



**CITY OF HAMILTON**

**PUBLIC WORKS DEPARTMENT  
Transportation Division**

<b>TO:</b> Mayor and Members General Issues Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> February 25, 2013	
<b>SUBJECT/REPORT NO:</b> Rapid Ready - Expanding Mobility Choices in Hamilton (PW13014) - (City Wide) (Outstanding Business List)	
<b>SUBMITTED BY:</b> Gerry Davis, CMA General Manager Public Works Department	<b>PREPARED BY:</b> Don Hull Director of Transportation (905) 546-2424, Extension 1860  Christine Lee-Morrison Manager, Mobility Programs & Special Projects (905) 546-2424, Extension 6390  Justin Readman Acting Manager, Rapid Transit (905) 546-2424, Extension 1473  Jim Dahms Manager, Transit Planning (905) 546-2424, Extension 1858
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- (a) That Report PW13014 be submitted, including Appendix A, "Rapid Ready - Expanding Mobility Choices in Hamilton (January 2013)", as the City of Hamilton's submission to Metrolinx in accordance with the Contribution Agreement between the City and Metrolinx, with the understanding that the funding requirements for Hamilton's public transportation program are:
  - (i) \$800M capital and an upset net levy impact of \$3.5M operating for Light Rail Transit,
  - (ii) growth funding for the overall public transportation program, as summarized on Pages 43 and 44 of Appendix A to Report PW03014 (refer to Investment Plan Tab), necessary to support a successful Light Rail Transit system;

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- (b) That the Work Plan detailed in the Appendix A to Report PW03014 be used as the basis for future budget submissions;
- (c) That the Outstanding Business List item identified as Rapid Transit Maintenance & Storage Facility be removed from the General Issues Committee Outstanding Business List.

**Appendix A to Report PW13014 contains the full report: Rapid Ready - Expanding Mobility Choices in Hamilton (January 2013) and is not attached to this Report due to size and format.**

**The complete report is available for viewing in the Office of the City Clerk, City Hall, 71 Main St. W., 1<sup>st</sup> Floor or on the City of Hamilton website at: <http://www.hamilton.ca/CityDepartments/PublicWorks>**

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**EXECUTIVE SUMMARY**

**Strategic Direction**

Council's Strategic Plan assigns priority to improving the City's Transportation network, supporting multi-modal mobility, and encouraging interregional connections.

The goal is a transportation network that maximizes its contribution to quality of life with benefits that support a vibrant and equitable society, a complete and compact community form, a dynamic and efficient economy, and a healthy natural environment.

With the adoption of the Transportation Master Plan (2007) (TMP), an overriding transportation strategy was approved which is to rely on "active transportation" (walking, cycling, transit, car share, bike share, carpool, and inter-regional transit) alternatives to the automobile in combination with road capacity optimization (transportation demand management) to solve transportation problems, before looking to road expansion. A target was set for reducing the number of kilometres made by single occupant vehicles by 20%. Targets were also set to increase daily trips made by transit from 5% to 12% and walking and cycling from 6% to 15% and annual transit rides per capita from 40 to 80 - 100.

As discussed in the Rapid Ready report, a TMP Five-Year Review and update will be begin in 2013. At present, the TMP advocates extensive investment in active transportation, acknowledging that increased active transportation is an outcome essential to achieving Council's Vision for Hamilton. A primary objective of the proposed TMP update would be to receive direction from Council respecting a critical path for the further development of the Transportation program over the next five years, that being, whether to pursue a strategy of no investment, incremental investment subject to the availability of funding, or accelerated investment. For example, alignment of the transit ridership growth targets with the growth strategy is necessary to maximize the efficiency and effectiveness of human and financial resource allocation.

Not investing in active transportation poses future risks to the City. For example, not achieving transit mode share targets will result in increased traffic congestion and a greater need to invest more heavily in roads. Many municipalities are investing in public transit now as a key strategy to addressing unsustainable growth in road related costs. Additional issues including public health risks and public transportation's contribution to economic development are discussed in more detail in the full report.

This report sets out actions and investments Hamilton will have to make if it is going to realize its approved transportation strategy. Actions in the full report are grouped around three themes: growing the use of public transportation, creating supportive land uses and communities, and developing a seamless multi-modal transportation system. The rate of the investment is inextricably linked to the timing of successful achievement of the goals.

