

Hamilton POLICE SERVICE NEW HEADQUARTERS

PARTNERSHIP &
DEVELOPMENT
OPPORTUNITY

& Division 1 Central Station



Development Opportunity Call: Hamilton Police Service Headquarters Project

1. Introduction and Background

In 2021, Hamilton Police Service (“HPS”) undertook a review of their facilities with the objective to assess current program functions and spatial requirements, and to explore how workplace organization, operational effectiveness, service delivery, and safety could be improved across these facilities.

The review included extensive consultation with HPS staff and leadership to document operational needs, staffing projections, spatial adjacencies, equipment and storage requirements, and performance goals. Preliminary schematic layouts were developed for their Headquarters, Training Branch, and Division 1. These layouts examined potential reorganization strategies and identified phasing concepts for partial demolition and reconstruction within an occupied facility.

In response, the City of Hamilton (the “City”) and Hamilton Police Service are evaluating alternatives to major renovation, including lease of privately owned buildings, and the development of new purpose-built or retrofitted facilities on private lands and/or City-owned lands.

The City seeks proponents, through a public-private partnership model, in the development of these new facilities for Hamilton Police Service.

Statement on Approach

The City will implement a **multi-stage process** to select a partner for the design, construction, financing, and maintenance of the new Hamilton Police Service Headquarters (“HPSHQ”) and Division 1:

Stage 1 – Market Sounding and Interest

- Purpose: Proponents are invited to express interest, articulate ideas and concepts for proposals of sites and space that could accommodate HPS, and demonstrate their experience and capability to deliver institutional projects.
- The City will engage with proponents for a series of roundtable and/or individual discussions.
- Outcome: Invite proponents with solutions that can meet the needs of HPS to Stage 2.

Stage 2 – Collaborative Concept Development

- The City will work with proponents during Stage 2 and ask them to form a design and development team to develop conceptual solutions and commercial terms aligned with HPS program requirements.
- Interactive sessions will allow proponents to clarify requirements, test design concepts, and confirm alignment with operational needs.

Stage 3 – Detailed Proposal Submission

- Shortlisted proponents proceeding to Stage 3 will submit comprehensive technical and commercial proposals as the outcome of Stage 3.
- Structured (commercially confidential) meetings will support refinement of design, functional programs, technical requirements, schedule expectations, and commercial terms.
- City stakeholders will assess final Stage 3 proposals along with a fairness monitor for selection.

Post-Selection

- Upon concluding the selection process and seeking requisite Hamilton Police Service Board and City Council approvals, the City and successful proponent(s) will enter into a **negotiation period** to finalize confidential commercial agreements.

2. Project Objectives and Outcomes

The program for the HPSHQ and Division 1 station aims to create a modern, efficient, and sustainable environment that supports the full range of operational and administrative functions of the HPS.

The design will prioritize accessibility, safety, communication, and collaboration across all departmental units. Spaces will be organized to enhance staff well-being, operational flow, and the quality of service to the community. The program will also emphasize the creation of secure and appropriately separated zones for public, staff, and operational functions—balancing openness and civic presence with the need for safety and control.

Aligned with the City's Climate Action Strategy, the program will embed sustainability, resilience, and biodiversity objectives into the facility design. This includes opportunities to reduce carbon emissions, optimize energy performance, and incorporate adaptive strategies that respond to global climate and resource challenges.

The HPS is also open to and encourages partnerships with other local community services and educational facilities.

3. Project Scope Overview

Delivery Model Direction

The preferred delivery approach is a Progressive **Design-Build-Finance-Maintain (P-DBFM)** structure. Under this model, the proponent will:

- Collaboratively plan and design the new HPSHQ and Division 1 facility (or facilities) to meet HPS requirements;
- Construct the new HPSHQ and Division 1 facility (or facilities);
- Finance the buildout and certain aspects of the fit out; and,
- Maintain certain aspects of the base building(s) for the duration of the project term.

Lifecycle and Maintenance Responsibilities

The successful proponent will assume responsibility for certain aspects of the **base building maintenance** and **lifecycle replacement** during the term. At least some of the specialized equipment or fit out would be procured, maintained, and life cycled by the proponent as part of the project.

HPS will, in most likelihood, be responsible for **leasehold repairs**, day-to-day operational maintenance, utilities, insurance, and related occupancy obligations. Details of responsibility, performance monitoring, and risk transfer to be determined and refined throughout Stage 3 and the negotiation period.

Project Term

Construction period followed by a **40-year lease term** commencing at occupancy. The preferred agreement would include a purchase option for the City. Payment structure will be determined through Stage 3 and negotiation period.

Taxation

As tenant, the City will seek Council approval to designate the facility as a **Municipal Capital Facility**, which may exempt the leased premises from property taxes for municipal and school purposes.

