centennial Parkway to be completed by 2019.

The Provincial transportation agency, Metrolinx, will be the lead agency for the project. Metrolinx, together with support from Infrastructure Ontario, expects to begin the procurement process in 2017 with construction commencing in 2019. In order to ensure that the City is able to meet these tight deadlines and build a successful LRT, a separate project office in the Planning and Economic Development Department dedicated to coordinating efforts with Metrolinx and engaging the broader community will be necessary.

A Memorandum of Agreement (MOA) will be developed between Metrolinx and the City to scope out expectations such as costs, design, maintenance, operation, revenue sharing, citizen engagement and approvals. The final version of the MOA will be provided to Council for consideration and approval.

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.

The provincial investment in LRT and GO Transit, combined with our own implementation of the 10-year transit plan, represents a major leap forward in mobility choices for Hamiltonians and the opportunity to advance transit oriented development.

The City's Ten-Year Local Transit Strategy outlined the changes and advancements necessary in the conventional transit system, which includes improvements in bus service on certain routes and an enhanced service standard. A plan will now be developed to ensure the local transit network is integrated seamlessly with LRT.

This project will have far reaching implications beyond transportation. It will transform the City's transit system by increasing ridership, elevating the role of public transit in Hamilton while spurring economic growth and improvements along the corridor. This

project will result in city-building efforts and must be coordinated across multiple divisions and departments within the organization.

As a city-building initiative, the LRT will continue and enhance the monumental change that is already occurring in Hamilton:

- It will further accelerate a recovering downtown that has seen new construction, renovation and redevelopment.
- It will connect our residents to the waterfront and the redevelopment that is occurring.
- It will connect commuters to regional transportation (GO) allowing for increased service and connection to Toronto.
- It will further integrate McMaster University and its students with the downtown core and other parts of the City.

Alternatives for Consideration – See Page 15

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial:

- The completion of the design work is expected to be concluded by Steer Davies Gleave (SDG) as a sole sourced extension to their previous contract. The previous contract awarded to SDG was a competitively tendered RFP. This is subject to Metrolinx approval.
- Potential SDG Scope of work:
 - Comprehensive technical program includes 16 task headings
 - Total cost estimate is \$2,096,294 including an estimate for disbursements. The cost estimate should be considered in the context of the overall \$1B scale for the Hamilton LRT project and is subject to further discussions with Metrolinx
 - The program assumes a prompt start in August 2015, with the technical work completed by March 2017. A total program of around 18-19 months.
 - The fee estimates are calculated with rates already agreed between SDG and Metrolinx for other commissions.
- Based on preliminary conversations, it is staff's understanding that the design work to be completed by SDG will be fully absorbed by Metrolinx. Staff anticipate that this will be confirmed within the MOA. SDG will focus on the conceptual design and Environmental Assessment (EA) work needed for any necessary and required changes to the original A and B Lines, including the pedestrian corridor and the maintenance and storage facility;

Staffing: A separate report will provide staffing and financial details for the LRT Office.

Legal: N/A.

HISTORICAL BACKGROUND

In June 2007, the Province of Ontario released their MoveOntario 2020 plan, which was a multi-year rapid transit action plan for the Greater Toronto Hamilton Area (GTHA). Metrolinx was then established by the Province to develop and implement a Regional Transportation Plan (RTP) along with an Investment Strategy and Capital Plan.

Following the announcement, staff from the City worked closely with Metrolinx to undertake rapid transit feasibility studies (which were presented as reports to Council), develop technical reports and undertake consultations.

Attached as Appendix B to report CM15014 is a chronological list of LRT reports. Attached as Appendix D to report CM15014 is a chronology of rapid transit/LRT consultation events, and attached as Appendix E to report CM15014 is a list of rapid transit/LRT technical reports.

This work by staff led to *Rapid Ready - Expanding Mobility Choices in Hamilton*, a report to Council in February 2013 setting out Hamilton's rapid transit options; which then led to a provincial announcement in May of 2015 of a \$1B investment of light rail transit (LRT) in Hamilton.