### **Light Rail Transit (LRT)**

This report provides Council with a detailed analysis of tangible and intangible benefits and costs (from existing consultant reports and other published sources) related to the - possible construction and implementation of an LRT system along the B-Line in Hamilton. If introduced today, LRT between the eastern Sub-Regional Service node (Eastgate) and western Major Activity Centre (McMaster) of the lower City would exhibit ridership performance in the mid-range of existing North American systems, such as San Francisco, Portland and Minneapolis.

With implementation of LRT, an increase between \$2.9 million (no increased ridership and 6.5 minute LRT headway) and \$3.5 million (assumes an 8% city-wide increase in ridership and a four minute LRT headway) in the transit portion of the City operating budget levy can be expected. There may be a need for some reduction in service frequency to fully utilize the available train capacity. This scenario also assumes the LRT system would be operated by the City of Hamilton and eighteen buses would be removed from service. There is expected to be an additional non-transit City operating budget levy impact in the order of \$8.7 million, due to costs such as snow removal, street lighting, parking enforcement and loss of parking revenue.

Construction and infrastructure capital requirements for LRT are estimated at approximately \$800 million (2011 dollars). It is believed that construction costs could be reduced by value engineering the B-Line.

In terms of financial benefits to the City, Canadian Urban Institute (CUI) estimates that three times the number of development projects are likely to occur along the corridor within the same timeframe with LRT as compared to without LRT (e.g. 108 projects versus 32). If that were to occur, there would be an associated tax benefit from new development estimated at \$22 million. Building permit fees and development charges (existing development exemptions removed) are estimated at \$30 million. The assessed value of existing properties along the corridor is expected to increase by \$29 million over a fifteen year period; however, this is a benefit to the property owner with no direct financial gain to the City.

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LRT may have an added financial benefit to the City as the implementation of LRT could help address the backlog of rehabilitation, replacement and reconstruction capital works needs in the corridor, which are not programmed in the future capital budget at this time, at an estimated value of up to \$79 million.

Potential exists for 6,000 construction jobs (provincial), 3,500 of which are expected to be in Hamilton. Potential also exists for 1,000 permanent jobs (provincial) with approximately 300 jobs in Hamilton to deliver regular operations and maintenance. B-Line LRT investment may result in an estimated increase of more than \$443 million in Ontario's GDP based on construction related jobs, employment related to the supply of goods and materials and induced benefits related to additional spending power.

Investments in public transportation such as LRT have a number of additional benefits. Active transportation including LRT can have direct health benefits and can help shape a city's built environment into a more walkable, complete and compact community. For example, individuals who walk an additional kilometre per day reduce their chances of becoming obese. Public transportation produces on average (per person) significantly lower emissions than driving. A reduction in car traffic (GTA) will lower emission rates, save lives and lower costs. High quality light rail systems are known to be attractive to tourists, commuters and residents and can significantly enhance a city's image.

For Hamilton to achieve a reduction in operating cost for LRT as compared to bus, as experienced by high performance LRT systems such as Calgary and Edmonton, requires:

- investment in Hamilton's public transportation support network (bus, cycle and pedestrian) to achieve a doubling of the existing transit ridership from the current 45 to over eighty rides per capita and a modal split increase from 6% to 12% guided by close adherence to Council's transportation related policies, most notably the Transportation Master Plan;
- realization of Places to Grow, the growth plan for the Greater Golden Horseshoe, which forecasts that by 2031, Hamilton's population will grow by 130,000 persons to 660,000 and 90,000 new jobs. Based on current trends, there will be 200,000 more car trips each day, along with significantly greater levels of congestion.

In summary, should Hamilton not implement LRT there are a number of potential significant benefits and opportunities that could be lost. The City could see additional development occur along the corridor and a financial benefit of approximately \$130M (reduction in backlog, building permits and tax benefits from development). A fundamental consideration of the benefits of this type of project, which aligns with the findings of the McMaster Institute of Transportation and Logistics study, is the ability for LRT to refocus growth within the community. This is in keeping with Places to Grow, the City of Hamilton Official Plan and the City of Hamilton Transportation Master Plan and allows the City to capitalize on existing infrastructure while achieving population and employment growth.

