




# COMMUNICATION UPDATE

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| <b>TO:</b>               | Mayor and Members<br>City Council   |
| <b>DATE:</b>             | November 6, 2024  |
| <b>SUBJECT:</b>          | Hamilton LRT Procurement Update   |
| <b>WARD(S) AFFECTED:</b> | City Wide   |
| <b>SUBMITTED BY:</b>     | Abdul Shaikh<br>Director, Hamilton LRT Project Office<br>Planning and Economic Development Department |
| <b>SIGNATURE:</b>        |                      |

The purpose of this Communication Update is to provide the Council with an update on the Ministry of Transportation's announcement on the release of the Request for Qualification (RFQ) for Package 1 of the Hamilton Light Rail Transit project.

As per the Memorandum of Understanding for the Hamilton LRT Project, ratified by the Council in September 2021, Metrolinx is the owner of the project and remains responsible for project delivery functions, such as design, construction, property acquisition and public consultation. Metrolinx remains responsible for the procurement process of major works with support from City staff on an as-needed basis.

At the June 2, 2023 LRT Sub-Committee, Metrolinx staff provided Hamilton LRT Project Update, which mentioned a two-package delivery strategy for the Hamilton LRT project for major works with the following details:

## Package 1 - Civil Works and Utilities

- Mainly Third-Party assets designed, constructed, commissioned, and handed over to stakeholders.
- Private and Public Utilities, Civil Structures (bridges and grade separations), Road and Urban Realm.

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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.

Package 2 - Stops, Rail, Systems (SRS)

- Guideway, rail, systems, operations and maintenance storage facility (OMSF), and integration of Light Rail Vehicles (LRVs) delivered for Revenue Service.
- Potential to include operations and maintenance concession period

At the June 2, 2023 LRT Sub-Committee, Metrolinx explained that the Package 1 – Civil Works and Utilities package would be delivered by an Alliance contracting model which is a form of “Collaborative Contracting”. The high levels of interface with municipal and third-party-owned assets make the model well-suited for this scope. The contracting model and timing for Package 2 - Stops, Rail, Systems (SRS) is not known at this time.

The Alliance contracting model includes Request for Qualification (RFQ), Request for Proposal (RFP), Development Phase and Implementation Phase. The Ministry’s announcement of the release of RFQ for the Hamilton LRT project is an important milestone and the first step of the procurement process, inviting contractors to submit a statement of qualifications for Package 1. The shortlisted qualified contractors will then be invited to submit proposals for the delivery of the project in the RFP process. Through the RFP process, one shortlisted preferred partner will enter into the Development Phase and be invited to submit the project proposal. Upon acceptance of the project proposal by Metrolinx, the Implementation Phase will be initiated and major construction will commence. The schedule for the Implementation Phase will be determined through the Development Phase.

Additional information can be obtained on the MTO website at <https://news.ontario.ca/en/release/1005287/ontario-taking-next-step-to-build-hamilton-lrt> or by contacting Abdul Shaikh, Director LRT Project Office at (905) 546-2424 Ext 6559.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” – Hamilton LRT Project Update & Community Benefits and Supports Program Overview (Metrolinx – June 2, 2023, LRT Sub-Committee)

