



Marnie Cluckie  
City Manager, City of Hamilton  
Hamilton City Hall  
71 Main Street West  
Hamilton ON L8P 4Y5

March 12<sup>th</sup>, 2024

Dear Marnie,

**RE: Clarity on Decision Behind Operator Role(s) for the Hamilton Light Rail Transit program**

Thank you for the ongoing collaboration between our teams with respect to the Hamilton Light Rail Transit (HaLRT) program. While there are many streams of work underway such as refinements to the route and key enabling works, we wanted to take the opportunity to provide additional clarity on decision making with respect to Operator roles and responsibilities.

Metrolinx is ultimately responsible for deciding which parties will be responsible for the various Operator roles for the HaLRT. However, as this project will be an integral part of the City of Hamilton, we value the City's insights and feedback. Over the past year, Metrolinx and the City of Hamilton have been discussing the roles of the Operator for the program. This includes what roles and responsibilities contribute to a successful Light Rail Transit system. Regardless of the model chosen, the City will retain authority over a number of key aspects including the setting of fares and decisions regarding the approach to fare enforcement.

In anticipation of the March 20, 2024 General Issues Committee, where City Council is expected to determine its recommended model for the Operator in Hamilton, we would like to clarify the main considerations that the Province and Metrolinx will be using to make its decision. These considerations include:

- (a) Experience in operating a Light Rail Transit system. This includes Passenger Interface and Transit Operational activities;
- (b) Ability for the successful Operator(s) to maintain the highest level of overall performance, with Metrolinx's ability to use appropriate commercial levers where the Operator(s) are not in compliance;
- (c) Risk to successfully operate HaLRT while integrating it with local and provincial transit systems; and
- (d) The City of Hamilton's feedback in their role to help operate the LRT.

Based on the above criteria and discussions with stakeholders and subject matter experts, Metrolinx will review the current and remaining capital, operations and maintenance activities, and decide how to package Operations responsibilities within a contractual framework. This review and decision will occur as part of Metrolinx's wider procurement strategy.

We look forward to the recommended model that the City of Hamilton will bring forward to Metrolinx after the March 20, 2024 General Issues Committee.

Yours very truly,



Steve Levene  
Chief Operating Officer - Rapid Transit

CC Steven Hobbs, Chief of Staff to the President and CEO  
Karla Avis-Birch, Chief Planning Officer, Metrolinx  
Chris Pearson, Vice President, Rapid Transit Commercial Management, Metrolinx  
Ellen Stassen, Executive Vice President, Rapid Transit Operations, Metrolinx  
Kanivanan Chinniah, Head Sponsor, Rapid Transit  
Jason Thorne, General Manager, Planning & Economic Development, City of Hamilton