### **Expanding Mobility Choices in Hamilton - Getting Rapid Ready**

The essential action in preparation for high performance rapid transit is to improve overall public transit services. The proven approach is to increase service levels - frequency, duration and service area coverage. These investments will increase ridership, elevate the role of public transit in Hamilton, and generate a more attractive financial business case for rapid transit investment. And specific to Hamilton, there are additional preparations:

- Elevate the role of public transportation in the community. Perceptions exist that transit is a service for those without access to a car. Changing this perception, via a combination of increased service levels, priority on streets, operating speeds, reliability, customer service, marketing, branding, and infrastructure maintenance are essential to re-position Hamilton's public transportation network as viable and attractive.
- Continuing community engagement on how the city should grow around transportation. Decisions will be necessary to protect stable urban neighbourhoods and identify opportunities for intensification and redevelopment - particularly at planned key nodes of planned rapid transit lines. Applying approved policies, Council can provide the framework to encourage appropriate land uses around rapid transit corridors. It is important to create an environment of certainty for developers and property owners, reducing the level of risk and barriers for development.
- Develop a multi-modal "active transportation" network connecting transit, walking, cycling, inter-regional transportation, carpool, car share, bike share and park and ride. Creating barrier-free and accessible pedestrian environments will be a priority to respond to the mobility needs of an ageing population. Cycling plays a major role for medium distance travel by extending the catchment of transit by reducing trip time to/from bus stops and traversing the escarpment for example.
- Reconfigure the transit network by reorienting existing transit services to feed planned rapid transit corridors and new neighbourhoods to establish travel patterns in advance of implementation.
- Advancing plans for multi-modal transit hubs and mobility hubs to create seamless connections between local, rapid, and interregional transportation services is a major priority. Regional and intercity transit is important for linkages throughout the Greater Golden Horseshoe, and beyond. As the western gateway to the Greater Toronto and Hamilton Area, home of the second largest airport in the region and at the intersection of major rail and road corridors, transit will play a role in providing connections between and access to these linkages.

Hamilton is starting to see the impacts of the foundation established over the past decade. Change is occurring on all levels from the way the City departments are

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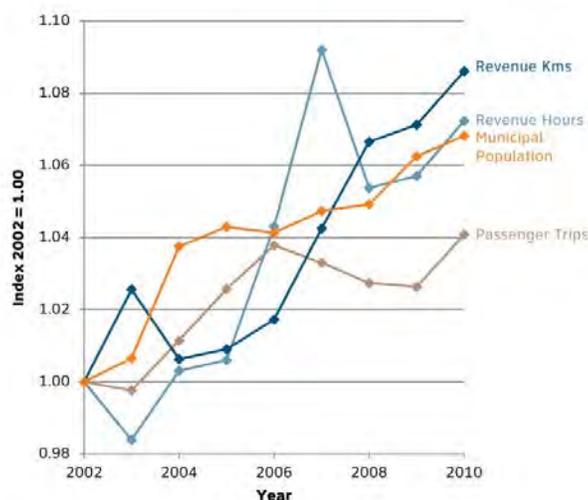
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organized to the way communities and transportation systems are being designed. Transportation and community planning is no longer done in silos, but in an integrated fashion. Evidence of this change at the City level is demonstrated by:

- a downtown that is recovering, witnessed by new construction, renovation, restoration and redevelopment;
- firm urban boundaries are being upheld, adhering to the policies of the Provincial Growth Plan;
- neighbourhood associations, citizens groups and advocacy groups freely voicing opinions because they believe their voices will be heard and that their contributions matter. An example is the success of coalitions such as Open Streets Hamilton which are creating events that promote multi-modal, healthy and vibrant streets.

To date, there have been some positive gains in transit ridership, but the annual rides per capita remains at just over 45. Some 55,000 transit service hours have been added between 2003 and 2010, but this has more or less been in line with population growth and directed toward alleviating overcrowding and bypassing. To achieve gains in active transportation mode use, the level of investment in transportation needs to greatly outpace the rate of population growth (see exhibit below).

EXHIBIT 5: City of Hamilton Population, Transit Service, and Ridership Change (Indexed to 2002)



source data: Canadian Urban Transit Association, 2002-10.  
Canadian Transit Factbook.

