Request for Expression of Interest

The Redevelopment of Jamesville

May 8, 2017
Table of Contents

1.0 Executive Summary
2.0 Introduction
   2.1 Jamesville
   2.2 LRT + BRT
   2.3 West Harbour GO Station
   2.4 Pier 7 + 8 Redevelopment
   2.5 Ken Soble Tower Revitalization
3.0 Project Scope
   3.1 Lodenareal
   3.2 Second and Delaware
   3.3 Greenwich Square
4.0 Selection Process
5.0 EOI Submission
   5.1 Land Use Planning
   5.2 Building Design
   5.3 Financial Structure
   5.4 Community Benefits
   5.5 Plans, Studies and Guidelines
6.0 Definitions
7.0 Legal
1.0 Executive Summary

The redevelopment of Jamesville is an opportunity to create a medium density mixed-income community within a community that contributes to the vibrancy of the West Harbour neighbourhood.

Jamesville is a significant opportunity given the proximity of the site to the waterfront and the many other community amenities. In addition, the adjacent City-owned property at Bay and Strachan will also be included in this development opportunity. These sites, along with CityHousing Hamilton (CHH) new development sites, can assist with transitioning existing Jamesville residents during construction.

Vision
The intent of this project is to bring together innovations in land-use planning, building design, financial structure and community benefit in a transformative development.

There is considerable opportunity with this site. The Jamesville redevelopment may provide strong spatial connectivity with built form that engages the public realm. It may embody contemporary design excellence that is sensitive in scale and form. There may be social recreation and wellness spaces built in that contribute to the array of existing community amenities, and which facilitate linkages with the neighbourhood.

By maintaining social housing at the site through the new development, vulnerable populations will not only be able to remain in the neighbourhood, contributing to the vibrancy of the mixed-income community, but they will also experience improved housing that contributes to a better quality of life.

Guiding Principles
With the strategic priority of maximizing social benefit while contributing to financial sustainability, the following principles are intended to guide the redevelopment of Jamesville:
- Significantly intensify the lands
- Achieve an income mix
- Achieve a tenure mix
- Express quality design
- Provide a mix of unit sizes
- Provide accessibility
- Ensure affordability
- Build community support capacity
- Optimize the number of social and affordable housing units
2.0 Introduction

The redevelopment of Jamesville is an opportunity to shift the conversation from social housing as a liability to social housing as a vital part of a complete community.

Jamesville is a two hectare block situated prominently in Hamilton’s West Harbour. Currently the site includes 91 townhomes constructed in 1969, with a mixture of three to five bedroom units. The adjacent Bay and Strachan site is a third of a hectare and extends directly to Bayfront Park. This site is currently a community garden which is to be relocated to Bayfront Park.

Community
Located in a vibrant neighbourhood, Jamesville is well positioned with many amenities, most notably the expansive natural spaces of the waterfront, as well as a health centre, community centre, arena, schools, connections to a revitalizing downtown by a flagship retail street, and access to major transit hubs.

Opportunity
As a neighbourhood undergoing socio-economic change, the continued provision of social housing in Jamesville is critical. It will ensure access for vulnerable and at-risk low-income residents to valuable amenities, while continuing to contribute to the vibrancy of the mixed-income community.

The Jamesville project is also an opportunity to improve the quality of social and affordable housing stock and increase accessibility, while lowering operating costs and improving the financial sustainability of CHH. The redevelopment of Jamesville is a tremendous opportunity for social impact investing that can act as a catalyst and model for best-in-class development in the City of Hamilton.

Context
The following contextual elements will help define the development:

2.1 Jamesville and Bay + Strachan
2.2 LRT + BRT
2.3 West Harbour GO Station
2.4 West Harbour Piers 7 + 8 Redevelopment
2.5 Ken Soble Tower Revitalization
### Jamesville + Bay and Strachan

**Developer:** TBD  
**Location:** Hamilton’s West Harbour  
**Units:** 91  
**Size:** 14,400 m² on 2 ha; 0.3 ha
2.2 LRT + BRT

Developer: Metrolinx
Location: Alongside Jamesville (BRT)
Innovation: Integration of regional express rail (RER), LRT, BRT and the bike share system