Indicative Site Requirements

Land Considerations

Proponents are strongly encouraged to propose their own sites for HPSHQ and/or Division 1. The City is open to considering the use of City-owned properties as part of the proponent's response, but these options are largely constrained. The City and HPS will provide a list of City-owned lands that can be considered for interested parties.

The site of the existing HPS Investigative Services Division may be available for retrofit to a new Division 1, in which case the proposal would need to accommodate the Investigative Services Division in a new Headquarters facility.

It is important to note that at this time, proponents are not required to own or actively lease the site at the time of submission but, as part of their submission, will be required to include a Letter of Support from the landowner expressing their willingness to not transfer, charge, or otherwise encumber the Proposed Site prior to a decision being made from this Opportunity Call, successful or otherwise.

Geographic Focus

HPS Headquarters, Investigative Services Division and associated programs, if proposed to be developed separately from Division 1, can be located anywhere within Hamilton proper with preference for sites that are accessible by multiple modes of transportation (i.e. GO Transit, public transportation, car, bicycle, etc.).

Proposed sites for Division 1, whether standalone or in conjunction with Headquarters, must remain within the Downtown limits. The defined area spans from Wellington Street to Bay Street and from Barton Street to Hunter Street. See Figure 1.

Alternatively, as part of a phased approach, Division 1 *may* be relocated from its existing location to the City-owned site where Investigative Services Division is currently located at 100 Wilson Street, Hamilton.

To clarify, below are a list of options that a development partner may consider along with the associated geographic focus:

1. **Consolidated Option:** A single site accommodating all programs within the Downtown boundary.
2. **Separate Sites:** HPS Headquarters and ISD located at a site or facility in Hamilton, with Division 1 situated at a separate site within the Downtown boundary.
3. **Phased Approach:** HPS Headquarters and ISD located at a site or facility in Hamilton, with Division 1 relocating to City-owned 100 Wilson Street once ISD has moved to its new site.

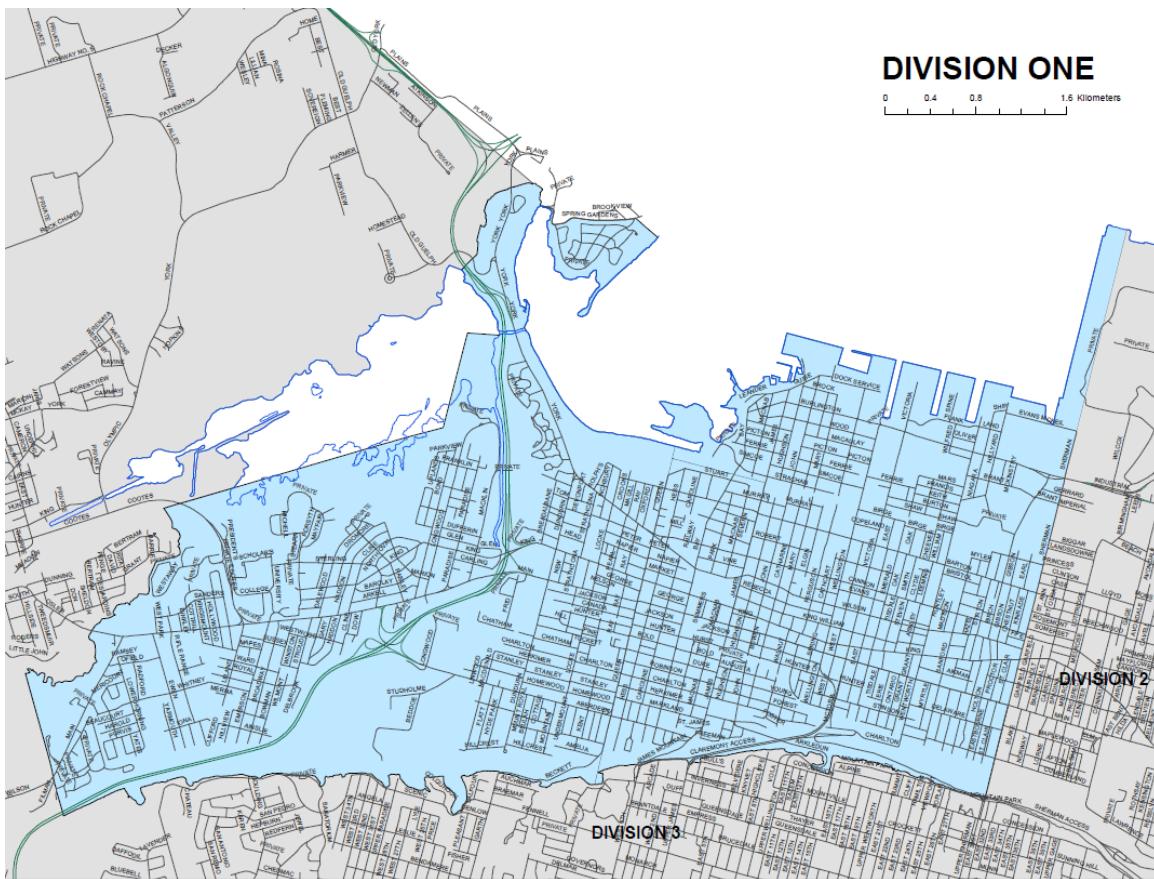


Figure 1 - Division 1 bounds

Servicing

The site should be fully serviced and able to accommodate building specifications.