Key Dates

- April 2008 (PW08043): A rapid transit feasibility study was presented which identified items to consider when determining how to provide rapid transit in the city.
- October 2008 (PW08043(d)): A motion was approved by Council to “continue discussions with Metrolinx in regards to undertaking the appropriate business case analysis required in order to include the functional design, detail design and construction of the B-line rapid transit corridor for the City of Hamilton.”
- October 2011 (CM11016/PW11064/PED11154/ FCS11072): Outlined the work required to allow Metrolinx to make a funding recommendation to its Board of Directors. Council direction to complete a triple bottom line evaluation of Light Rail Transit.
- February 2013 (PW13014): *Rapid Ready - Expanding Mobility Choices in Hamilton* outlines the City's transit priorities and future planning for transit. The document addresses all modes of transportation from pedestrians to cars to buses and rapid transit. The Report lays out the necessary infrastructure investments and changes that need to be made in order to prepare Hamilton for Light Rail Transit.
- March 2015 (Report PW14015(a): As per Council direction in 2013, a 10 year local transit strategy is developed which calls for improvements in bus services on certain routes, an enhanced service standard, a provincial investment of

\$302M for additional buses and a storage and maintenance facility for those buses.

- May 2015: The Provincial Government announced \$1.2B to build Light Rail Transit (LRT) in Hamilton. The LRT will run from McMaster University to Queenston Circle. Also included in the announcement, is the extension of GO train service from West Harbour to a new GO station at Centennial Parkway.

This report will lay out considerations for moving forward based on areas that will require a focus by the City of Hamilton in conjunction with Metrolinx. This list is not yet set, with an ability to grow or change, and at various points in the life of this project will change.

LRT PROJECT OVERSIGHT

Project Governance:

Appropriate project governance will be critical to the success of this project, allowing timely and informed recommendations and decisions. An MOA will be developed between Metrolinx and the City to scope out expectations concerning such matters as costs, design, maintenance, operation, revenue sharing, citizen engagement and approvals. The MOA will likely be in place for approximately 12 to 18 months and deal with all the necessary next steps. The MOA between the City and Metrolinx will lead to a Master Agreement in 18 to 24 months.

The MOU will lay out authority for the approval of key decisions for the LRT project. As with other critical and significant projects, it is recommended that Council create a Sub-Committee to guide the implementation of the rapid transit project. The role of the LRT Sub-Committee would include the following:

- Review project-related reports and information;
- Provide input and guidance to the project team on significant issues and decisions; and
- Review and provide input to staff reports and recommendations.

It is proposed that the Sub-Committee include senior staff as well as members of Council. 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).

Attached as Appendix A to report CM15014 is a proposed Terms of Reference for that Council Sub-Committee.

At the senior management level, the implementation of the LRT project will be overseen by the Growth and Economic Development Working Group of SMT.

LRT Office:

The City will have significant work it must accomplish on very aggressive time lines to meet the project schedule. Although the City currently implements large capital programs and projects and has existing in house staff with some of the needed expertise, the nature of this project is different from others in terms of size, complexity and risk. Not having all the necessary staff complement and knowledge base within the organization, it is critical for the City make the necessary investment in building up its internal team to full capacity in conjunction with Metrolinx. This may occur through a combination of external consultants, secondments and new staff hires.

It is recommended that the City of Hamilton create an LRT office to work with the project team dedicated to Hamilton from Metrolinx. Costs incurred from staffing, we believe, will be covered in full or in part by Metrolinx, and will be part of the MOA.

The functional responsibilities that will be required by the City of Hamilton that will be captured within the LRT office include but are not limited to:

- Project Lead
- Transit Lead
- Land-use Planning
- Transportation Planning (including complete streets integration)
- Communications and Community Engagement
- Procurement and Finance (including input into MOA and contract development)
- Public Health alignment
- Traffic - Signals/Systems Integration
- Project Engineering/Capital Works
- Real Estate Law
- Property – Real-estate development

A tentative proposed structure would see significant roles being played by all departments across the city, with significant alignment occurring within the Planning and Economic Development Department and Transportation Division; with a potential model of day to day oversight being provided by the Planning and Economic Development Department and/or the City Manager's Office. A potential model is being discussed with members of the Senior Management Team.

