




CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
LRT Project Office

TO:	Chair and Members Light Rail Transit Sub-Committee
COMMITTEE DATE:	November 15, 2024
SUBJECT/REPORT NO:	Terms of Reference for a Change Tracking Framework for the Hamilton Light Rail Transit (PED24207) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Farhad Shahla (905) 546-2424 Ext. 5360
SUBMITTED BY:	Abdul Shaikh Director, Hamilton LRT Project Office Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the Terms of Reference attached as Appendix “A” to Report PED24207 be received and utilized as the basis for developing a framework and associated set of indicators for tracking change in the Hamilton Light Rail Transit (LRT) corridor;
- (b) That staff be directed to continue to refine the change tracking framework and report back to the Light Rail Transit (LRT) Sub-Committee on a final set of recommended indicators and reporting structure in 2025.

EXECUTIVE SUMMARY

At the September 20, 2024 LRT Sub-Committee meeting, it was approved by motion “that staff be directed to report back to the Light Rail Transit Sub-Committee respecting a Terms of Reference for establishing a baseline of measures that would enable the City to track changes over time with respect to a wide and comprehensive range of metrics including economic, environmental, and social metrics.”

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.

The development and ultimately the operationalization of a robust set of indicators and methodologies to track changes in the LRT corridor is an important and significant undertaking. Key considerations include the selection of the actual indicators as well as an assessment of data availability, frequency of measurement, resource requirements, and reporting methods. Additionally, on-going internal and external consultation is required for both the development of the indicators as well as the dissemination and interpretation of results.

The Terms of Reference for a Change Tracking Framework for the Hamilton Light Rail Transit are attached as Appendix “A” to Report PED24207. The Terms of Reference outlines the various considerations and approaches that staff will utilize to identify and recommend a final framework and indicators for tracking changes in the LRT corridor. The Terms of Reference represents a first step in the process and staff will continue to advance work taking into account feedback from the Light Rail Transit Sub-Committee, a variety of City service areas and external stakeholders like Metrolinx.

Once the framework is developed, the indicators will be used to track changes through the entire pre-construction, construction and post-construction/operations stages of LRT. Tracking changes in economic, environmental and social conditions in the LRT corridor ultimately serves a number of important purposes including but not limited to allowing the City service areas to ensure that the benefits of LRT for Hamilton are maximized and that staff, Metrolinx, residents and other stakeholders can be kept informed of changes.

Following the development of the final framework, including its indicators, the next step will be to begin to collect data and establish baseline conditions. It is intended that data collection and analysis will commence in 2025 in order to create a baseline in advance of the main LRT construction.

Alternatives for Consideration – Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: There are no financial implications associated with the adoption of this report. Staff are currently investigating where service areas have measurement tools and mechanisms for reporting already in place, and if such tools can be leveraged to supplement information proposed to be collected for the purposes of this recommendation and within the defined boundaries of the LRT corridor. If new tools or additional staff resources are required to support tracking for other key changes which are not currently being collected by service areas, staff will report back on financial implications and costs associated with setting up new data collection measures.

Staffing: There are no direct staffing implications associated with the adoption of this report. The development of a final framework and indicators can be supported by existing staff in the LRT Project Office. Should additional collection of data or new systems be introduced and required from a service area, tasks related to this collection of data and reporting will need to be incorporated into staff workplans and job descriptions, to ensure a balanced workload and identification of increased staffing needs due to the addition of new reporting requirements. Any impacts to staff resource needs and their workplans will be discussed with the service area leadership and LRT Steering Committee for their input and approval. Subsequently, such staffing implications, if any, will be shared in a future report to this LRT Sub-Committee.

Legal: Staff will bring forward any legal implications that have been identified for the suggested indicators.

HISTORICAL BACKGROUND

The Hamilton LRT Project is being advanced based on the approved 2017 Environmental Project (EPR) Addendum Report. The 2017 EPR Addendum outlined a vision for rapid transit as follows:

“Rapid Transit is more than just moving people from place to place. It is about providing a catalyst for the development of high quality, safe, environmentally sustainable and affordable transportation options for our citizens, connecting key destination points, stimulating economic development and revitalizing Hamilton.”

Given the breadth of the Vision and multi-dimensional impacts of LRT, it is important to establish a means for tracking change in the Hamilton LRT corridor as a result of LRT implementation and post-construction/operations of LRT. In recognition of this need, the City’s LRT Sub-Committee introduced a motion in their meeting on Sep 20, 2024, for the Hamilton LRT Project Office to report back on Terms of Reference for establishing a baseline of measures that would enable the City to track changes over time with respect to a wide and comprehensive range of metrics including economic, environmental, and social metrics.

Within the broad categories of economic, environmental and social indicators there are also many sub-categories of indicators reflecting Council’s 2022 – 2026 priorities and other overarching City policies and initiatives. Of particular importance is the need to incorporate cultural impacts and vitality and social equity into the change tracking framework.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Not applicable.

