

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 16, 2015

Item 16, Report No. 11, of the Finance, Administration and Audit Committee, which was adopted, as amended, by the Council of the City of Vaughan on September 16, 2015, as follows:

By approving the following in accordance with Communication C2 from the Commissioner of Planning, dated September 10, 2015:

That recommendation 1. included in the report of the Commissioner of Planning and the Director of Parks Development dated September 8, 2015, be replaced with the following recommendation as amended:

"That a 2-Stage Public-Private-Partnership procurement process as outlined in this report be approved to identify potential interest in the North Maple Regional Park project, and that staff report back at the completion of Stage 1 for Council's consideration of all options for the future strategic use of the NMRP lands fronting Keele and/or other areas of the park for a potential Public-Private-Partnership, and long-term go-forward plan for the park."

16

**NORTH MAPLE REGIONAL PARK
PROCUREMENT PLAN AND STRATEGIC USE OF PPP LANDS
WARD 1**

The Finance, Administration and Audit Committee recommends approval of the recommendation contained in the following report of the Commissioner of Planning and the Director of Parks Development, dated September 8, 2015:

Recommendation

The Commissioner of Planning and the Director of Parks Development, in consultation with the Commissioner of Finance & City Treasurer and the Interim Commissioner of Legal and Administrative Services/City Solicitor recommend:

1. That a 2-Stage Public-Private-Partnership procurement process as outlined in this report be approved to identify potential interest in the North Maple Regional Park project and that staff report back at the completion of Stage 1 for Council's consideration of all options for the future strategic use of the PPP lands along the Keele Street frontage and long-term go-forward plan for the park.

Contribution to Sustainability

Developing a long-term strategy to guide the planning and development of NMRP demonstrates a coordinated and sustainable approach that is consistent with the priorities previously set by Council in Green Directions Vaughan, specifically:

- Objective 2.2 To develop Vaughan as a City with maximum green space and an urban form that supports our expected population growth.
- Objective 2.3 To create a City with sustainable built form.
- Objective 3.1 To develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation.
- Objective 4.1 To foster a City with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage.

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Economic Impact

Capital development of NMRP is currently estimated to cost in excess of \$35M for the ultimate build-out of the park. Funding for capital development, based on a conventional approach using Development Charge (DC) funding, is unaffordable in the short-term given the many city wide parks development priorities and would therefore require the project to be phased over many years, possibly spanning 15 years or more.

Development of NMRP will also have an economic impact in terms of operating and maintenance (O&M). Details on the timing and impact of O&M costs will be determined by the scope of work and timing of capital park development and in-service year(s).

Further review of Capital and O&M costs and associated financial impact to the City will be undertaken as part of the Park Master Plan process and/or outcome of the proposed public-private-partnership (PPP) procurement process.

Communications Plan

Consultation with the community was essential to establishing the vision for NMRP. Continued community consultation including discussion with user groups and stakeholders will continue to occur at various stages of implementation of the NMRP development.

The proposed PPP procurement process will be advertised on the Bids and Tenders section of the City's website, Biddingo.com, P3 Canada, Ontario Public Buyers Association and Daily Commercial News. Staff will also reach out to potential partners, including respondents of the previous process, to solicit response and input from as many potential partners as possible.

Purpose

The purpose of this report is to respond to direction from the June 23, 2015 Council meeting with respect to developing criteria for undertaking a procurement process to provide information on potential market interest and magnitude of financial benefit to the City of public private partnering opportunities and on the strategic use of the PPP lands located along the Keele Street frontage of NMRP.

Background - Analysis and Options

Council at its June 23, 2015 meeting adopted the following recommendation from the Finance, Administration and Audit Committee meeting of June 15, 2015 (Item 13, Report No. 10, Recommendation 2. as amended):

That staff conduct additional due diligence and report back for Council's consideration in September 2015 on the future strategic use of PPP lands along the Keele Street frontage to assist with funding and advancement of future phases of park development and on the appropriate criteria for undertaking an Request for Expressions of Interest (RFEOI) procurement process to provide information on potential market interest and the potential magnitude of financial benefit to the City.