# **Hamilton LRT Project Update & Community Benefits and Supports Program Overview**

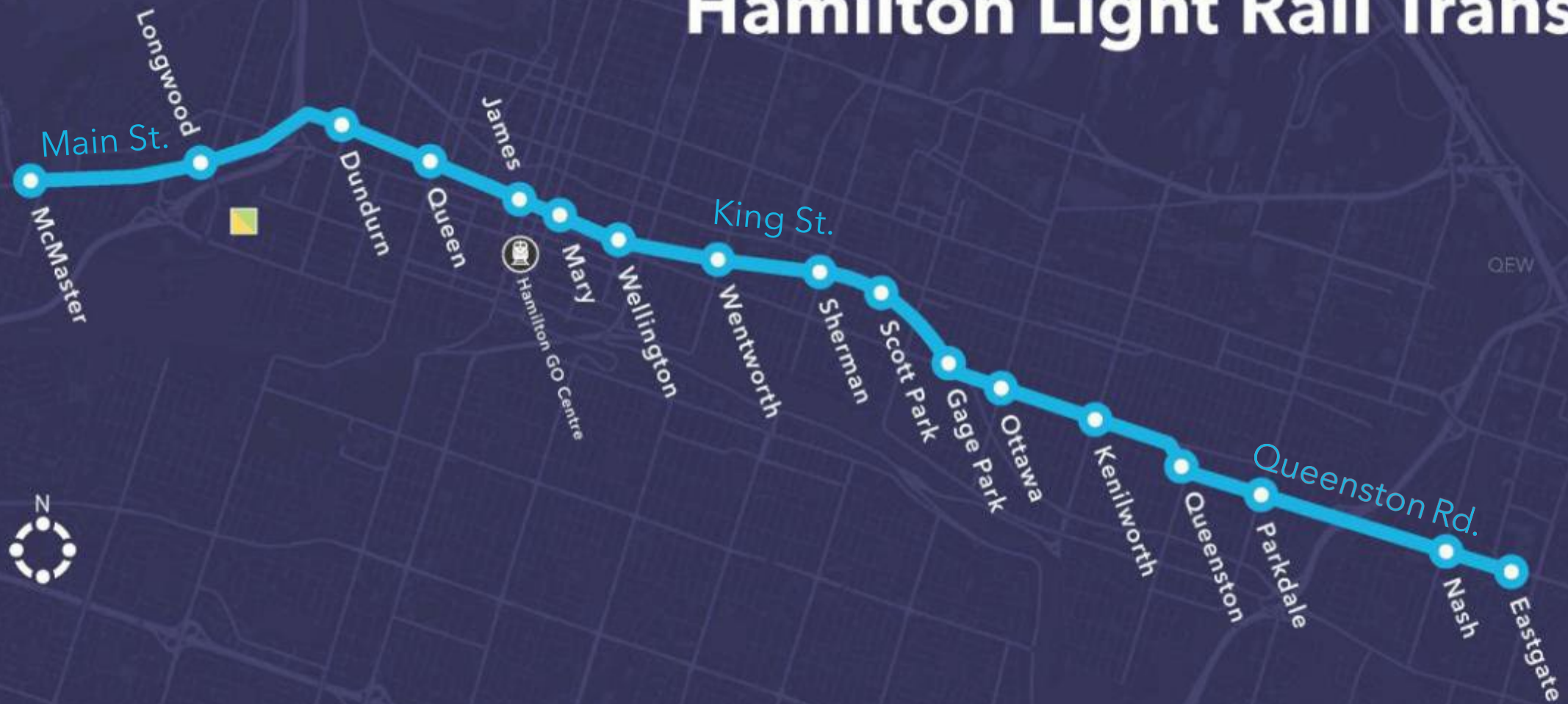
City of Hamilton LRT Subcommittee

June 2, 2023



# Project Update

# Hamilton Light Rail Transit



Hamilton LRT - MCMASTER TO EASTGATE

OPERATIONS, MAINTENANCE  
& STORAGE FACILITY (OMSF)

- **14 km surface alignment**
  - bi-directional (no split track) and generally located in the centre of the road.
- **17 stops**
  - all at grade, comprised of platforms and shelters



# DELIVERY CONSIDERATIONS

The Hamilton LRT project presents a unique set of challenging constraints to be managed:

- 1) **Narrowness:** Width is very limited (Right of Way width is 20m or less for most of the corridor).
- 2) **Bespoke public utility infrastructure:** Existing aging utility and civil infrastructure
- 3) **Extensive private utility infrastructure:** Many asset owners (Power, TelCos, Gas).
- 4) **Unknown in-situ conditions:** Potential material disposal / old buried infrastructure.
- 5) **Many key stakeholders:** Requirement for coordination among several public and private stakeholders.



International Village Conceptual Rendering

# RENEWING THE PROJECT

## What Remains an Asset?

- **Approved EA and extensive design work completed until 2019 has provided a strong foundation for procurement**
  - Previous investment in design being fully leveraged
- **Due-diligence activities have reduced risk**
  - Investigations of utilities and environment are highly detailed
- **Property acquisitions and utility relocations completed before 2019 all remain valuable**
  - Project delivery can resume with a “head start”

## What's Changed?

- **Hamilton has continued to grow and change**
  - New design considerations can be integrated with the project plan, most notably where the project interfaces with the City's proposed two-way conversion of Main Street
- **The construction industry has ample competing options and its approach to pricing risk is different**
  - Changes in prices began in years preceding pandemic, with significant further change during pandemic itself
- **The range of contracting models Metrolinx is using has broadened**
  - All new freestanding rail rapid transit lines opened in Canada from 2000 until 2020 had used P3-type contracts
  - Newer methods for contracting transit projects, based on successes in other jurisdictions, have been launched in the GTHA transit expansion program since 2019

## RECOMMENDED PROJECT PACKAGING STRATEGY

- Project delivery strategy has progressed through market soundings and evaluation of procurement options considering project risk and technical profile.
- Metrolinx is recommending a delivery strategy to government consisting of **two main packages**, so that corridor complexities can be addressed appropriately in a separate contract, to leave a more manageable risk profile for the LRT and systems contract.