Progress is being made. There are many factors involved in transit growth, such as population, employment, urban form, and congestion levels. If Hamilton is to achieve its transportation targets, rapid transit is necessary.

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Hamilton's public transit service (HSR) has historically performed at the upper end of comparator municipalities in Ontario. The most strategic transit performance measure is Ridership/Capita and the greatest contributor to transit ridership is increased service levels (Revenue Service Hours/Capita). Beyond Ontario, Canadian cities with higher ridership than Hamilton include:

**Table 1 Comparable Revenue Service Hours per Capita (2011)**

City	Service Area Population	Sq. Km.	Gross Expenses	Active Fleet	Riders/Capita	Rev. Service Hours/Capita
Winnipeg	657,000	222	\$138M	545	72	2.00
Victoria	360,000	614	\$92M	280	69	2.21
Quebec	563,000	548	\$181M	597	79	2.02
Hamilton	480,000	235	\$72M	217	45	1.43

All exceed 2.0 revenue service hours per capita. The proven most successful approach to transit ridership growth is to provide higher levels of service frequency and duration. For Hamilton, this equates to about 250,000 hours of new service to reach the 2.0 revenue service hours per capita range.

Winnipeg serves as a good example for forecasting in view of Hamilton's projected population of 660,000 by 2031 and similar geographic transit service area. Comparative data is provided in Table 2, below. Winnipeg has experienced steady ridership growth of 30% during the past decade through continuing incremental investment.

**Table 2 Hamilton - Winnipeg Comparison (2011)**

	Hamilton	Winnipeg
Service area population	480,000	657,000
Population density	2,043 per sq. km.	2,950 per sq. km.
CBD employment	23,400	70,000
Post-Secondary enrolment	38,000	50,000
Annual Ridership;	22 million	48 million
Ridership/Capita	45	72
Annual Revenue Hours;	0.73 million	1.24 million
Revenue Service Hours/Capita	1.43	2.00
Average Fare	\$1.60	\$1.45
Revenue/Cost Ratio	51%	60%
Municipal Operating Contribution/Capita	\$67	\$61*

\* Note: The Province of Manitoba and City of Winnipeg share transit net operating cost 50/50.

The City of Winnipeg's Sustainable Transportation policy adopted five key goals to achieving a balanced and sustainable transportation system, not dissimilar to Hamilton:

- dynamically integrated with land use;

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- supports active, accessible and healthy lifestyle options;
- safe, efficient, and equitable for people, goods and services;
- well maintained infrastructure;
- financial sustainability.

Further, the City of Winnipeg undertook a number of strategic actions over the past decade towards growing their transit ridership that leads, yet to a large degree, parallels the path Hamilton is on:

- Service Capacity. Address capacity shortfall and improve the customer experience.
- Service Level. Incremental annual increased investment in service level expansion.
- Reliability. Improve schedule adherence through use of GPS technology.
- Speed. Increased transit operating speeds through transit priority measures such as: transit signal priority; queue jumps; reserved lanes; dedicated lanes for mall entry/exit; and traffic signal optimization.
- Accessibility. Street geometric improvements through seamless multi-modal connections. A network wide review of one-way and two-way traffic systems. The development and implementation of a “Complete Streets” strategy.
- Enhanced Customer Service. Implement new customer service and information tools and enhance existing ones.
- Service Design. Focus on enhancing downtown access, feeding rapid transit services and providing suburb-to-suburb connections.
- Flexible fare collection. Create an equitable, simple and intelligent fare system with incentives to increase ridership and mode split.
- Quality Infrastructure. Invest in transit infrastructure maintenance and asset management.

Hamilton, in comparison to Winnipeg, has completed a number of ridership growth and asset management initiatives:

- Service Capacity. Addressing overcrowding and bypass through Council’s 2011 Service Investment Plan (\$3M).
- Governance and Structure. New integrated Transportation program.
- Customer Service. A new auditory and visual bus stop announcement system to provide next stop announcements and new GPS system (\$4.7M).
- Investment in Infrastructure. Investment in Transit fleet since 2011 (\$14.4M) has resulted in reduced bus parts cost projected for 2012 to be in the order of (\$1.1M), improved emissions, and reduced requirement for Mechanics. MacNab Street Transit Terminal (\$9.4M).
- Accessibility. Improved accessibility for persons with disabilities; implementation of new Eligibility policy, computer-aided dispatch for ATS, Travel Training, Accessibility Plan in place and updated annually (Est. \$5.7M). Fleet is 100% low floor accessible and bike rack equipped.

