




Hamilton

INFORMATION REPORT

TO:	Chair and Members Light Rail Transit Sub-Committee
COMMITTEE DATE:	June 2, 2023
SUBJECT/REPORT NO:	Hamilton Light Rail Transit (LRT) Governance Frameworks and Design Update (PED23139) (City Wide)
WARD(S) AFFECTED:	City Wide
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SUBMITTED BY:	Abdul Shaikh Director, Hamilton LRT Project Office Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

At the Council Meeting of August 12, 2022, Council approved the following direction:

Hamilton Light Rail Transit (LRT) Project Update

- (i) That staff be directed to report back to the Light Rail Transit Sub-Committee at the September 26, 2022 meeting, respecting how the project is being managed on behalf of the City, the design considerations, the City's policy frameworks that will be informing the design process and how the changes since 2019 can be incorporated into the design.
- (ii) That staff be directed to prepare the report in full collaboration with Metrolinx, in order to ensure it is a joint project.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

INFORMATION

The cancellation of the September 26, 2022, LRT Sub-Committee meeting precluded staff from satisfying Council's direction at that time. This information report addresses Council's direction through the governance frameworks established for this project. This information report also provides a design update of the Hamilton Light Rail Transit (LRT) project, including key modifications currently under consideration.

GOVERNANCE FRAMEWORKS

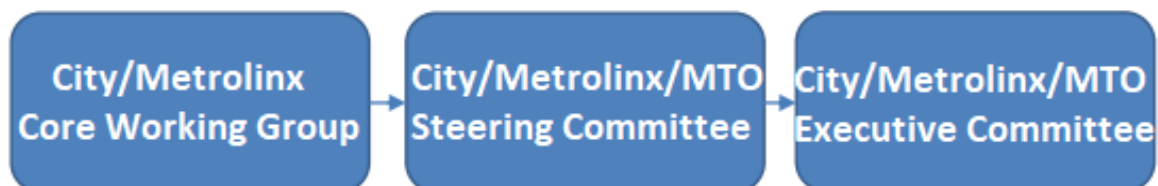
City-Metrolinx Governance Framework

In accordance with Section 17 of the MOU, the City and Metrolinx worked together and developed a City of Hamilton and Metrolinx governance framework, as shown in Figure 1. This framework will be used throughout the lifecycle of the project. The purpose of the City-Metrolinx governance framework is to accomplish the following:

- streamline intergovernmental relationships with respect to delivery of capital programs and projects that impact transit expansion;
- identify, escalate and resolve intergovernmental delivery issues affecting capital programs; and,
- provide structured forums for senior staff from each organization to advance shared objectives, seek strategic direction and input and guide collaboration between the partners.

The City-Metrolinx governance framework includes the formation of the City-Metrolinx Core Working Group, City-Metrolinx-MTO Steering Committee and City-MX-MTO Executive Team.

Figure 1: City-Metrolinx Governance Framework



City-Metrolinx Core Working Group

The City Core Working Team, along with their counterparts from Metrolinx and LRT consultants, form the joint City-Metrolinx Core Working Group. In addition to workshops focused on specific design elements, the Core Working Group meets bi-weekly to discuss LRT matters. Representation from the City Extended Resource Team (CERT) is requested where deemed appropriate to the subject matter.

City-Metrolinx-Ministry of Transportation (MTO) Steering Committee

Comprised of General Managers, Executive Vice-Presidents, Directors and Senior Sponsor staff representing the City, Metrolinx and the Ministry of Transportation, the joint City-Metrolinx-MTO Steering Committee is responsible for the immediate oversight of the Working Groups and the resolution of issues escalated by them.

City-Metrolinx-Ministry of Transportation (MTO) Executive Committee.

Comprised of the City Manager, Chief Executive Officer, Associate Deputy Minister representing the City, Metrolinx and MTO, the joint City-Metrolinx-MTO Executive Committee is responsible for overall oversight of the LRT project and the resolution of issues escalated to them by the Steering Committee.

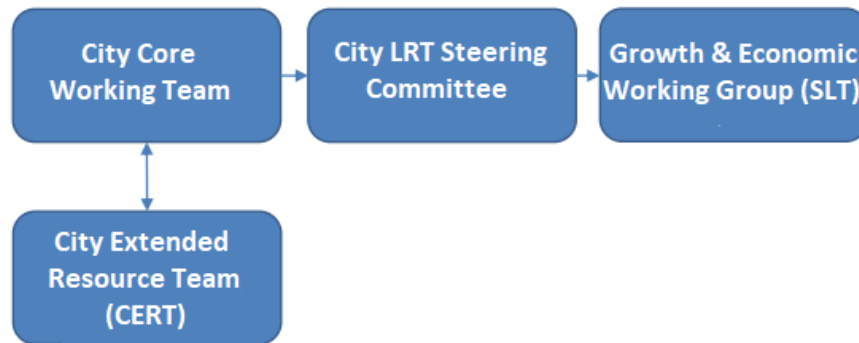
Internal Governance Framework

The LRT Project Office developed the governance structure, shown in Figure 2, to accomplish the following:

- establish a mandate for the LRT Core Working Team, being comprised of the LRT Project Office and other staff dedicated to the LRT project;
- develop principles for interactions with senior leadership and other divisions across the City;
- initiate mechanisms to facilitate LRT approvals from non-core staff; and,
- create a municipal escalation framework.

The governance framework includes the formation of the City Core Working Team, City Extended Resource Team (CERT) and the City LRT Steering Committee. The Steering Committee reports to the City's existing SLT Growth and Economic Working Group.