### Advance Enabling Works

- Early strategic relocation of some select private and public utilities (mainly off-corridor)

### Package 1 – Civil Works and Utilities – approximately half of project construction value

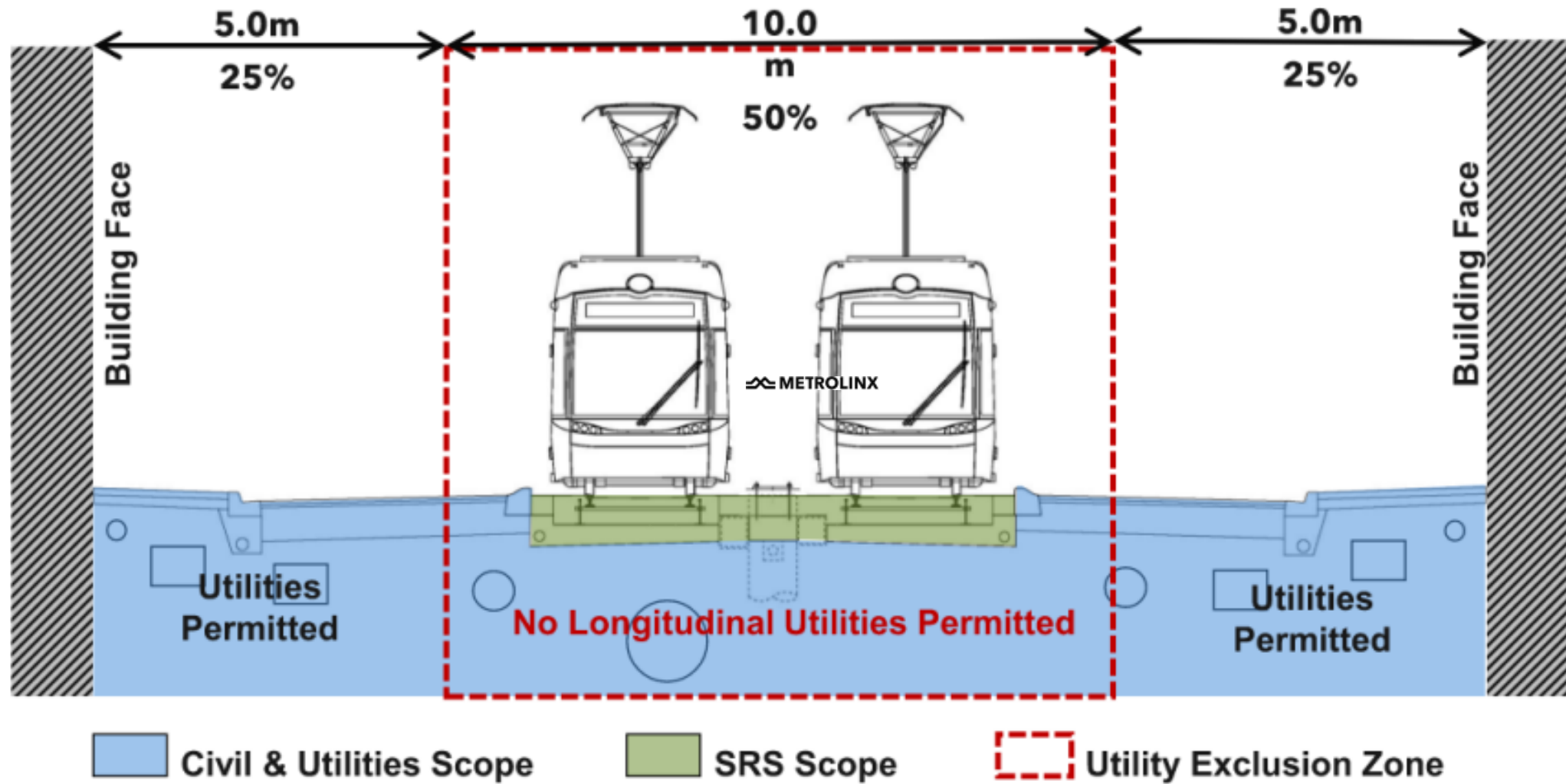
- Mainly Third-Party assets designed, constructed, commissioned, and handed over to stakeholders.
- Private and Public Utilities, Civil Structures (bridges and grade separations), Road and Urban Realm
  - Relocation and renewal of longitudinal utilities
  - Urban Realm includes streetscape, pedestrian safety, cycling and HSR integration