Following direction from Council, staff from Parks Development, Purchasing Services, Development Finance & Investments, Financial Planning & Analytics, Legal Services and Real Estate met to discuss options and alternatives for developing the appropriate criteria for undertaking an RFEOI procurement process. Staff also discussed the advantages and disadvantages of considering other procurement and pre-procurement processes such as Request for Information (RFI), Request for Proposal (RFP) and Request for Qualification (RFQ). Subsequent to this meeting staff sought the advice of a PPP procurement advisor to assist in confirming a recommended PPP procurement process for NMRP.

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EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 16, 2015

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On August 6, 2015 a PPP procurement workshop was held with John Davis from PPI Consulting (formerly Partnering and Procurement Inc.) to build upon the research and planning already developed by the City through the Park Vision process and the Financial Advisory Review. PPI is one of North America's leading procurement and project management consulting firms that specialize in supporting public sector clients with delivering fair and transparent procurement processes for complex projects.

The purpose of the PPP procurement workshop was to:

- a. Identify and assess potential procurement options for NMRP that align with the park vision and Council's stated objectives
- b. Identify the decisions and information that are required to enable a successful PPP procurement process (e.g. decisions that may impact the scope of development options)
- c. Identify and substantiate a recommended go-forward approach

PPI led staff through a series of facilitated discussions to confirm the quantity and type of available information related to NMRP and surrounding lands (knowns) and the type of information still required or to be clarified through the PPP process (unknowns). PPI also provided an overview of procurement options and the considerations for each. The result of these discussions confirmed that undertaking a 2-Stage process would be appropriate for the NMRP project with the initial stage being an RFI followed by an RFP, depending on the outcome and results of the RFI.

The purpose of the RFI is to provide the City with information and clarity of market interest to inform the potential for and criteria desired in an RFP since the scope of PPP development options is not already defined. The advantages of the 2-Stage RFI/RFP process are to:

- a. Confirm and clarify market interest in the NMRP project
- b. Provide a focused and well-defined set of objectives
- c. Identify solutions that align with the Park Vision and broader strategic plans for the area (i.e. Block 27 planning, Mobility Transit Hub, etc.)
- d. Confirm Return on Investment for potential private partners and economic value to City
- e. Provide an organized approach to decision-making
- f. Provide for public transparency and fairness

A draft Terms of Reference for the RFI is appended as Attachment 1. The Terms of Reference is subject to change pending further refinement prior to release. Upon approval from Council to proceed, the following schedule is proposed:

- September 16, 2015 - Council approval
- September 23, 2015 - Finalize RFI
- September 28, 2015 - Issue RFI
- October 19, 2015 - RFI closing date (3 weeks)
- October 26-30, 2015 - Review submissions
- November 9-13, 2015 - Conduct Commercially Confidential Meetings (if required)
- November 16, 2015 - Report to FAA Committee
- November 17, 2015 - Council meeting
- November 18, 2015 - Initiate Stage 2 RFP process (if required)

Upon completion of Stage 1 staff will bring forward, as requested by Council, all options for consideration of the future strategic use of the PPP lands along the Keele Street frontage and long-term go-forward plan for NMRP. These options include:

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 16, 2015

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- a. Option 1. Conventional Approach to Park Development
- b. Option 2. Recreation Partnership
- c. Option 3. Strategic Positioning and Value-Added Sale of a portion of Lands
- d. Option 4. Pursue Stage 2 Process for PPP Opportunities

Relationship to Vaughan Vision 2020 / Strategic Plan

This report is consistent with the priorities previously set by Council in the Vaughan Vision 2020/Strategic Plan and the necessary resources have been allocated and approved. Conducting a review of alternative funding and service delivery models for the development and operation of NMRP supports the City's commitment to enhancing natural and built environments through efficient use of resources, managing corporate assets through continuous assessment of infrastructure requirements, pursues excellence in service delivery and supports the goal of enhancing community health, safety and wellness through design and program opportunities. Taking steps to achieving the NMRP plan demonstrates Council's commitment to providing service excellence to citizens.

Regional Implications

Implementation of the NMRP plan, including potential PPP opportunities, will require York Region involvement and approval related to the location of the proposed driveway entrance(s) along Keele Street and associated transportation considerations, as well as input and approvals for site servicing requirements and capacity.

