



City of Hamilton
OPEN FOR BUSINESS SUB-COMMITTEE
AGENDA

Meeting #: 24-002
Date: April 8, 2024
Time: 12:00 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Matt Gauthier, Legislative Coordinator (905) 546-2424 ext. 6437

1. **CEREMONIAL ACTIVITIES**
2. **APPROVAL OF AGENDA**
(Added Items, if applicable, will be noted with *)
3. **DECLARATIONS OF INTEREST**
4. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
5. **COMMUNICATIONS**
6. **DELEGATION REQUESTS**
7. **DELEGATIONS**
8. **STAFF PRESENTATIONS**
 - 8.1 Stakeholder Cybersecurity Incident Update
 - 8.2 Construction Management Plan Guidelines (PED24070) (City Wide)
9. **CONSENT ITEMS**
 - 9.1 Light Rail Transit Corridor Business Update (PED24074) (City Wide) (Outstanding Business List Item)

10. DISCUSSION ITEMS

11. MOTIONS

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

13.1 Amendments to the Outstanding Business List

a. Items Considered Complete and to be Removed

a. Working with Small Businesses along the Light Rail Transit (LRT) Corridor and Terminal Points

Added: October 26, 2024 (Open for Business Report 23-002, Item 2)

Addressed as Item 9.1 on today's agenda

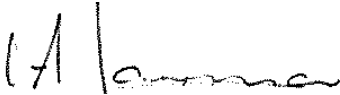
14. PRIVATE AND CONFIDENTIAL

15. ADJOURNMENT



Hamilton

INFORMATION REPORT

TO:	Chair and Members Open for Business Sub-Committee
COMMITTEE DATE:	April 8, 2024
SUBJECT/REPORT NO:	Construction Management Plan Guidelines (PED24070) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Binu Korah (905) 546-2424 Ext. 1322
SUBMITTED BY:	Ashraf Hanna Director, Growth Management and Chief Development Engineer Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

Not Applicable.

INFORMATION

The City of Hamilton recently developed a Terms of Reference for the Construction Management Plan and subsequently updated the Construction Management Plan guidelines to help applicants submit the required documents to facilitate construction activities related to site plan applications.

The purpose of a Construction Management Plan is to provide a detailed description of the project activities undertaken during various construction phases, identifying and mitigating potential impacts to the City right of way and adjacent properties that may occur during construction. The plan would provide mitigation measures and outline how construction and or a proposed development should be managed to limit adverse impacts to public health, safety, amenity, traffic or the surrounding environment.

The final report should include all pertinent details with respect to project timing, operational aspects of construction and installation activities and how these issues will

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be managed through all stages of construction. The plan is broken down into three major components.

- Construction Details,
- Traffic Management Plan and,
- Communication Plan including construction schedule.

The Construction Management Plan is prepared by the applicant and submitted to the City as part of the site plan process for review and approval. Development Engineering staff coordinate the review process from various departments within the City to ensure that staff is satisfied with the reports prior to Development Engineering providing the final approval and clearance to Building Division to issue the shoring permit.

In conjunction with the Construction Management Plan process, the applicant is required to obtain various permits, including but not limited to any required road occupancy or road closure permits from Engineering Services Division; Sewer Discharge permit from Hamilton Water Division, shoring permit from the Building Division; execution of shoring agreement and registration of encroachment agreement (if applicable); prior to the start of construction. The LRT office and Metrolinx are also involved in the finalization of the construction management plan and issue required permits for those construction within the LRT corridor.

Before commencement of any site activity, the applicant and their contractor must arrange a pre-construction meeting with City staff, which includes staff from Planning and Economic Development and Public Works Department, to discuss various requirements of the Construction Management Plan. These requirements include the Traffic Management Plan, as well as the construction start date and completion dates.

The Growth Management construction section is responsible for overseeing construction activities external to the site. Building inspections are conducted by the Building Department, while the traffic management plan is coordinated and addressed by the Engineering Services Division. If the applicant fails to adhere to the Traffic Management Plan, the Municipal Law Enforcement offices will be notified, and they will take necessary action to rectify the situation.

Background

The City of Hamilton's Development Engineering section of the Growth Management Division developed the Construction Management Plan guidelines in consultation with various departments within the City in 2018/2019. These guidelines were implemented as the standard for all site plan developments (excluding 10 units and less, and minor site plan developments) prior to obtaining the shoring permit/building permit from the Building Division. The requirements of the Construction Management Plan are

determined based on the impacts to City Right of Way or to the neighboring properties as per the proposed construction methodology.