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- Complete Streets and Transportation Demand Management. 140km of Cycling infrastructure in priority corridors. Bike storage facilities such as at Mohawk College and twenty schools. Smart Commute initiative in partnership with Metrolinx and neighbouring municipalities including fourteen employers with 87,000 employees. Community-based social marketing pilot program. Carshare pilot program. Transit integrated with cycling and walking path network.
- Safety and Security. Improved lighting at terminals and end-of-line loops, request stop program. On-board video surveillance on ATS/DARTS (\$0.6M).
- Financial Sustainability. Partnership(s) with Metrolinx to achieve efficiencies in vehicle procurement, parts procurement.

**Proposed 2013 Work Program**

The 2013 Transportation Division Work Plan is provided in detail in the “Rapid Ready” Appendix and summarized on Pages 43 and 44 (refer to Investment Plan Tab). This work plan will further advance work towards increasing mobility choice and transit ridership in Hamilton. It includes undertaking the TMP five year review including a complete streets strategy, improving transit service, creating an accessible transportation system, creating a refined transit customer experience, creating safe and convenient walking and cycling environments, integration with corridor and community planning and seamless multi-modal connections.

In addition, a 2013 Transportation Division Work Plan for LRT, is also provided in detail in the “Rapid Ready” Appendix and summarized on Pages 43 and 44 (refer to Investment Plan Tab). Items that would further LRT planning and could proceed prior to funding commitment are identified and include works such as vehicle optimization modelling, value engineering, additional geotechnical investigations, assist with preparing funding evaluation, bus network optimization and delivery model assessment strategy.

**Alternatives for Consideration - See Page 12**

**FINANCIAL / STAFFING / LEGAL IMPLICATIONS**

**Financial:**

The 2013 Transportation Division Work Plan items would be undertaken within approved 2013 capital and operating budgets, with the exception of LRT related studies. With respect to the 2013 budget for LRT, sufficient funds were approved in 2013 to support staffing related costs. However, no capital funding is approved for the studies themselves. Further reports to Council will be required in this regard.

Implementing the City’s strategic direction for transportation will require continued increased investment, particularly in transit. Between 2007 and 2010 the level of investment needed was investigated and recommended through the Transportation Master Plan (2007) and the Hamilton Street Railway Operational Review (March 2010).

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These documents have been considered in the preparation of the Rapid Ready Report and Transportation Division Investment Plan, Pages 43 and 44 (refer to Investment Plan Tab), of the Appendix.

**Staffing:**

There are no immediate staffing implications related to the 2013 Transportation Division work program identified in this report.

Should the City negotiate an agreeable funding announcement with Metrolinx, then additional resources would be required at that time.

**Legal:**

While staff has completed all of the deliverables required through the Contribution Agreement (CA) with Metrolinx, these documents have not been formally submitted. The City is required to submit these deliverables to Metrolinx/the Province based on the Contribution Agreement.

Exposure to an Ontario Human Rights complaint has been identified as a likely outcome of not being compliant with Accessibility for Ontarians with Disabilities Act (AODA). As per previous reports to Council (PW03128d, PW03128e and PW03128f) the City has an approved strategy and budget and is on track to achieve compliance prior to the 2017 deadline.

**HISTORICAL BACKGROUND**

The following is a chronological summary of the rapid transit initiative.

- Report PW09007, Council adopted the following vision statement for Rapid Transit:

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, sustainable and affordable transportation options for our citizens, connecting key destination points, stimulating economic development and revitalizing Hamilton. Rapid transit planning strives to improve the quality of life for our community and the surrounding environment as we move Hamilton forward.

The vision statement has been used to guide key decisions that have been made in the development of the Planning, Design and Engineering work for B-Line rapid transit.

- October 29, 2008 Report (PW08043D) direction to study rapid transit with Light Rail Technology as the preferred option.
- October 13, 2009, Contribution Agreement with Metrolinx for \$3 million in funding for Rapid Transit studies. The Contribution Agreement expired on March 31, 2012, and all works are complete.