### Package 2 – Stops, Rail, Systems (SRS) – approximately half of project construction value

- Guideway, rail, systems, operations and maintenance storage facility (OMSF), and integration of Light Rail Vehicles (LRVs) delivered for Revenue Service
- Potential to include operations and maintenance concession period (pending discussions with the City of Hamilton)



## SPATIAL DIVISION OF SCOPE



## RECOMMENDED CONTRACTING MODEL FOR CIVIL & UTILITIES PACKAGE

- Metrolinx is recommending to government that the Package 1 – Civil Works and Utilities package be delivered by an Alliance contracting model
- The high levels of interface with municipal and third-party-owned assets make the model well-suited for this scope
- In contrast to fixed-price contracts such as P3s, Alliances are a form of “collaborative contracting” originating in Australia in which:
  - Participants from the owner’s organization and the contractors form a joint entity to deliver the project that provides the owner with full transparency into actual costs
  - A “Development Phase” is used to jointly advance design, mitigate risks, and negotiate pricing
  - An “Implementation Phase” follows with all participants working together to deliver the project





# RECENT USES OF PROGRESSIVE CONTRACTING MODELS BY METROLINX

## Projects using the Alliance contracting model



Union Station Enhancement Project



East Harbour Transit Hub

## Other projects using related progressive models



GO Expansion  
On-Corridor Works



Scarborough  
Subway Extension



Ontario Line



Three new GO stations  
in City of Toronto



GO Rail Extension  
to Bowmanville



## ONGOING AND FUTURE WORKS

- Ongoing due diligence work
  - Subsurface investigations
  - Species-at-risk and heritage studies on Metrolinx-owned buildings
  - Tree inventory and replacement strategy
  - Engagement with First Nations
- Property acquisition activities are underway
  - 43 demolitions of vacant buildings on the corridor are complete
  - Demolition work will continue in 2023 to prepare for construction



Demolition at King and Wentworth Streets



Remaining chimney at King St and Holton Ave

## ONGOING AND FUTURE WORKS

- Design refinement in consultation with City of Hamilton staff
  - Cycling and HSR integration, complete streets, City "Vision Zero" approach
  - Interface with two-way conversion of Main Street
- Agreements and Protocols executed with City of Hamilton, including on communications, governance, and preparatory activities.
  - Continued engagement on additional protocols including on real estate





# WORKSHOPS WITH THE CITY OF HAMILTON

- Ongoing design workshops with City of Hamilton and Metrolinx Project Delivery Team
- Ongoing Operations and Maintenance workshops with the City of Hamilton and Metrolinx Operations
- LRT corridor site visit to walk the corridor, identify key areas, site constraints
- Waterloo ION site visit to identify lessons learned on LRT implementation



LRT Workshops – City of Hamilton & Metrolinx



# MOBILIZING IN THE CITY OF HAMILTON

- Co-located project office now operating in downtown Hamilton
- Hamilton LRT Community Office expected to open on the corridor this summer



Hamilton LRT Community Office



Hamilton LRT Project Office

# COMMUNITY & STAKEHOLDER ENGAGEMENT

- Walking tours in International Village and Downtown BIAs
- Collaboration with Hamilton Chamber of Commerce about business support strategies
- Community engagement at festivals and events
- Briefings with major stakeholders
- 'Meet and Greet' with Hamilton Community Benefits Network