The purpose of the Construction Management Plan and accompanying report is to establish order and ensure that appropriate mitigation measures are in place for the construction works and do not adversely affect public health, safety, amenity, traffic movement or the surrounding environment.

Development Engineering recently revised the Construction Management Plan guidelines. In addition, the City also developed a Terms of Reference (ToR) for the Construction Management Plan to guide the applicant with respect to the submission of required studies and details.

The Construction Management Plan process consists of three major components that include, Construction Details, Traffic Management Plan and Communication Plan. As part of the site plan process or shoring permits process, the applicant is required to submit the following details for staffs review and approval:

- **Construction Details**
 - Surface Encroachments;
 - Storage and Loading Areas;
 - Shoring, Tiebacks and Pile Construction;
 - Crane Location and impacts;
 - Noise and Vibration Study;
 - Hydrogeological study;
 - Hoarding and Safety Fencing;
 - Sidewalk protection (walkthrough scaffolding);
 - Pre and post sewer inspection (CCTV) videos ;
 - Utility Impacts/relocation plan; and,
 - Dust Control Plan and Mud tracking.

- **Traffic Management Plan**
 - Right-of-Way Occupancy Requirements (Road, Lane, Sidewalk, Boulevard);
 - Temporary Driveway Accesses;
 - All related temporary traffic signage, traffic detours plan, traffic safety measures (and markings if applicable) as per Ontario Traffic Manual (OTM) Book 7;
 - Pedestrian traffic and impact assessment to sidewalk. Walkthrough scaffolding to protect the sidewalk including Hording, barricades, signage etc.;
 - Truck Staging Area(s);
 - Truck Haul Route following City of Hamilton Designated Truck Routes;
 - Parking Management for Staff/Workers; and,

- Asset Removals (i.e. signs/meters/benches);

- **Public Communication Plan**
 - Inform the Ward Councillor;
 - Business Community and Residents;
 - Pre Construction Meeting;
 - Emergency response unit/agencies – Fire, Police, Ambulance, Transit etc.;
 - Builders website – Construction updates and contact information;
 - Working hours; and,
 - Construction Schedule.

The Construction Management Plan process provides clear expectations and a transparent standard for developers with respect to the City of Hamilton requirements.

Where Shoring is required, the Construction Details submitted will include any requirements for subsurface soil investigations, hydrogeological report and dewatering. The details shall also identify any shoring system encroachments (tiebacks and piles) on adjacent lands including the public right of way and where required, shoring and encroachment agreements shall be entered into with the City.

A Building Permit application for the shoring system can be made once the shoring design details are received by Development Engineering as part of the Construction Management Plan. The Shoring Permit may be issued, at the discretion of the Building Division, once the Construction Management Plan has been approved, including any provisions arising from the Hydrogeological report, dewatering requirements and the Shoring Agreement has been executed, securities posted and encroachment agreement registered on title. This process has since been streamlined such that the applicant may proceed with excavation and construction of the shoring system prior to final site plan approval.

Outcome

The Construction Management Plan guidelines and Terms of reference will provide the developers a clear expectation and understanding of City of Hamilton requirements to facilitate the site plan construction works. Staff will also have clear direction for inspection requirements including acceptance of the work and security reduction process.

APPENDICES AND SCHEDULES ATTACHED

Not Applicable.



Hamilton

INFORMATION REPORT

TO:	Chair and Members Open for Business Sub-Committee
COMMITTEE DATE:	April 8, 2024
SUBJECT/REPORT NO:	Light Rail Transit Corridor Business Update (PED24074) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Jessica Scott (905) 546-2424 Ext. 7208
SUBMITTED BY:	Abdul Shaikh Director, Hamilton LRT Project Office Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

At the October 26, 2023 Open for Business Sub-Committee meeting, Council directed Hamilton Light Rail Transit (LRT) staff to report back on the plan for working with the small business community along the LRT corridor and terminal points leading up to and during the construction.

INFORMATION

As the project owner and responsible for project delivery, Metrolinx has developed a program of supports and benefits to the community, which may include programs dedicated to employment opportunities and supporting local business during construction. These programs are typically included in Metrolinx capital contracts.

LRT project staff continue to work with other City divisions to continue to build mitigation strategies, update data and seek feedback, attend committees, and connect with community partners as plans and opportunities for future collaboration are identified.

Community Benefits and Supports Program – Metrolinx

Metrolinx Community Benefits and Supports will be implemented and delivered through a four-pillar program to mitigate impacts on local communities and businesses.