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- February 19, 2010, Metrolinx Benefits Case Analysis (BCA) for Hamilton rapid transit presentation to Board of Directors.
- October 26, 2011, Report CM11016/PW11064/PED11154/ FCS11072 (Conventional, Rapid and Inter-Regional Transit: Technical, Financial and Land Use Considerations). 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.
- January 11, 2012, staff issued a Notice of Completion for the B-Line Rapid Transit Project, which formally concluded the Environmental Assessment process for the B-Line.
- August 13, 2012, GIC approved: “That Report PW11064(a), respecting Rapid Transit Maintenance and Storage Facility and Spur Line, be referred back to staff. Metrolinx subsequently agreed to defer the requirements of an Environmental Assessment at this stage of the planning process.
- The completion of the 2012 work plan items will allow Infrastructure Ontario to complete its Value for Money (VFM) assessment and for Metrolinx to make a funding recommendation to its Board of Directors, anticipated to occur in May 2013.
- October 2011 Council direction to undertake a Light Rail Transit project Benefit and Cost Report, including the cost of not completing LRT and a triple bottom line analysis. Detail is provided in the “Rapid Ready” Appendix of this report.

### **POLICY IMPLICATIONS/LEGISLATED REQUIREMENTS**

An overarching goal is to ensure that every Hamilton resident has access to at least one sustainable transportation mode choice for their daily travel needs (walking, cycling, transit, car sharing, bike sharing, or carpooling). Public transportation must be recognized as a strategic priority, it is not possible to have a successful large city without a high functioning transit system. A complete review of all transportation related policy that this report aligns with is provided in the “Rapid Ready” Appendix. Not investing in public transportation poses a significant risk to the City. Not achieving modal share targets will result in increased congestion and associated delays and an even greater need to invest more in roads.

Strategic Objective 1.4 of the Corporate Strategic Plan which states:

Improve the City’s transportation system to support multi-modal mobility and encourage inter-regional connections. This includes Strategic Actions (i) Complete the design and develop an implementation and financial plan for the delivery of higher-order transportation and enhanced transit service, including all-day GO Transit service and rapid transit and (iii).

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Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the associated transportation demand management (TDM) plan.

In addition, this proposal aligns with the Corporate Vision “to be the best City in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities” and our Mission “we provide quality public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.”

#### **RELEVANT CONSULTATION**

As outlined in the Contribution Agreement between the City of Hamilton and Metrolinx, Rapid Transit staff has engaged regularly in community consultation with local residents, business owners, stakeholders, institutions, schools, property owners, agencies and utilities since the first phase of the Rapid Transit Feasibility Study was initiated in November 2007.

The “Rapid Ready” plan is the product of broad consultation of Transportation industry expertise and extensive (internal and external) stakeholder consultation.

#### **ANALYSIS / RATIONALE FOR RECOMMENDATION**

Rapid Ready - Expanding Mobility Choices (Appendix A) sets out the actions and investments Hamilton will have to make if it is going to realize its approved transportation strategy. The goal is a transportation network that maximizes its contribution to quality of life with benefits that support a vibrant and equitable society, a complete and compact community form, a dynamic and efficient economy, and a healthy natural environment. While progress is being made towards this end result, as detailed in the Executive Summary to this report, further investment is needed. If consistent action and increased investment is not taken toward this program, targets and goals will become increasingly difficult to meet and unrealistic. The overarching transportation strategy for the City, to rely on active transportation and travel demand management, in combination with road capacity optimization to solve transportation problems and the associated targets will need to be reconsidered.

#### **ALTERNATIVES FOR CONSIDERATION**

**Light Rail Transit Alternatives:** Do not submit the required outstanding Contribution Agreement deliverables to Metrolinx. This alternative would terminate the B-Line project from further advancement and would contravene the requirements of the Contribution Agreement. This alternative is not recommended.

**Transportation Division Work Plan:** Council could amend the proposed work plan.

#### **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**

- 1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts.
- 1.4 Improve the City's transportation system to support multi-modal mobility and encourage inter-regional connections.
- 1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.
- 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.

**APPENDICES / SCHEDULES**

Appendix A	Rapid Ready - Expanding Mobility Choices in Hamilton (January 2013)
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