It is expected that this core team within the LRT office would be dedicated full-time to the LRT project, and would draw upon other corporate resources from existing Divisions as required.

Project Procurement:

Staff have been advised that while there are a number of different project procurement and delivery options, Metrolinx is suggesting the Hamilton project would be a Design Build Finance Operate Maintain (DBFOM). The term is typically 25 to 30 years to ensure that the life cycle is covered. The 25 or 30 year life cycle includes major capital refurbishment, including the full rehabilitation of civil infrastructure, vehicles and systems. Preliminary conversations with Metrolinx have Hamilton's term at 30 years.

It is also understood that additional conversations and negotiations will be had as it relates to operation and maintenance. One such option may see the contracting of this work from Metrolinx back to ATU. These conversations are beginning and will occur as details of the project procurement continue. ATU has already expressed interest in beginning the dialogue with the City of Hamilton and Metrolinx.

Infrastructure Ontario will have a role to play in the procurement of this work, as they have done in previous rapid transit projects. It is anticipated and will be a request from the City of Hamilton, that Metrolinx act as the project management agency.

Outside expertise and services will be required during the LRT project to assist the project team with contract development. This may include assistance with developing RFQs and RFPs, training project team members and ensuring procurements and contracts are managed in a timely manner.

Communications and Community Engagement:

A key task for the LRT office will be ongoing communications and engagement with the community throughout the entire process. Community members include businesses along the B-Line, the Hamilton Chamber, educational institutions, community groups and residents. The LRT Office will have a staff member dedicated to communications and community outreach. The role will include the creation of public information documents (brochures, pamphlets, etc.), leading and/or participating in community engagement activities intended to build community understanding of the process and outcomes as well as capturing community opinion where relevant, and any other communications aspect of the project. The City, through Corporate Communications and the Community and Emergency Services Department, has expertise in the areas of community engagement, project communications, community consultation and innovative projects to increase neighbourhood health and well-being.

Businesses along the LRT route will be impacted during the construction phase; therefore, it will be imperative that there is constant communication with those businesses. The Hamilton Chamber of Commerce will play a key role in communicating with those affected.

Partnerships - Community Benefits:

LRT and transportation changes to the community will result in significant community benefits. Dialogue with neighbouring municipalities and NGO's about how to leverage this sort of investment for greater community benefit is occurring.

Community benefits/partnerships are one such promising approach that is being piloted with the construction of the Eglinton Crosstown transit-line. This particular line in Toronto for example will cross five Toronto neighbourhoods where at least 40% of residents live below the poverty line.

A multi-sectoral partnership is preparing local residents - particularly younger people - for career opportunities that are tied to this major construction and infrastructure project. The partnership is also examining how procurement processes can benefit social enterprises that provide opportunities for those traditionally on the margins of the economy. The partnership includes United Way, Metrolinx, labour, community groups and foundations, the province and has involved various segments of the city united in what is believe to be Canada's first-ever Community Benefits Framework (referred to as the Toronto Community Benefits Framework) of this kind.

This kind of deliberate strategy to connect residents from high-unemployment neighbourhoods with in-demand careers is a win-win recipe for social and economic development; especially since infrastructure projects are ramping up across our region at the same time that labour force shortages in these very same sectors are anticipated.

Community benefits partnerships are about working in new ways to leverage existing investments for maximum value. With the political leadership at both the local and provincial level to building strong neighbourhoods and youth success, we can work together with neighbourhoods, local educational institutions and the non-profit sector to tackle poverty through employment, which strengthens our region's opportunity equation. The LRT will cross through the Neighbourhood Action Strategy neighbourhoods of Jamesville, Beasley, GALA, Sherman and Crown Point. The action plans developed by residents in these neighbourhoods clearly identify the need for job skills develop and training; as well as support for increase public transit. The City will work with residents to ensure that the LRT project will provide benefits to the neighbourhoods in the LRT path.