Site Area

While the preliminary Functional Program prepared by HPS calls for a site of 4 to 8 acres for HPSHQ and Division 1, the City is open to consider any design option that can deliver the programmatic requirements and plan for growth.

This includes smaller floorplates, a combination of at-grade and below-grade parking, and optimization of space requirements. Certain program space requirements are non-negotiable and would need to be met (e.g. dimension requirements for firing range) and would be outlined within the Functional Program and interactive sessions.

Building Program

Per the Functional Program, at least **200,000 to 250,000 square feet** of space is required, in a commercial-scale building form. The **Functional Program** will be made available in the data room for detailed reference. Hamilton Police Service is requesting that the Stage 3 proponents validate space requirements that factor in growth projections.

The proposed layouts should include the following elements which are further prescribed in the Functional Program:

- public facing lobby, admin, and reporting facilities;
- visitor parking, secured police fleet parking, staff parking, sally port, custody area, holding cells, records and property storage;
- investigative, command, forensic lab and administrative offices; and,
- professional development training facilities with a 50m firing range, Emergency Response Unit services, professional standards, meeting spaces, community room and multipurpose room sized to accommodate press conferences and communal amenities such as gymnasium, lockers, breakrooms, and facility loading to the rear.

Parking Capacity

Provision for **approximately +/-733 dedicated parking stalls** for Hamilton Police Service staff and fleet, either in structured parking or a combination of structured and surface parking. A portion of the parking must be secured, as detailed in the Functional Program that will be provided in the data room.

Zoning Compatibility & Restrictions

A police headquarters would be a public service facility and will be required to meet zoning.

The site should not have any known heritage or archeological restrictions that would impede construction in a timely manner.

4. Offering Process and Timeline

Multi-Stage Process

In a market sounding type of approach, *Stage 1* will invite proponents to submit their intention to participate, articulate ideas and concepts for proposals of sites and space that could accommodate HPS, along with information related to their experience and resources available.

During *Stage 2*, the City will work with proponents and ask them to form a design and development team to develop conceptual solutions aligned with HPS program requirements.

During *Stage 3* and subsequent phases, where applicable, shortlisted proponents will be asked to develop design concepts, technical approaches; environmental, heritage, & planning reviews; detailed project schedule, maintenance plan, project delivery methodologies; and pricing.

During this stage, scheduled (commercially confidential) interactive meetings will be held with each proponent to clarify requirements, review design progression, test program assumptions, and confirm alignment with operational needs.

Following these sessions, proponents will submit final, fully coordinated proposals that include design, schedule, pricing, and risk allocation commitments for assessment by HPS and the City. Proponents will be required to attend, in-person, interviews to present the benefits and details of their proposal to the City and HPS.

Questions and Responses

During Stage 1 the City will provide proponents with written responses to questions directly related to this Opportunity Call up to five (5) business days prior to Stage Submission Deadline. Questions and responses will be shared for the benefit of all proponents. Commercially sensitive questions should be noted, and responses will not be shared with other proponents.

Communication

All questions and communication must be submitted to the project email address at hpshq@hamilton.ca.

Stage 1 Notice of Intention to respond should be made via email sent to hpshq@hamilton.ca on lead proponent's letterhead.

Targeted Milestone Dates

Milestone	Notification (City) or Submission (Proponent)	Deadline Date - 4:00PM EST submission cutoff
Release of Development Opportunity Call	Notification	December 18, 2026
Deadline of Notice of Intention to Respond (non-binding) – Data Room to be provided when notice is received.	Submission	January 19, 2026
Deadline for Proponent Questions and Clarifications	Submission	January 23, 2026
Stage 1 Submission Deadline	Submission	January 30, 2026
Meetings with Proponents		February 2-6, 2026
Stage 2 Proponent Notification	Notification	February 12, 2026
Deadline for Proponent Questions and Clarifications	Submission	May 1, 2026
Stage 2 Submission Deadline	Submission	June 11, 2026
Stage 3 Shortlist Notification	Notification	August 4, 2026
Stage 3 Award, Project Agreement Negotiations	Submission	Winter 2026/27

The City of Hamilton reserves the right to change any dates, if required.

Honorarium

For *unsuccessful proponents*, the City is considering the use of an honorarium for work completed in later stages. This decision is at the City's complete and sole discretion.