Conclusion

In June 2015 Council directed staff to undertake additional due diligence and report back in September 2015 on the future strategic use of PPP lands along the Keele Street frontage to assist with funding and advancement of future phases of park development and on the appropriate criteria for undertaking a procurement process to provide information on potential market interest and the potential magnitude of financial benefit to the City. Staff reviewed a variety of procurement processes in collaboration with public procurement advisor John Davis from PPI Consulting and recommend that a 2-Stage PPP procurement process be undertaken, including an RFI as the initial stage followed by an RFP (if required based on the results of the RFI). The RFI will assist the City by providing information required to inform the potential for and criteria desired for an RFP since the scope of PPP development options has not yet been defined. Staff propose to undertake the RFI process in September and October 2015 and report back to Council in November 2015 with the results and proposed next steps.

Attachment

- 1. Draft RFI Terms of Reference

Report prepared by

Jamie Bronsema, Director of Parks Development, Ext. 8858
Gerardo Paez Alonso, VMC Project Manager, Parks Development, Ext. 8195
Asad Chughtai, Director of Purchasing Services, Ext. 8306
Lloyd Noronha, Director of Development Finance & Investments, Ext. 8271
Brienne Clace, Senior Analyst, Development Finance & Investments, Ext. 8284
Laura Mirabella-Siddall, Director of Financial Planning & Analytics, Ext. 8913

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

DATE: SEPTEMBER 10, 2015
TO: HONOURABLE MAYOR & MEMBERS OF COUNCIL
FROM: JOHN MACKENZIE, COMMISSIONER OF PLANNING
RE: COMMUNICATION – COUNCIL MEETING – SEPTEMBER 16, 2015

C	2
Item #	16
Report No.	11
Council - September 16/15	

**REPORT NO. 11, ITEM 16, FINANCE, ADMINISTRATION AND AUDIT
COMMITTEE, SEPTEMBER 8, 2015**

**NORTH MAPLE REGIONAL PARK
PROCUREMENT PLAN AND STRATEGIC USE OF PPP LANDS
WARD 1**

Recommendation

1. That recommendation No. 1 included in the report of the Commissioner of Planning and the Director of Parks Development considered at the Finance, Administration and Audit Committee dated September 8, 2015, be replaced with the following recommendation as amended:

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Background

At the September 8, 2015 meeting of the Finance, Administration and Audit Committee, Committee members noted their interest in approving staff Recommendation 1 with an amendment to clarify Council's previous direction to not limit potential partnership opportunities to only the PPP lands fronting Keele Street, but rather to allow respondents to identify potential opportunities over all areas of the park.

The amended Recommendation 1 reflects wording prepared by staff to address the interest expressed by Committee members in clarifying that the recommended 2-Stage Public-Private- Partnership procurement process applies to the entirety of the park lands.

Conclusion

Subject to Council approval, staff will commence the 2 Stage Public-Private-Partnership procurement process as outlined in the September 8, 2015 report; and report back to Council at the completion of Stage 1.

Respectfully submitted,


JOHN MACKENZIE
Commissioner of Planning

Copy to: Steve Kanellakos, City Manager
Jeffrey A. Abrams, City Clerk
John Henry, Commissioner of Finance & City Treasurer
Jamie Bronsema, Director of Parks Development

**NORTH MAPLE REGIONAL PARK
PROCUREMENT PLAN AND STRATEGIC USE OF PPP LANDS
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Laura Mirabella-Siddall, Director of Financial Planning & Analytics, Ext. 8913

Respectfully submitted,

JOHN MACKENZIE,
Commissioner of Planning

JAMIE BRONSEMA,
Director of Parks Development



DRAFT DOCUMENT
August 26, 2015
SUBJECT TO CHANGE

ATTACHMENT 1

The City of Vaughan
2141 Major Mackenzie Drive
Vaughan, Ontario
Canada L6A 1T1
Tel (905) 832-2281

THE CORPORATION OF THE CITY OF VAUGHAN

REQUEST FOR INFORMATION

RFI15-000

NORTH MAPLE REGIONAL PARK POTENTIAL PUBLIC-PRIVATE-PARTNERSHIP OPPORTUNITIES

SEALED Submissions, with the **submission label provided by the Owner affixed to your envelope**, shall be stamped and received by the Purchasing Services Department, City Hall, 2141 Major Mackenzie Drive, Level 100, Vaughan, Ontario, L6A 1T1, no later than 15:00:00 hours (3:00:00 p.m.) local time, on

MONTH XX, 2015

Late responses shall not be accepted

Request For Information documents may be obtained from the Purchasing Services Department, located at the above address, between 08:30 and 16:30 hours (8:30 a.m. to 4:30 p.m.), local time, Monday to Friday or contact Purchasing Services at 905-832-8555.