The City of Hamilton would like to develop and be a partner in a similar model across our footprint that achieves and highlights the same principles of connecting residents from high-unemployment neighbourhoods with in-demand careers to address social and economic development needs.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

At this point in time, there are no specific policy implications as it relates to the setting up of the Sub-Committee, the LRT office, or by continuing with the design work.

In terms of future policy implications and discussion, Council may look at the area rating model for transit. There may be opportunity for public consultation through the Transit Citizen's Jury. The option of the status quo will also be a consideration and a possible outcome. Should a change to that occur, through a Council resolution, there will be a change to the area rating model currently in place. The City's transit net operating budget is currently recovered from taxpayers in the urban areas in the former municipality based on kilometres driven by HSR buses in each of the urban areas.

For example, urban areas of Ancaster are charged a different transit tax rate than urban areas of the old or former City of Hamilton. There may be a transfer of net costs between each of these urban areas and, possibly, rural areas of the City depending on the area rating model selected for transit services should Council make such a determination and decision.

Another policy item under consideration is related to possible changes to the Development Charges Act which may permit LRT project costs incurred by the Province to be funded by DCs. It is assumed that the City would administer the DC collections from developers and remit payment to the Province if the Province pays for the LRT project costs. Financial incentives could be offered by the City through Planning and Economic Development and/or Corporate Services. An assessment may determine that financial incentives including waiving of fees and development charges may not be needed to encourage development along the LRT notes and corridors.

RELEVANT CONSULTATION

- Metrolinx
- Infrastructure Ontario
- Corporate Services
- Planning and Economic Development
- Public Works
- Public Health

ANALYSIS AND RATIONAL FOR RECOMMENDATION

Financial Considerations:

The financial implications of LRT as announced by the Premier of Ontario on May 26, 2015 at \$1B are not fully known at this time and need to be outlined in the Memorandum of Agreement (MOA) and any agreements between the Province of Ontario and the City of Hamilton.

The potential financial implications could include:

- Economic impact from increases in people and jobs from development.
- New assessment and property taxes and changes to assessment and property taxes from increased property values from development.
- Operating costs and revenues of the LRT.
- Changes to operating costs and revenues of the existing B-Line and other transit routes.
- Operating costs of the City's Light Rail Transit Office.
- Capital project construction costs for public infrastructure that may be deemed by Metrolinx to be ineligible for project funds, such as, potentially, ancillary road

work, rerouting of transit feeder routes, or upsizing of water main and sewer main constructions.

- Delaying of other priority capital projects as capital budget and/or staff resources are redirected to the LRT project.
- Development charges levied against new development for the growth related component of the LRT capital construction.
- Financial incentives to support development along or near the LRT nodes and corridors.
- Accelerated zoning work along the corridor.

The operating costs and revenues of the LRT are not known. The agreement should outline the responsibilities of Metrolinx for the operation and maintenance of the LRT and revenue sharing formula. It is anticipated that operating costs of the B-Line and other transit routes will change and revenue allocated to the B-Line and other routes will change. If Metrolinx, as owner operator, contracts the City's Transit Division to operate the LRT the operating costs for drivers, vehicle and track maintenance and fare systems would need to be reviewed so the City's share impact on taxpayers is known. In addition to fare revenue, revenue from agreements with McMaster University has to be reviewed.

Planning Considerations:

Zoning

For the lands along the LRT corridor Zoning By-law No. 6593 applies, except for those lands located within the Downtown (Queen Street North – Wellington Street, Cannon Street – Hunter Street) which are subject to the applicable provisions of Zoning By-law No. 05-200.

Zoning By-law No. 6593 was established in the early 1950s and the lands along Main Street West, Main Street East, King Street East and James Street North were predominately zoned to permit either low density residential uses (i.e. "D" District), medium density residential uses (i.e. DE District) or commercial uses (i.e. "H" District). These zoning regulations regulate the built form through a combination of minimum building setbacks, maximum building heights and minimum parking and landscaping requirements.

Furthermore, in contrast to the more contemporary zoning by-law provisions of By-law No. 05-200, the zoning provisions in Zoning By-law No 6593 do not differentiate between an urban or suburban context or the unique character of the area in which the zoning regulations apply. Specifically, the provisions of this by-law do not require transit supportive development in terms of land use (i.e. discouraging auto-oriented uses such as car dealerships, service stations), requiring ground floor commercial uses or the built form (i.e. requiring a minimum building height of at least 2 storeys), all of which would be considered advantageous and support higher order forms of public transit.

The planned LRT corridors are subject to site plan control, except where a single detached dwelling, semi-detached dwelling or street-townhouse dwelling is proposed. Site Plan control regulates the physical development of a site but cannot regulate the use of the land. Furthermore, staff's ability to negotiate revisions/changes to a proposed site plan is limited where the proposal complies with the applicable zoning provisions. Therefore, site plan control cannot be used to regulate land use along the planned LRT corridors.

The predominate zoning along the planned LRT corridor is the "H District. The "H" District permits a wide variety of uses, including but not limited to retail, automobile related uses (egg car dealerships, gas stations); restaurants (including drive-thru restaurants) in addition to residential uses (including single detached dwellings).

As part of the Comprehensive Zoning By-law work program, Planning Division staff are in the process of developing new Commercial and Mixed Use zoning by-law provisions. These provisions will implement the Urban Hamilton Official Plan (UHOP). The UHOP designates Main St, King St and James St as a prime corridor and encourages transit supportive development.

However, the new Commercial and Mixed Use zoning program will not be completed until late 2016/early 2017 and may be subject to Ontario Municipal Board appeals, which would delay the effective date. To make the corridor development ready, maximize potential for economic uplift, and ensure an appropriate scale and form of development, it will be necessary to expedite the zoning for the corridor outside of the City-wide Commercial and Mixed Use zoning program. PED has already begun to scope this work.

This year, zoning work will begin for the LRT corridor. During the 2016 budget, staff will identify any additional costs associated with the completion of the planning work required along the corridor, including the zoning and servicing assessment. This would include for instance a downtown servicing strategy, LRT streetscape and public realm studies. Any such items will be presented as part of the 2016 capital budget. Any required costs for 2015/16, will require consultation and identification of funds through Finance and Corporate Services.

Growth Management

LRT construction will present important opportunities to assess and, if necessary, expand servicing capacities in the project area in order to accommodate future growth. Having servicing in place that anticipates full build-out will help ensure the corridor is development ready and positioned to maximize economic uplift. Council has previously directed that the Planning and Economic Development (PED) and Public Works (PW) Departments undertake a downtown servicing strategy. This work will need to be expedited. It will require a sub-catchment approach for sewers that will extend beyond the LRT corridor.

Additional consulting resource will be required to support internal staff to meet the timelines. Once the servicing evaluation is completed a feasibility assessment and cost estimates must be considering prior to initiating detail design. This will require numerous

iterations based on constraints and opportunities. Consideration on pre-servicing connections to support growth must be evaluated.

Interim Control Measures

The greatest opportunity for new residential development along the LRT corridors is in the form of new multiple dwellings (apartment buildings) which may or may not have commercial uses at street level. The units may be either rental or owner-occupied (condominium).

The provincial apartment forecasts for Hamilton are as follows:

- 2001: 53,740
- 2011: 57,560
- 2021: 64,010
- 2031: 74,730
- 2041: 88,110

Within the downtown area, the current zoning implements the vision for transit supportive development/redevelopment. These provisions are not found outside of the downtown area in the former City of Hamilton zoning which dates from the 1950s. Rather, this zoning would allow for uses or the form of development that is contrary to the vision of a complete street that supports and promotes rapid transit.

Although staff is developing new commercial and mixed use zoning for the corridor, this work will not be completed until 2016. During the interim, redevelopment may occur along the corridor that may not contribute to the vision for the LRT corridor. If a site plan application complies with the existing zoning and services are available, then the application is approved (subject to any applicable conditions of approval).

Where there is a disconnect between the vision for an area and the existing approved zoning, or alternatively where Council wishes to review the vision, the Planning Act provides for the passage of an Interim control by-law (ICBL) that places a hold on development/redevelopment for a 1 year period while the planning study proceeds. The ICBL can be extended for a further 1 year time period and may include or exclude identified land uses from the ICBL.

To fully capitalize on the growth related opportunities associated with the implementation of the LRT, new development and/or redevelopment should align with the vision established in the Urban Hamilton Official Plan for complete streets and transit supportive development. The existing zoning provides for development to occur that may not align with this vision. As such, there is merit in proceeding with an ICBL while staff complete the zoning review for the lands along the LRT corridor.

Public Works Considerations:

Design

As part of the original design, extensive modelling was completed by Steer Davies Gleave to assess the impact of an LRT on traffic flow within the affected area. The assessment was based on an LRT running from Eastgate Square to McMaster University along the Queenstown Road/King Street corridor and the 30% design. Recent changes to the route where it is truncated at the Queenston Traffic Circle, and includes a north south component from King Street (along an as yet undetermined/finalized corridor) warrants a review and completion of the existing design where modelling work will need to be updated/completed to match the new route. Additionally, in terms of the construction itself, extensive work will need to be completed to determine suitable detour and alternative routes that may need to be in place prior to construction beginning.

Transportation

Given the anticipated extent of construction impacts along the LRT route it will be undesirable to have construction impacts on alternate or parallel routes during this time. It is necessary to consider the condition of these adjacent routes far enough in advance to be able to address any road condition, capacity or safety related deficiencies as well as any upgrades to underground assets (water, sewer, etc.). As previously noted any construction on these roads would compound any traffic congestion caused by the LRT construction. Therefore any upgrades to parallel routes, as well as an analysis of complete streets in the vicinity, need to be completed prior to the commencement of the LRT program projects. Any further improvements/rehab/replacement would then have to wait until completion of the LRT project.

Impacts to budgets, current scheduling and road needs across the City need to be considered in light of these issues. The first step would be to identify the needs and the critical priority of each asset class in the vicinity of LRT and to determine if there are any associated relationships to the LRT implementation or if they can be deferred. This will be an iterative process that will require multi-departmental input and review.

Transit

Although a number of candidate Maintenance and Storage Facility (MSF) sites along the B-Line route were examined, at the time of preparing the Environmental Project Report, a preferred site had not been identified. Therefore, the 2011 Environmental Assessment (EA) did not include assessment of the MSF. The municipally owned site at 330 Wentworth Street has since been identified as the preferred site for the LRT MSF. An initial feasibility study has been undertaken to investigate spur line options and reuse of the existing building and site at 330 Wentworth Street for the MSF. However, as identified in the Ten Year Local Transit Strategy, a new MSF for buses is also required in the near future. The existing building at 330 Wentworth Street was originally constructed as a bus storage facility and is better suited for reuse as a bus facility. As such, on June 24, 2015 Council authorized the acquisition of an adjacent 3.5 ha parcel

of land. This land is to be merged with 330 Wentworth Street to accommodate the development of a joint LRT and bus MSF in partnership with Metrolinx.

A summary of the action items related to the MSF which need to be completed are:

- Finalize a portfolio strategy for the relocation of existing Public Works facilities at 330 Wentworth Street (authorized by Council June 24, 2015).
- Finalize the land transaction noted above.
- Complete a 30% design for the MSF LRT facility, including confirmation of the connecting track alignment and accommodation of the appropriate vehicle type and storage capacity including future system growth.