Figure 2: Internal Governance Framework



City Core Working Team

The Core Working Team is comprised of LRT Project Office and staff who are dedicated to the LRT project but are embedded in stakeholder departments. Representation includes Hamilton Water, HSR, Traffic, Communications, Finance, Legal and Human Resources. These staff are deemed Persons Most Responsible and meet regularly to coordinate the actions of their respective divisions and solicit input from other City staff where necessary. The team provides input into the LRT design and procurement documents on behalf of the City.

City Extended Resource Team (CERT)

The City Extended Resource Team (CERT) is a resource to the Core Working Team where input or endorsement is required on items which are relevant to their respective divisions. CERT is composed of approximately 50 service area leads (Supervisors or Managers) who provide supplemental knowledge or services to the LRT project on a limited basis.

Light Rail Transit (LRT) Steering Committee

The LRT Steering Committee meets monthly with the Core Working Team and provides oversight and direction and endorses actions where solicited. The committee is comprised of the General Managers and key divisional directors from the Public Works, Planning and Economic Development and Finance and Corporate Services departments. The General Manager, Planning and Economic Development also serves as the Project Sponsor.

Growth and Economic Working Group (SLT)

The LRT Steering Committee updates and reports to the existing Growth and Economic Working Group (SLT). Additionally, this Working Group provides direction on escalated matters as required.

The City's internal governance framework described above details how City staff is organized and aligned to ensure the City's interests are protected. The Core Working Team is responsible for evaluation of design modifications in advance of discussions with Metrolinx and working together with CERT members to identify issues and provide solutions. This framework ensures the engagement and input of appropriate City staff and facilitates a comprehensive and coordinated set of recommendations to the LRT Sub-committee and Metrolinx.

For example, the need to reevaluate the number and spacing of pedestrian crossing opportunities in the LRT corridor was identified by the City. Warrants and an initial set of criteria for them were generated by Transportation Planning staff. Together with the Core Working Team and CERT members representing Traffic, several additional locations for Intersection Pedestrian Signals (IPS) have been evaluated and prioritized for possible inclusion in the LRT project.

Another example is the accommodation of traffic during and post-LRT construction and the integration of the operational changes contemplated in the HSR (Re)envision exercise and network redesign. Initial workshops have taken place and a commitment has been made to continue discussions with HSR, Traffic, Transportation Planning and staff delivering the Main Street two-way conversion. Similarly, for enhanced streetscape opportunities, the working group invited staff from Planning and Climate Change Initiatives to explore opportunities for widening the boulevard and the installation of new trees.

The external and internal governance frameworks ensure City and Metrolinx staff are appropriately engaged in the development of the LRT project in a coordinated, collaborative way. Additionally, it defines the processes and requisite leadership staff who are empowered to adjudicate when staff from each party disagree.

DESIGN UPDATE

In 2007, the Transportation Master Plan (TMP) identified Higher Order Transit for the B-Line corridor. In 2011, the City and Metrolinx completed Preliminary Design and Feasibility Study through an Environmental Project Report (EPR), which identified Light Rail Transit as the preferred solution and completed the preliminary design of the corridor. In 2017, Metrolinx and City completed the EPR addendum, which included some modifications to the design completed in 2011.

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During Metrolinx's 2018 procurement process, City staff submitted the following reports which described specific changes which had been incorporated into the design:

- Hamilton Light Rail Transit (LRT) Project Update (PED18116) received by Council on May 31, 2018;
- Hamilton Light Rail Transit (LRT) Project Update (PED19100) received by Council on May 15, 2019; and,
- Hamilton Light Rail Transit (LRT) Project Update and Other Metrolinx Initiatives (PED19100(a)) received by Council on December 4, 2019.

From project cancellation in 2019 and reactivation of the project in 2021, the City completed or initiated key City-wide guiding documents including the Vision Zero Strategy, Complete Street Design Guidelines, Climate Change Action Strategy, City-wide Transportation Master Plan, Main Street Two-Way conversion and the Truck Route Master Plan.

Since the reactivation of the project, the City and Metrolinx have established processes to reconfirm the original components of the design and identify the requisite revisions to address the current goals and needs of the City. Staff have provided updates on the design components currently under review in the following reports:

- Hamilton Light Rail Transit (LRT) Design Update (PED22118) received by the LRT Sub-Committee on May 16, 2022; and,
- Hamilton Light Rail Transit (LRT) Design Update (PED22118(a)) received by LRT Sub-Committee on July 18, 2022.

The reports further synthesized the specific components into 6 key themes:

- 1) Pedestrian Environment;
- 2) Cycling Facility and Connectivity;
- 3) Transit Connectivity;
- 4) Streetscape Elements;
- 5) Traffic Network; and,
- 6) Infrastructure Opportunities.

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During the current term of Council, staff provided an update on the review process and a schedule of information which would be brought forward at subsequent meetings in the following report:

- Schedule of Discussion Topics and Presentations for Future Light Rail Transit (LRT) Sub-Committee Meetings (PED23091) received by the LRT Sub-Committee on March 23, 2023

The City LRT project website currently hosts the design drawings created by Metrolinx and City LRT staff in 2017 at the completion of the EPR addendum. Using these design drawings as a base, staff have created a set of plans in Appendix “A” to Report PED23139 with notes and annotations which identify some of the locations where modifications are under consideration and, more specifically, where revisions would be required to keep the LRT design in alignment with the six key themes being evaluated.

It should also be noted while efforts are being made to update the design to the current requirements, the design will continue to evolve during the detailed design stage when Metrolinx retains the project partners through procurement of the LRT project. City staff remain committed to providing updates to members of the LRT Sub-Committee throughout the evolution of the design. Further, as they are made available by Metrolinx and the Project Partner, staff will place revised drawings on the project website.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED23139 - Hamilton Light Rail Transit (LRT) – Design Illustration