RELEVANT CONSULTATION

As input to the development of the Terms of Reference for a change tracking framework, LRT staff conducted a series of interviews with staff across multiple departments and divisions. The purpose of these interviews was to gather input on the overall framework and indicators, assess data availability and build awareness and momentum for the operationalization phase of the change tracking work.

The initial interviews involved staff from the following service areas: Heritage and Urban Design, Tourism and Events, Commercial Districts and Small Business, Building Inspections, Climate Change Initiatives & Programs, Facility & Energy Management, Information Systems and Cartographic Planning, Urban Planning, Forestry and Horticulture, Housing Secretariat, Accessible Transportation Services, Transit Strategic Planning, Transit Customer Experience & Innovation, Transportation Planning and Parking, Transportation Operations, Strategy Continuous Improvement and Open for Business, Healthy and Safe Communities, Corporate Facilities and Energy Management.

The LRT Project Office will also continue consulting Murray Advisory Services as the City's strategic advisor for this project. External consultation included discussions with faculty members with University of Toronto, and researching works completed by Hamilton Community Benefits Network. A significant portion of staff learning is owed to researching the mechanism for tracking change that is currently in use by Region of Waterloo for their ION LRT. Staff continue consulting Metrolinx as staff advance through the Terms of Reference.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Tracking change in the LRT corridor is expected to inform the City service areas of how the corridor is evolving over time. It also serves to inform Council and the public of how LRT is shaping the corridor, as well as the entire City, over time. Key considerations in the development of the framework and associated Terms of Reference included the following:

- Ensuring that the framework can inform decisions throughout the LRT corridor during the course of LRT implementation, as well as through its post-construction/operation phase;
- Designing indicators that can be tracked areas of changes in the LRT corridor compared to the remainder of the City;

SUBJECT: Terms of Reference for a Change Tracking Framework for the Hamilton Light Rail Transit (PED24207) (City Wide) - Page 5 of 6

- Assessing how City service areas can benefit, learn and respond by comparing the collected data against their established targets and sectional workplans;
- Assisting City service areas in establishing key performance indicators where they are currently not available or require further development to support the LRT change tracking initiative;
- Providing transparency for Council and the public on the actual impacts of implementing large infrastructure projects in the City;
- Tracking and studying the regular impacts of the LRT initiative which can guide planning initiatives for expanding the City's rapid transit program in the City.

Through the development of the Terms of Reference, staff have identified some challenges and limitations that will need to be addressed as the framework evolves including the following:

- For some indicators, observed changes could be attributed in part to factors unrelated to LRT implementation and operation, such as City programs and policies, including those within the Hamilton LRT corridor;
- Economic, policy or other decisions from other levels of government, or extenuating circumstances may result in changes or other outcomes unrelated to LRT;
- The data production and reporting that will be used for this framework will be based on the data internally available to the City. The internal City service areas are the main sources of the data. The intent is to produce the most transparent and accurate data and leverage internal expertise informing of changes relating to Hamilton LRT infrastructure;
- This framework will not capture capital construction relating to the construction of LRT infrastructure, including costs relating to its operation and maintenance. Further financial analysis deemed necessary in relation to changes in indicators will be at the discretion of the service area.

As the next steps to finalize the Terms of Reference, upon Committee and Council endorsement, the LRT Project Office will continue with current and expanded consultation activities to advance through the Terms of Reference which includes key items listed below:

- Continued City Service Area Collaboration: Continue working with the City service area leads to formalize indicators and data collection requirements:
 - o Preparing and finalizing a full set of change indicators under the economic, environmental and social dimensions, as well as service area evaluations of their capacity to generate and/or collect and regularly report on data on their indicators;

- Collecting information pertaining to limitations and assumptions in data collection for indicators as well as initial reporting frequency for change indicators;
- Finalizing a suitable LRT corridor boundary for the purposes of tracking change;
- Jurisdictional Review: While refining the indicators, a jurisdiction review of other LRT projects implemented within Canada will be undertaken;
- Consultation with Metrolinx: working with Metrolinx to keep them informed of the Terms of Reference objectives, the data sources and reporting mechanism;
- Seeking Steering Committee endorsement: Successful data collection and reporting will fully depend on service areas' capacity to create data and report per agreed upon frequencies. Prior to executing data collection and reporting, the LRT Project Office will work with service area leadership to incorporate the task of data collection and assessing the staffing and other resource implications of adding this work to existing and future workplans. The endorsement will be obtained from the LRT Steering Committee;
- Future Reporting to LRT Sub-Committee: The above activities will shape a subsequent staff report to this LRT Sub-Committee, outlining a refined framework, including a final set of recommended indicators and reporting structure to inform of the indicators baseline and their changes in the subsequent years.

ALTERNATIVES FOR CONSIDERATION

The LRT Sub-Committee could decide direct staff to pursue a less rigorous change tracking framework based on more standardized datasets such as those available from Statistics Canada or which are less specific to the LRT corridor. Staff do not recommend this as there is more value gained by selecting indicators that can accurately and appropriately assess the impacts and benefits of implementing what represents the largest infrastructure project in the City's history.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED24207 – Terms of Reference for a Change Tracking Framework for the Hamilton Light Rail Transit