Size: A-Line 16 km, B-Line 11 km
Construction: 2019-2024
2.3 West Harbour GO Station
Developer: Metrolinx
Location: Alongside Jamesville
Innovation: Integration of regional express rail (RER), LRT, BRT and the bike share system

Travel Time: 71 minutes to Union Station

Image Credits: Province of Ontario; Assembled Light; Google, DigitalGlobe, First Base Solutions
2.4 West Harbour Piers 7 + 8 Redevelopment

Developer:  City of Hamilton + TBD
Architect:  TBD
Location:  Four blocks North of Jamesville
Innovation:  Excellence in placemaking and sustainable development

Units:  1071-1531 (estimated)
Size:  110,000 m² on 13.9 ha
Construction:  2018-

Image Credit: Brook McIlroy, Pier 7 & 8 Urban Design Study
2.5 Ken Soble Tower Revitalization

**Developer:** CityHousing Hamilton  
**Architect:** ERA (Preliminary Design) + TBD  
**Location:** Three blocks North of Jamesville  
**Innovation:** Potential enhanced renovation would be the first Passive House high-rise retrofit in North America and offer a new self-sustaining model

**Units:** 146  
**Size:** 7,500 m² on 0.6 ha  
**Construction:** 2018-2019
3.0 Project Scope

CHH is seeking Expressions of Interest (EOI) for development of the Subject Lands with the objective of delivering a medium density, mixed-income development that maximizes both the social benefit of the site and its contribution towards the overall financial sustainability of CHH.

Deal Structure
The development deal structure is not prescribed, and may include any, or a combination of, but is not limited to, the following:

- **Lease or (Sever and) Sell** – options as diverse as mixed-income buildings on the Project Partner’s land, site division, or retained land ownership with lease may be considered;
- **Vendor Take Back** – providing financing to the Project Partner through leverage of assets to increase the development potential and widen the range of development partners;
- **Joint Venture** – optimizing the financial benefit of the project through shared development risk and return.

Development Innovation
CHH is seeking innovative concepts that would maximize social and financial benefit in the following areas:

- Land Use Planning
- Building Design
- Financial Structure
- Community Benefit

Design Precedents
The project may take inspiration from innovative and best-in-class communities that exhibit the preferred design characteristics, such as:

3.1 Lodenareal
3.2 Second and Delaware
3.3 Greenwich Square
### Lodenareal

**Developer:** NEUE HEIMAT TIROL  
**Architect:** DIN A4 Arcitektur and teamk2 [architects]  
**Location:** Innsbruck, Austria  
**Innovation:** Largest Passive House project in Europe and 73% affordable

<table>
<thead>
<tr>
<th>Units</th>
<th>482 (354 affordable)</th>
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</thead>
<tbody>
<tr>
<td>Size</td>
<td>35,000 m² on 2.8 ha</td>
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<tr>
<td>Construction</td>
<td>2007-2010</td>
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</tbody>
</table>
3.2 Second and Delaware

Developer: Arnold Development Group
Architect: Clockwork
Location: Kansas City, USA
Innovation: Largest Passive House building in US and 20% affordable

Units: 275 (55 affordable)
Size: 51,000 m² on 1.6 ha
Construction: 2015-2017
3.3 **Greenwich Square**

- **Developer:** Hadley Mace
- **Architect:** Make Architects
- **Location:** Greenwich, London, UK
- **Innovation:** Unique deal structure and 45% affordable

| Units: | 686 (314 affordable) |
| Size: | 89,000 m² on 2.8 ha |
| Construction: | 2012-2015 (Phase 1) |

*Image Credits: Make Architects*
4.0 Selection Process

The RFEOI is the precursor to a two-stage process to select a Project Partner to develop the Subject Lands.

The following summary provides an overview of the process CHH intends to take:

- **RFEOI** – Interested Proponents are invited to provide an EOI. Both potential development concepts, with examples, and Proponents themselves may be identified in this pre-procurement stage, with concepts potentially being used to inform the procurement process.

- **RFQ** – Interested Proponents will be invited to respond to an open Request for Qualifications (RFQ) through a public call. An evaluation of project teams by relevant experience and capacity to deliver the project will result in a shortlist of Proponents who meet a minimum benchmark score.