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- Pillar 1: Employment Opportunities - Promotes apprenticeship training and workforce development opportunities for local communities and equity seeking groups including 10% hiring targets for BIPOC (Black, Indigenous, People of Colour), women, apprentices, and requirements for an anti-racism policy.
- Pillar 2: Local Business Supports - Builds and fosters relationships with local businesses to minimize and alleviate business disruptions and reduce the economic impacts as a result of construction, for example through shop local initiatives and procurement from local businesses.
- Pillar 3: Public Realm Improvements - During the design and development phase of our projects, we are finding ways to leave the surroundings in an improved state when construction of the project creates temporary disruptions.
- Pillar 4: Community Improvement Supports - Working with communities as a connector to the right decision-makers to make improvements to public spaces surrounding transit project construction, where no funding is available.

Community and Stakeholder Engagement Activities

- Walking tours in International Village and Downtown Business Improvement Areas;
- Collaboration with corridor Business Improvement Areas, Hamilton Chamber of Commerce on future business support strategies;
- Briefings with local stakeholders, including major employers;
- Regular email newsletters (Metrolinx);
- Dedicated LRT Communications and Engagement staff available to residents, stakeholders and the business community; and,
- Metrolinx Hamilton LRT Community Office at The Royal Connaught (opening soon).

Community Connector Canvass

The LRT Community Connector Program was launched in May 2016. The Community Connector team, made up of a diverse group of individuals from across the city, is committed to visiting every affected property on the corridor. Their role is to inform, educate and engage property owners and gather feedback to help inform LRT plans. Connectors also staff event outreach booths and pop-ups at residential towers on the corridor to share project information. Following re-initiation of the project, the program was relaunched in Fall 2022. The Community Connector program is staffed and overseen by Metrolinx.

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In Winter 2024, the Community Connectors conducted a survey in the International Village Business Improvement Area to collect data from businesses about current parking, loading and delivery operations to help inform LRT planning and design. The LRT project team is also developing an alleyway strategy and will use the data collected to inform future plans.

Additional canvasses of the LRT corridor, and adjacent commercial corridors, in 2024 will be determined by Metrolinx and shared by LRT project office staff when known.

Next Steps

Conversations and collaboration continue as City and Metrolinx staff gather information and identify potential business support opportunities and measures to help mitigate the impacts of future construction. A comprehensive strategy to support local businesses will develop as the project evolves.

More information will be available once construction schedules and timelines are confirmed.

In collaboration with City staff, Chambers of Commerce and Business Improvement Areas, Metrolinx is developing engagement opportunities and future business preparedness sessions. Future business supports for the construction period may include signage and wayfinding programs, which will be coordinated with businesses and Business Improvement Areas.

LRT project office staff will continue to cascade information to the City's Business Improvement Area liaison, and other relevant divisions in the organization, to ensure visibility of ongoing or future engagement and note available business preparedness sessions, programs and opportunities as available.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED24074 – 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

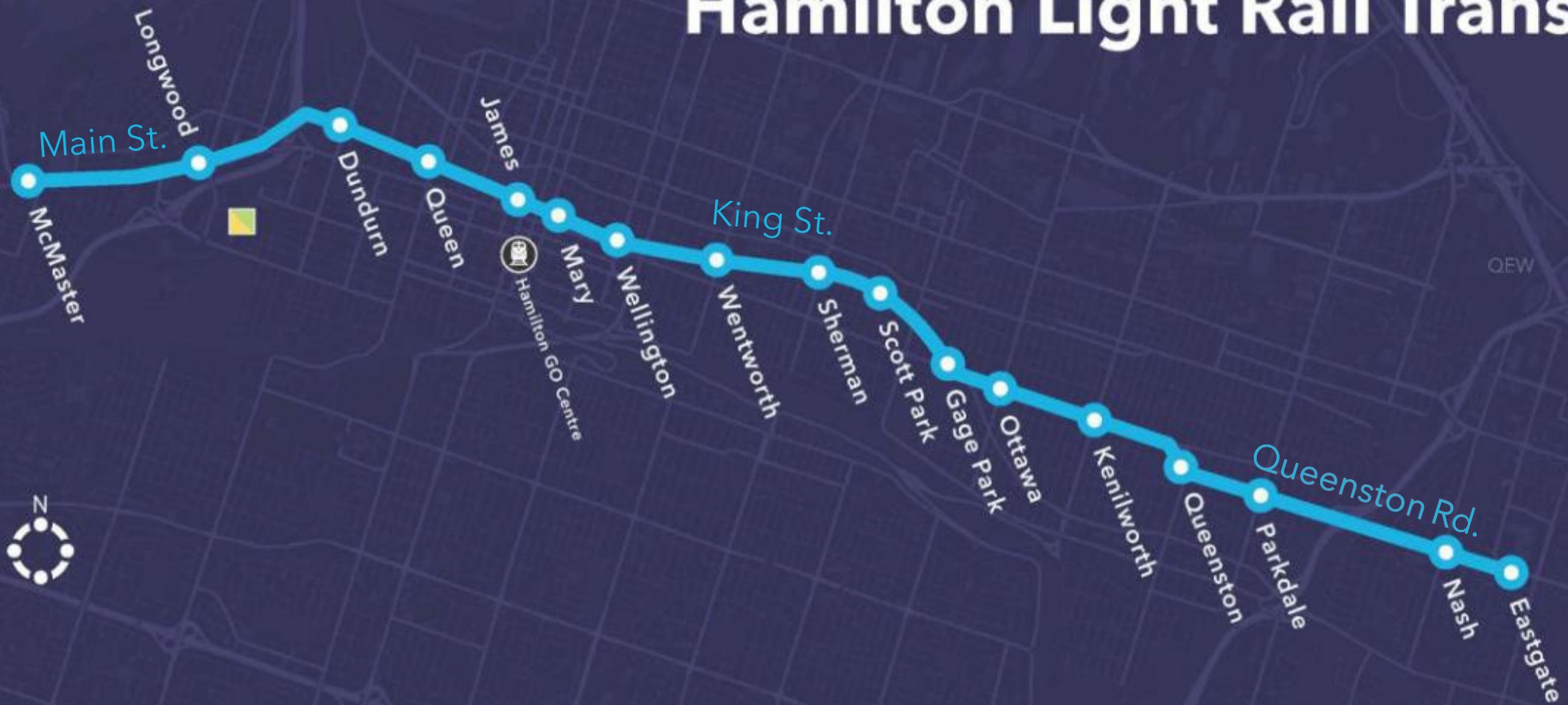
City of Hamilton LRT Subcommittee


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)

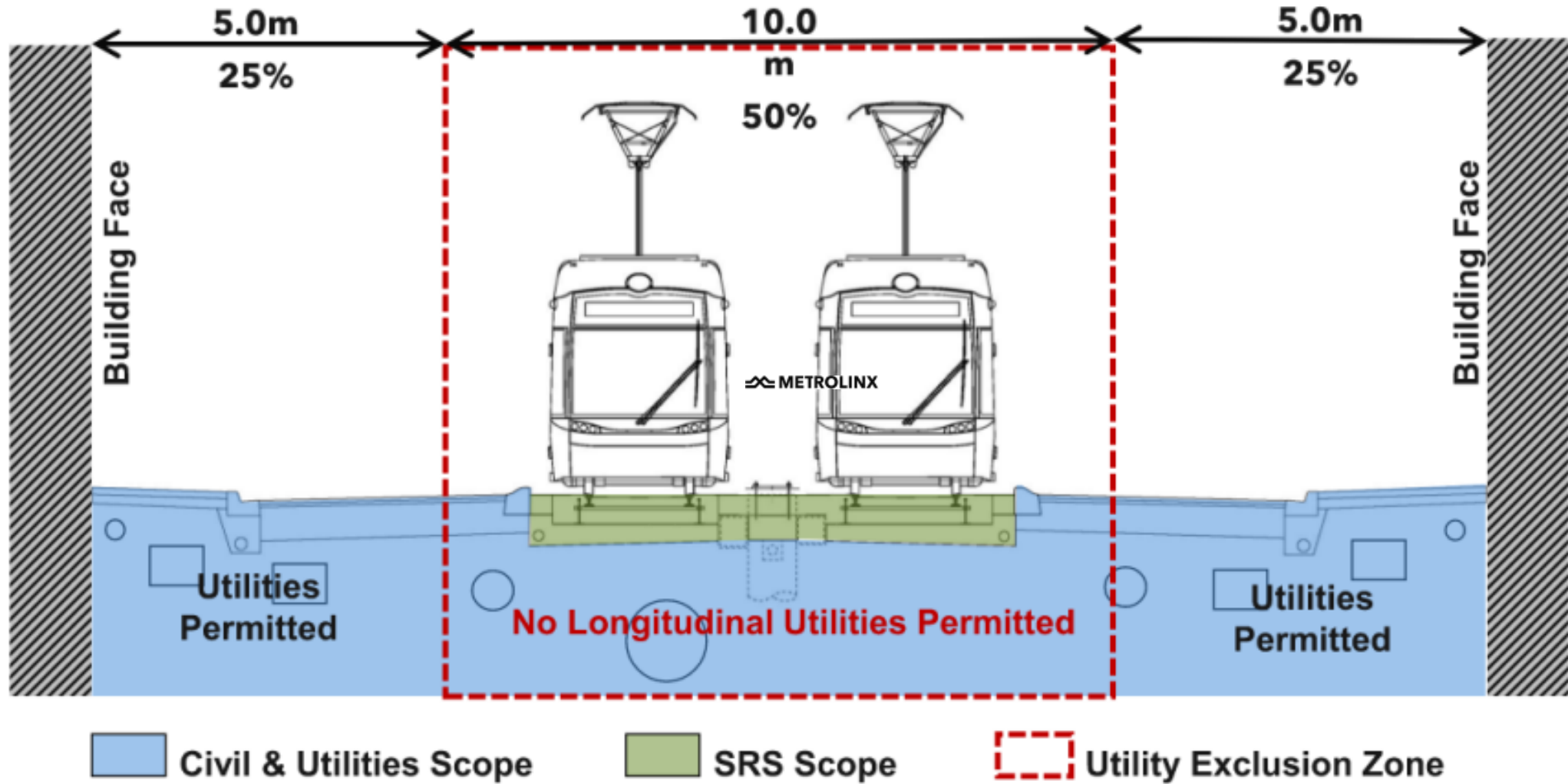
Package 1 – Civil Works and Utilities – approximately half of project construction value

- 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



HSR Re-design integration

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

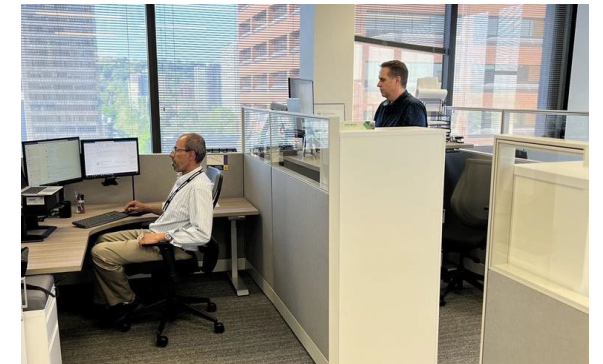
- Co-located project office now operating in downtown Hamilton
- Hamilton LRT Community Office expected to open on the corridor this summer



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



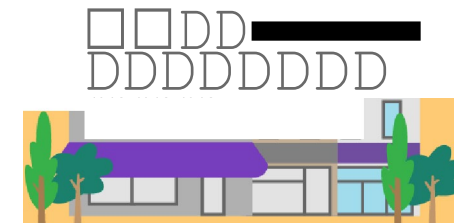
Total doors knocked: **1110**
Interactions: **710**
Inaccessible: **44**
Engagement rate: **67%**

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

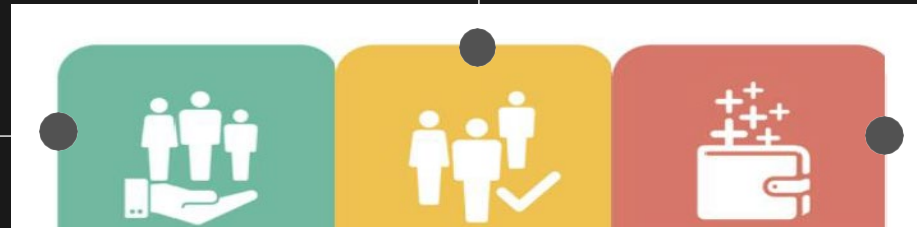
Refining engineering and construction solutions, where possible, to address impacts, such as to parks, trees, street traffic, restoration, and streetscapes

1
Employment Opportunities

Implementation Plan: Employment Opportunities

Connection to specific programming

Collaboration between agencies and partners
Connecting residents and communities with government programs for training and employment opportunities



Standardized reporting and regular tracking on implementation

Metrolinx as a Connector

Contract language that outlines Project Co's responsibility to develop plans to achieve hiring targets for equity seeking groups



KPI's that measure progress and provide feedback on what actions need to be taken to continue progress

Collaborating with Ministries and reps from trade unions, business improvement areas (BIAs), chambers of commerce, community services etc.

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.

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 or call us at **416-782-8118**

THE EGLINTON WAY

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



Join the Construction Liaison Committee

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



Construction Liaison Committees

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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.



**REMOVE UNUSED
INFRASTRUCTURE**



**IMPROVE
PARK EDGE
AND EXPAND**



**PROTECT
EXISTING
TREES**



**ENHANCE CITY-
OWNED PLAZA
AFTER
CONSTRUCTION**

EXAMPLE: MCCLEARY PLAYGROUND (ONTARIO LINE)
Potential improvements and opportunities



For a greater region

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An agency of the Government of Ontario