There are other considerations related to transit and the LRT which will require consideration. These include:

- A close examination and final design of the east and west end of the LRT line.
- A specific alignment will need to be confirmed and a 30% design completed for the A-Line King Street to Waterfront.
- Review and confirm the vehicle type, platform size and plans for future system growth.
- Investigate revisions to the current 30% design to incorporate the principle of LRT segregation (fast, reliable LRT systems are typically designed based on a “transit first” approach which includes the principle of segregation).
- Advance the proposed pedestrian corridor connection to a 30% design.
- In light of the LRT funding announcement, a review of the Ten Year Local Transit Strategy is needed including:
 - Update of the modal split component to reflect LRT on the B-line and evolution of express bus on the LAST lines.
 - Bus storage requirements and the potential for a bus MSF at 330 Wentworth Street.
 - A review of capital funding requirements, funding sources and financial implications.
- Develop a detailed plan to identify changes to the local transit network to align with LRT and provide regional connections.

Public Health

Healthy, compact, complete communities support walking, cycling, and public transit use thus improving the health and well-being of citizens of all ages and abilities. In turn, investment in LRT can help shape the built environment into more walkable, compact,

and complete communities. Community design is the domain of land use and transportation planners; however, public health has a responsibility to collaborate with city and other stakeholders to ensure the built environment supports health. Active transportation and public transit reduces traffic related deaths and injuries, improves air quality, increases physical activity, improves mental health, and encourages more social interaction. Moreover, it provides access for all citizens to programs, services, education, and employment.

Public Health Services (PHS) staff in the Healthy Living Division (HLD) routinely provide comments on a variety of City of Hamilton planning documents including land-use; transportation; and parks, trails, and open space. Accordingly, staff from the HLD could work with the LRT Planning team to make certain health is incorporated for multi-modal mobility planning, implementation, and evaluation.

Connecting pedestrians and cyclists with LRT is integral to optimize health and access. One way PHS staff can help facilitate this is through school travel planning for students, parents, and staff. Ideally, there would be a PHS representative at the LRT planning table and other PHS staff would be consulted as required.

The airshed modelling work undertaken by the Health Protection Division (HPD) will be instrumental in representing emissions from multiple sources including transportation in the City of Hamilton. The information acquired from the airshed model could be used to guide policies pertaining to new development, land use and transportation; key components of community design impacting public health. HPD can also provide input and evaluation on air quality resulting from the implementation of LRT. This work may be able to be achieved using current staff complement, depending on the amount of consultation and analysis that is expected to be needed and/or performed.

Broad categories for Public Health LRT evaluation could include the following metrics or indicators: air quality, collisions, health conditions, health behaviours, community liveability/quality of life and mode of transportation.

ALTERNATIVES FOR CONSIDERATION

Do not create an LRT Office; manage the project using existing staff.

The nature of this project is different from others in terms of size, complexity and risk. Not having all the necessary staff complement, resources and knowledge base within the organization necessitates a dedicated office. Without an LRT office, the likelihood of a delay in design, procurement, construction and other aspects of the project increases.

This alternative is not recommended.

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN

Strategic Priority #1

A Prosperous & Healthy Community

WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

Strategic Objective

- 1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit.
- 1.4 Improve the City's transportation system to support multi-modal mobility and encourage inter-regional connections.
- 1.6 Enhance Overall Sustainability (financial, economic, social and environmental).

Strategic Priority #2

Valued & Sustainable Services

WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.

Strategic Objective

- 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.
- 2.2 Improve the City's approach to engaging and informing citizens and stakeholders.
- 2.3 Enhance customer service satisfaction.

Strategic Priority #3

Leadership & Governance

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Objective

- 3.1 Engage in a range of inter-governmental relations (IGR) work that will advance partnerships and projects that benefit the City of Hamilton.
- 3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.

APPENDICES AND SCHEDULES ATTACHED

Appendix A: Terms of Reference for Light Rail Transit Sub-Committee.

Appendix B: Chronological List of Light Rail Transit Reports.

Appendix C: Metrolinx Hamilton LRT Map

Appendix D: Chronology of Rapid Transit/LRT Consultation Events

Appendix E: List of Rapid Transit/LRT Technical Reports