Pop-up at Eastgate Square

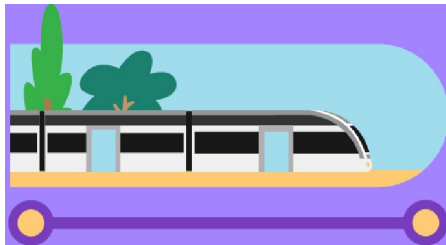


Walking tour with Downtown BIA

# Hamilton LRT

## Community Connector Program Overview

### Corridor Canvass - McMaster to Eastgate



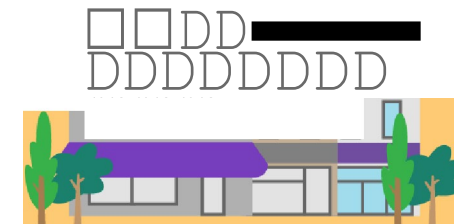
Total doors knocked: **1110**  
Interactions: **710**  
Inaccessible: **44**  
Engagement rate: **67%**

### Property type



Commercial: **54%**  
Residential: **30%**  
Vacant: **16%**

### Off-Corridor Commercial District Canvass



Total districts: **12**  
Total doors knocked: **1516**  
Interactions: **908**  
Engagement rate: **68%**

Canvass performed between November 2022 and January 2023



# Community Benefits and Supports Program



## Our Commitment to Deliver

Through implementation of Community Benefits and Supports in our **priority transit** projects we will **engage** with local communities, **make improvements** to public spaces and **provide connections** to job opportunities



## 4 Pillar Strategy

1

### Employment Opportunities

Promoting apprenticeship training and workforce development opportunities for local communities and equity seeking groups



2

### Local Business Supports

Building and fostering relationships with local businesses to minimize business disruptions



3

### Public Realm Improvements

Where construction as a result of the project creates a temporary disruption, finding ways to leave the surroundings in an improved state



4

### Community Improvement Supports

Assisting communities with achieving opportunities for improving the public spaces surrounding transit project construction



# Overview

- The 4 Pillar Strategy for community benefits is currently being applied to the five priority transit projects including the Hamilton LRT project.
- Collaboration and active involvement from partners and community members will lead to strong economic and social benefits. The Community Benefits and Supports Program will continually apply lessons learned.
- Standardized processes and a reporting structure is being developed.





# Our Plan for Delivery

## How

Workforce Plans that will require Contractors to develop plans to achieve hiring targets for apprentices and equity seeking groups  
Plan, policies and strategies to ensure commitments to Anti-Racism/Equity, Diversity and Inclusion (EDI)

1

**Employment Opportunities**

2

**Local Business Supports**

## How

Ensuring local businesses; vendors and social enterprises are used during the construction; Increasing opportunities, in the form of services and employment

## How

Expanded collaboration between municipalities, transit agencies and government to identify other development opportunities