- **RFP** – Proponents that were prequalified will be invited to respond to a Request for Proposals (RFP). An evaluation will determine the successful proponent as Project Partner.

- **Negotiation** – Following the evaluation, CHH may negotiate an agreement with the successful proponent for the development of the Subject Lands.
5.0 EOI Submission

With the goal of contributing to a healthy, complete community, CHH may consider EOI from all developer types, including for-profit, non-profit and developer consortia.

Proposed Concepts and Examples
In response to this RFEOI, CHH is requesting Proponents provide potential development concepts, together with supporting examples of other business models similar in context and objective to this RFEOI that the Proponent has completed, or can otherwise demonstrate its ability to complete.

Intent
EOI concepts and Proponents will be reviewed to help define the parameters of the RFQ and RFP.

Submission
The EOI may be submitted up until July 28, 2017 at 4:30pm.

Hard and soft copies are to be delivered in-person to:

55 Hess St S, 23rd Floor
PO Box 2500
Hamilton, ON L8N 4E5
8:30 am to 4:30 pm, Monday to Friday  
(closed on Statutory Holidays)

For additional information, or for this information in an alternative format, please contact: sean.botham@hamilton.ca

Development Innovation
The requirements and considerations in the following areas have been informed by the guiding principles for development. The EOI are to address these areas, while also remaining within the City of Hamilton’s development parameters.

5.1 Land Use Planning
5.2 Building Design
5.3 Financial Structure
5.4 Community Benefits
5.5 Plans, Studies and Guidelines
5.1 Land Use Planning

The site is to be primarily residential, but with supporting uses, and to be configured in a way that provides maximum benefit to residents and the broader community. This includes:

- **Intensification** – density increased to capitalize on the prime location but within planning requirements (with options for rezoning or an Official Plan Amendment) and in alignment with the vision for a human-scale vibrant community.

- **Mixed-Income** – a spectrum of affordability levels within the social, affordable and market categories.

- **Mixed Tenure** – a combination of rental and ownership options.

- **Mixed Use** – a mix of residential with retail, commercial and/ or other uses that align with demand.

- **Mobility** – linkages to existing and proposed transit nodes and community amenities; parking accommodation for the range of expected mobility uses and building functions to be developed.

5.2 Building Design

The building design is to employ leading energy, sustainability and human-centred design approaches; it is to be contemporary and respect but not replicate historical styles. This includes:

- **Quality Design** – including beauty, efficiency, health, resilience, and sustainability, as laid out in such performance standards as LEED, WELL, Passive House, and Living Building Challenge.

- **Unit Form** – compact form that is functional, flexible and livable.

- **Building Form** – stacked towns, perimeter block, and mid-rise buildings that reflect the architectural coherence and granularity of a traditional city.

- **Social Integration** – design and placement of building features and amenities that enable accessibility and engender inclusion, facilitate social interaction between residents, and also connect residents with the broader community.
5.3 Financial Structure

The Proponent is to develop a proposal with a structure that optimizes financial opportunities, including:

- **CHH Land Ownership** – no minimum or maximum.
- **Financing Type** – possibilities to include: green financing to leverage revenue from energy and water efficiency; development surplus revenues to carry traditional loans; refinancing assets to leverage the value of the site.
- **Housing Type** – The social value of the site is determined in part by the number and spectrum of social and affordable units available, and their mixture with market housing.

Commitments for relocation back to Jamesville have been made to residents and the composition of these units should reflect the following:

  - **Social Housing** – based on a resident survey (March 2017): 2 x 1-bed, 2 x 2-bed, 30 x 3-bed, 10 x 4-bed and 2 x 5-bed. This is a current approximation and may slightly vary.

In the balance of the Subject Lands, the below types of units are to be considered, with no minimum or maximum:

  - **Affordable Housing (50-80% AMR)**
  - **Moderately Affordable Housing (80-125% AMR)**
  - **Market Housing**

5.4 Community Benefits

The proposal should include processes and approaches that incorporate social benefit to residents and the broader community, including:

- **Capacity Building Initiatives** – employment training and direct employment.
- **Social Infrastructure Development** – partnerships in key sectors (such as health, education and civic); housing supports, including to help achieve social integration.
- **Social Procurement** – creation of opportunities for procurement from individual members of the community as well as social enterprises; participation in an integrated design process.
- **Resident Transition and Relocation Plan** – CHH will be seeking to work with the Project Partner in creating a dynamic transition and relocation plan that would work best for the residents and include continued engagement with them. This plan can consider the use of the Bay and Strachan site, staging on the Jamesville site, along with CHH new development sites for the transition and relocation plan.
5.5 Plans, Studies and Guidelines

A range of plans, studies and guidelines from the City of Hamilton shape the development parameters for Jamesville. The following guidance material should be strongly reflected within the proposed design, form and layout of concepts and examples.

- **Setting Sail: Secondary Plan for West Harbour**
  A comprehensive plan for the West Harbour.

- **West Harbour Waterfront Recreation Master Plan**
  Defines and clarifies planning design guidelines for the West Harbour.

- **Housing and Homelessness Action Plan**
  Guides decision making on housing and homelessness issues.

- **James Street North Mobility Hub Study**
  To identify opportunities centered around the major transit hub.

- **Hamilton Accessibility Guidelines**
  Design standards to eliminate built environment barriers.

- **Transit Oriented Development Guidelines**
  Guidelines for coordinating land use planning with transit.
6.0 Definitions

The following definitions are to inform the interpretation of terms used throughout this RFEOI:

- **Social Benefit** – the positive impact of the development upon the residents and community as a whole.

- **Subject Lands** – the lands owned by CHH which are bound by James St N, Ferrie St W, MacNab St N and Strachan St W (Jamesville) as well as the City owned lands at 38 Strachan St W and 344 Bay St N.

- **Proponents** – project teams responding to this RFEOI and future RFQ and RFP documents competing to be selected as the Project Partner.

- **Project Partner** – the proponent ultimately selected to develop the Subject Lands in partnership with CHH.

- **Social Housing** – rent-geared-to-income (RGI) housing for which the rent is calculated to be a maximum of 30% of a household’s gross monthly income, or if the household is receiving assistance from Ontario Works or the Ontario Disability Support Program, a social assistance rent scale that is applied.

- **Affordable Housing** – rental housing offered at a percentage between 50-80% of Canada Mortgage and Housing Corporation’s (CMHC) average market rate (AMR).

- **Moderately Affordable Housing** – rental housing offered at a percentage between 80-125% of CMHC’s AMR.

- **Market Housing** – rental or owned housing at market rates without any subsidy or program assistance.

- **Mixed-Income** – housing that contains dwelling units that are targeted to occupants of low to moderate income in addition to units considered to be priced at market rates.

- **Mixed Use** – residential, retail, commercial and/or other uses.

- **Density** – for Jamesville, a proposed density that is medium density residential 1 with a height of 3-5 storeys and up to 150 units per gross hectare, as per Setting Sail: Secondary Plan for West Harbour, with an expectation of a Zoning or Official Plan Amendment consistent with the James St Mobility Study; for Bay and Strachan, the density to be planned for is low density residential.
7.0 Legal

Disclaimer
All information provided herein is provided for reference only, and is, to the best of the CityHousing Hamilton’s knowledge, correct and accurate at the time of its publication, but is also subject to change at any time without prior notice. No guarantee is given regarding its completeness or accuracy. This information is provided on an “as is” basis without representations, warranties or obligations (ongoing or otherwise) of any kind whether express or implied. No image or reference made within is meant to signal an endorsement from there referenced party. Although CityHousing Hamilton intends to, it is not obliged to issue the RFQ or the RFP nor complete the project contemplated herein.

Confidentiality
CityHousing Hamilton is bound by Ontario’s Municipal Freedom of Information and Protection of Privacy Act (“MFIPPA”). Proponents shall clearly indicate on specific sections of their EOI submissions, any content that they consider to be proprietary, a trade secret, or otherwise wish to be treated as confidential. Please note that notwithstanding the Proponent’s characterization of any information as confidential, CityHousing Hamilton will ultimately be bound to comply with the disclosure requirements mandated by a competent adjudicator including a court of law or the Ontario Information and Privacy Commissioner. Nevertheless, should CityHousing Hamilton receive a request through the MFIPPA for information the Proponent considers confidential, CityHousing Hamilton shall so advise the Proponent so that the Proponent may take the steps it deems appropriate to respond to such a request.