Cancellation

The Opportunity Call, throughout its entire life, is non-binding in nature, and City reserves the right to cancel this Opportunity Call at any time, for any reason without penalty. If cancelled during Stage 3, the City may provide an honorarium for shortlisted proponents, at its sole and complete discretion.

Confidentiality and NDA

All correspondence, documentation, and information of any kind, provided to any proponent or its affiliates in connection to this Opportunity Call must be treated as confidential and not be used for any other purpose.

The City reserves the right to require any proponent to enter into a non-disclosure agreement (NDA) satisfactory to the City.

Failure to abide by the terms of confidentiality or the NDA reserves the City the right to remove a proponent from the Opportunity Call process and seek necessary remedies as outlined within the terms of the NDA.

Conflict of Interest

Any proponent should not have any actual or potential conflict of interest or any other type of unfair advantage in submitting its Submission. Any Conflicts of Interest, perceived or actual, should be disclosed using the Conflict-of-Interest Declaration (see schedule B) and submitted to during each stage. Proponents are encouraged to seek clarification of any perceived conflict through questions to hpshq@hamilton.ca. The City of Hamilton reserves the right to make determinations as to a proponent's conflict and/or necessary mitigation actions.

5. Minimum Qualifications and Eligibility Requirements (during Stage 2 and 3)

- Lead developer or consortium lead
- Architect of record and secure facility design experience
- Construction firm with relevant institutional delivery scale
- FM or lifecycle services provider (if long-term maintenance included)
- A proposed site
- Financial capacity to support development and performance obligations

6. Stage 1 Submission Requirements

A. Proponent Information (1 page limit)

- Profile on lead firm, major partners, and key individuals

B. Relevant Experience (2 pages limit)

- Up to 3 similar projects per key partner (lead firm and any major development partner presented in Stage 1)
- Include size, complexity, cost outcomes, photographs, schedule outcomes

C. Site & Opportunity

- Site and/or Facility Information
- Brief description of how the site or facility can meet the needs of HPS
- Letter of Support (from landowner)
- Environmental records and relevant studies (if available, as appendix)

D. Approach Statement (1 Pages limit)

- Proposed approach in Stage 2 and 3 to lead in developing requirements and final proposal should they be asked to advance.
- Recommended approach to site fit evaluation

E. Summary of Financial Capacity

- Two years of corporate financial statements summary or third-party financial confirmation
- Confirmation of ability to secure financing

F. Conflict of Interest Declaration

- Required for each key partner

Schedule A: Glossary of Terms

Term / Acronym	Definition
City	Refers to the City of Hamilton, Ontario.
HPS / Hamilton Police Service	The municipal police service for the City of Hamilton.
HPSHQ	Hamilton Police Service Headquarters, including Training Branch.
Division 1	Central patrol division that patrol from Sherman Ave (to the east), Main St W (Dundas border to the west), the escarpment (to the south), the Cootes Paradise of the Burlington Bay (to the north).
DBFM	Design-Build-Finance-Maintain: a project delivery model where a private consortium designs, builds, partially finances, and maintains the facility.
LOI / Letter of Intent	A formal document outlining the intention to proceed with negotiations and finalize agreements.
Development & Lease Agreement	The final contract between the City and the MFP detailing construction, leasing, and maintenance terms.
Functional Program	A detailed description of space requirements, operational needs, and design goals for the new facility.
GFA / Gross Floor Area	The total floor area of the building, including all usable and non-usable spaces.
Lifecycle Replacement	Scheduled replacement of building systems and components over time to maintain performance.
Municipal Capital Facility	A designation that may exempt the property from municipal and school property taxes.
Stage 1 / Stage 2 / Stage 3	The phases of the offering process: Stage 1 assesses qualifications; Stages 2 and beyond involve detailed proposals.
Development Opportunity Call	The formal invitation issued by the City seeking submissions from qualified proponents.

Term / Acronym	Definition
Letter of Support	A document from a landowner confirming willingness to lease or sell land for the proposed site.

Schedule B: Conflict of Interest Declaration

Project: Hamilton Police Service Headquarters & Division 1 Development

Proponent Information

- **Legal Name of Proponent:** _____
- **Address:** _____
- **Contact Person:** _____
- **Email:** _____
- **Phone:** _____

Declaration

I/We, the undersigned, hereby declare the following in connection with the above-referenced Opportunity Call:

1. Conflict of Interest Status

- a. We confirm that **no actual or potential conflict of interest** exists in relation to this Opportunity Call.
- b. We disclose the following **actual or potential conflict(s) of interest**:

2. Nature of Conflict (if applicable)

- a. Describe any relationship, financial interest, or other circumstance that could be perceived as providing an unfair advantage or influencing the outcome of this Opportunity Call: