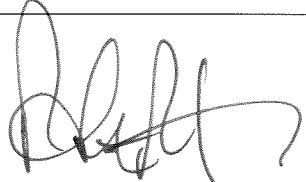




Hamilton

INFORMATION REPORT

TO:	Chair and Members West Harbour Development Sub-Committee
COMMITTEE DATE:	October 11, 2016
SUBJECT/REPORT NO:	West Harbour Implementation Plan - Piers 5-7 and Pier 8 Public Realm Projects (PW16088) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Gavin Norman, P. Eng. Manager, Waterfront Development 905 5462424, Ext. 4812 Chris Phillips Senior Advisor, Planning and Economic Development 905-546-2424, Ext. 5304
SUBMITTED BY:	Robert Norman, BLA, OALA, CSLA Director, Strategic Planning Public Works
SIGNATURE:	

Council Direction:

Based on Sub-Committee's direction, on June 6, 2016, Council approved General Issues Committee (GIC) Report 16-015 which directed the following respecting "The West Harbour Waterfront Recreation Master Plan":

- (a) That support for the West Harbour Waterfront Recreation Master Plan be reaffirmed;
- (b) That staff be directed to consult with the Hamilton Waterfront Trust for development of plans for Piers 5 to 7; and,
- (c) That staff be directed to report to the West Harbour Development Sub-Committee with a proposal to increase staffing resources for the Waterfront Development Office so that the West Harbour Waterfront Recreation Master Plan can be implemented.

The purpose of this report is to provide Council with an update of work completed to date regarding the acceleration of the West Harbour public realm projects, as directed by Council.

As part of the August 4, 2016 West Harbour Development Sub-Committee meeting, staff presented a preliminary plan to expedite the Piers 5-7 public realm projects by utilizing the services and expertise of the Hamilton Waterfront Trust (HWT) through the

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.

existing Project Management Agreement (PMA), dated January 7, 2015. Staff highlighted the need for additional resources required to expedite the projects.

Staff also identified additional considerations required for successful implementation of the projects, including an Operating Protocol to assure seamless project delivery under the existing PMA, changes to the 2017 capital budget and budget forecast required to expedite the projects, and the need for an intensive public engagement plan.

Subsequently, on September 14, 2016, Council approved GIC Report 16-020 which directed the following respecting the "Preliminary Plan for Implementation of the West Harbour Waterfront Recreation Master Plan":

- (i) That staff be directed to formalize an operating protocol with the Hamilton Waterfront Trust (HWT), for the planning, design, and implementation of the City of Hamilton's public realm projects on Piers 5 to 7, based on the Terms and Conditions of the existing Project Management Agreement dated January 7, 2015, between the City of Hamilton and the HWT;
- (ii) That staff be directed to report back to the next West Harbour Development Subcommittee meeting respecting an operating protocol with the Hamilton Waterfront Trust, as detailed in sub-section (a); and,
- (iii) That staff be directed to update the 2017 Capital Budget submission and the future budget forecast as required to reflect the accelerated cash-flow requirements of the Piers 5 to 7 and Pier 8 public realm projects.

This report (PW16088) has been prepared to fulfil the approved Council directions of June 6, 2016 and September 14, 2016.

Information

Over the course of successive terms of Council, the "West Harbour" has been identified as a key focus area, resulting in a series of plans and projects that, when implemented, will achieve the long-established re-development and recreational goals for the West Harbour Waterfront area that will benefit the City as a whole.

Guided by policies including the "Setting Sail" Secondary Plan, "West Harbour Waterfront Recreation Master Plan" (WHWRMP) and the recently approved "Pier 8 Urban Design Guidelines", this focus on the West Harbour has led City staff to better understand and take action on the importance and timing for the various Waterfront investments.

The re-development will see the transformation of the Pier 5-8 lands to include a variety of linked open spaces – plazas, promenades, parkettes, trails, and boardwalks that will bring the public directly to the water's edge, a goal that has been envisioned for over three decades.

In an effort to communicate the complexity of this re-development, on November 20, 2015, City staff issued Information Report CASP1516 entitled “*Status of West Harbour Capital Works*”, detailing the variety of projects to be undertaken, as well as a proposed timeframe for the implementation.

Upon further review, staff presented a status update of the 2016-2018 Work Plan at the May 5, 2016 West Harbour Development Sub-Committee, which Sub-Committee members indicated a desire to advance public realm projects identified in the West Harbour Waterfront Recreation Master Plan WHWRP located on the Piers 5-7 lands and on Pier 8, such that they could be completed concurrently with having the Piers 6, 7 and 8 lands “development-ready” by 2018.

Project Delivery

As directed by Council, the Hamilton Waterfront Trust will deliver and be responsible for the planning, design, construction and contract administration of each of the projects in the Piers 5-7 Public Realm area. These projects have been identified in the West Harbour Waterfront Recreational Master Plan and will utilize the existing Project Management Agreement (PMA) between the HWT and the City. With the assistance of the Hamilton Waterfront Trust, the Piers 5-7 Public Realm elements will be expedited as per Council direction.

The public realm projects identified in the WHWRMP for Piers 5-7 includes heavy civil works for reconstruction of the shoreline, boardwalk construction, construction of a Commercial Village, public-space, and the re-purposing of existing buildings for public amenity spaces. The complexity of these projects will require additional resources to support their acceleration. It is intended that with the assistance of the Hamilton Waterfront Trust as directed by Council, this additional resource will allow the acceleration of the public realm spaces to be achievable.

Per Council direction, the Project Management Agreement (PMA) with the Hamilton Waterfront Trust was formalized and executed in January 2015. The PMA speaks to overarching principles of mutual interest and collaboration in the carrying out of respective roles in each waterfront project, the City’s overall authority, reporting and the management of projects. The PMA also contains provisions for the HWT to project manage not only studies, but the overall management of projects through the design and construction phase.

Staff is proposing that consistent with the Council approved HWT PMA, that the HWT would be compensated by a project management fee calculated as ten percent (10%) of the total value of the identified and approved Public Realm projects, for the purposes of their project management duties. This fee would be similar to respective staff operating costs, thereby not increasing the budget.

Having the HWT project manage the Pier 5-7 Public Realm projects will allow City staff from the Waterfront Development Office to focus efforts on other West Harbour

Initiatives, including preparing the lands as Development Ready. Per Council's direction on September 16, 2016, the capital budget for 2017 and the budget forecast has been modified to accelerate capital funding to support public realm projects on Piers 5-7 and Pier 8. Staff have confirmed with Corporate Finance the adjustments to the budget. Should any additional City resources be required to facilitate the work, staff will consider all alternatives including consultants and contract options, according to City policies.

Operating Protocol

The existing project management agreement (PMA) with the HWT will be used to deliver the Piers 5-7 projects; however, additional detail required to clarify roles and responsibilities related to transfer of funds, project approvals, implementation, and public consultation will be detailed in an Operating Protocol. On September 16, 2016 Council directed that an Operating Protocol be formalized based on the Terms and Conditions of the existing PMA.

The Operating Protocol will also outline the processes to be followed for public consultation, project approval, permitting, tendering, construction administration, payments, inspection and final acceptance of infrastructure being built on behalf of the City.

The primary elements of an Operating Protocol have been identified and staff will continue to refine this with the assistance of Legal Services and Procurement Services as may be required, in consultation with the HWT. Once finalized, the protocol will be formally appended to the existing PMA. Key elements of the protocol include:

- Transfer of Funds to HWT.
- Quality Assurance, Project Oversight, and Documentation
- Project approval, tendering and contract administration
- Public Consultation

Staff will continue to provide updates as we move through the process.