4

**Community Improvement Supports**

3

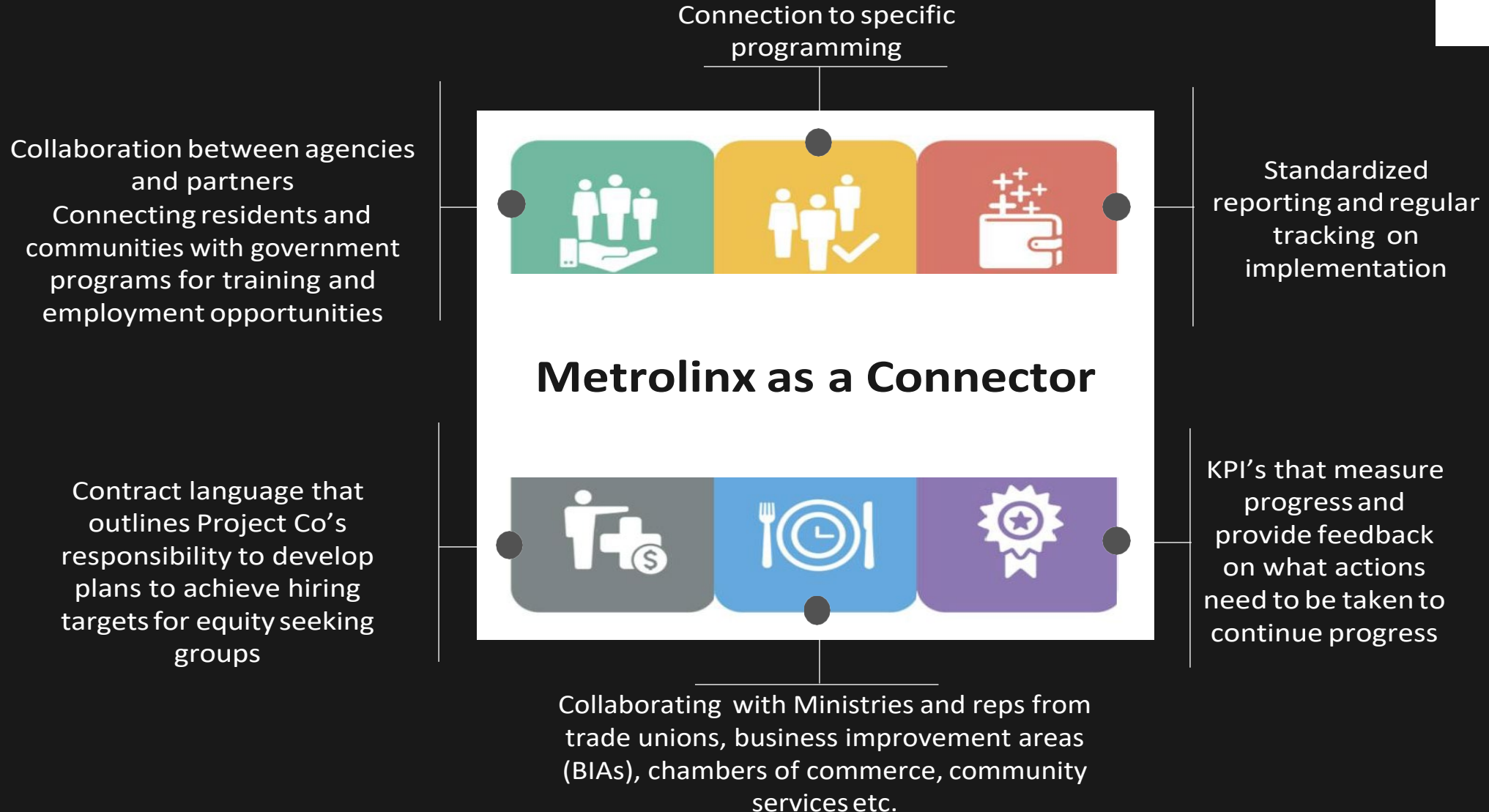
**Public Realm Improvements**

## How

Refining engineering and construction solutions, where possible, to address impacts, such as to parks, trees, street traffic, restoration, and streetscapes

# 1 Employment Opportunities

## Implementation Plan: Employment Opportunities





# Metrolinx as a Connector:

## Examples of Community Outreach



Metrolinx to roll out the Community Benefits and Supports Program for the LRT, working with key stakeholders and partners.



Opportunities to continue our partnership with the various Community Benefit Networks and other local groups to deliver on local job opportunities, business supports and other neighbourhood initiatives as seen on the Eglinton Crosstown West Extension project.

 METROLINX

### Join the Construction Liaison Committee

Be part of the monthly meetings where we meet with Metrolinx and Crosslinx Transit Solutions to discuss area concerns



For further information on how to join your local CLC please email [crosstown@metrolinx.com](mailto:crosstown@metrolinx.com) or call us at 416-782-8118



# Implementation Plan:

## Local Business Supports

2

Local Business  
Supports



"Shop Local" campaigns

Partnerships with municipalities and local organizations i.e., pavement access agreements, window and street cleaning programs



Public Tradeshows



Business Seminar Series



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Construction Liaison Committees



# Implementation Plan: Public Realm Improvements

3

Public Realm  
Improvements



**EXAMPLE: ONTARIO LINE OPEN HOUSE**  
Hosted open houses specifically to obtain input into public realm design in the Ontario Line's joint corridor segment



**EXAMPLE: TRACTION POWER SUBSTATION  
PAPE AND SAMMON AVENUE, TORONTO**



Engagement with municipal partners and transit agencies to achieve consensus on capital coordination and funding sources

## Park improvements

Landscaping and vegetation enhancements  
Enhanced architectural finishes (TPSS cladding or Emergency Exit Building improvements)

Streetscape improvements (specialized pavement, street furniture)



**EXAMPLE: THE YONGE STREET RAIL BRIDGES, AURORA**  
The bridge cladding and/or protective bridge barriers shall be treated as an additive feature



# Implementation Plan:

## Community Improvement Supports

4

Community  
Improvement  
Supports



### EXAMPLE: GO EXPANSION PROJECTS

Accommodating planned municipal bike lanes as part of a grade separation project.



### EXAMPLE: MCCLEARY PLAYGROUND (ONTARIO LINE)

Potential improvements and opportunities



For a greater region

[metrolinx.com](https://www.metrolinx.com)

An agency of the Government of Ontario