If further information is required contact the following:

Name
Buyer
Purchasing Services Department
Tel: (905) 832-8555, Ext.
Email: ____@vaughan.ca

This is not a Request for Proposals. The information received will be used to determine market trends and to assist in defining the scope of any future proposal. The issuance of this Request For Information does not bind City of Vaughan to proceed with a formal Bid or with a contract. The Corporation of the City of Vaughan reserves the right to cancel this Request For Information any time.

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The following definitions apply to the interpretation of the Request For Information Documents;

1. **“Addenda or Addendum”** means such further additions, deletions, modifications or other changes to any Request For Information Documents.
2. **“Authorized Person”** means
 - i. For a Respondent who is an individual or sole proprietor, that person.
 - ii. For a Respondent which is a partnership, any authorized partner of the Respondent.
 - iii. For a Respondent which is a corporation:
 - a) Any officer or director of the corporation; and
 - b) any person whose name and signature has been entered on the document submitted with the Information, as having been authorized to participate in the completion, correction, revision, execution, or withdrawal of the submission, whether that person is or is not an officer or director.
 - iv. For a Respondent that is a joint venture, the submission shall be signed by a person for and on behalf of each joint venture or, if they warrant that they have the authority vested in them to do so, one person so authorized may sign on behalf of all joint ventures.
3. **“Blackout Period”** means the period of time the submissions being, Request For Information, is issued up to including the date the submission are being reviewed by the City.
4. **“City”** means the City of Vaughan.
5. **“Closing Time”** means the time on the Purchasing Services Department Bid Punch Clock, specified in Document 1, Instructions to Respondents, Deadline for Submissions.
6. **“Designated Location”** means the Purchasing Services Department, 2141 Major Mackenzie Drive, Vaughan, Ontario, L6A 1T1.
7. **“Request For Information (RFI)”** a document issued by the City, in response to which Respondents are invited to provide information in relation to the questions posed by the City.
8. **“Owner”** means either one of the Corporation of the City of Vaughan or Vaughan Public Library, as the case may be, and as identified in the Call for Request For Information Documents.
9. **“Regional Park”** means the certain lands located in the City of Vaughan in the Regional Municipality of York described as part of Lots 27 and 28 concession 3 (Township of Vaughan).
10. **“Respondent”** means the legal entity making a submission in response to this RFI.

1. INTRODUCTION

This Request For Information (“RFI”) is being issued by the Corporation of the City of Vaughan for the purpose of gathering information about the marketplace to assist in the determination of potential options for the development of North Maple Regional Park. Respondents are asked to provide the information requested below. Document I contains instructions to Respondents regarding the RFI process and terms. Document II contains general information, project background, park vision. Document III and IV include submission forms and questions for Respondents input.

The City of Vaughan is committed to seeking innovative and cost effective ways to do business.

2. OBTAINING THE RFI DOCUMENT

RFI documents may be downloaded from the City’s Bids and Tenders website at <http://bids.vaughan.ca> on or after MONTH XX, 2015.

3. SUBMISSION OF INFORMATION

Information must be submitted in the format specified in this RFI in a sealed envelope with the submission label provided by the Owner affixed to the submission envelope, without any exterior covering. Submissions received by Facsimile will not be accepted. Submissions delivered in person or by a courier service after the closing time or submissions that are failed to be delivered to the designated location by the courier or the Respondent on time shall not be considered.

4. ACCEPTANCE OF TERMS

Each Respondent acknowledges that the receipt of a submission does not create any contractual obligation on the part of the City.

5. FREEDOM OF INFORMATION

In accordance with the Municipal Freedom of Information and Protection of Privacy Act (“MFIPPA”), any personal information Respondents provided in a submission is collected under the authority of the Municipal Act and will be used exclusively in the review process. All submissions and associated documentation submitted become the property of the City upon receipt. Pursuant to MFIPPA, the City may be required to disclose any such information in response to an access request. To assist the City in responding to an access request, Respondents are advised to identify in their submission any specific scientific, technical, commercial, proprietary, or similar confidential information, and explain why the disclosure of such information would cause them harm. Entire submissions are not to be identified as confidential since information collected will be used to develop a report to Council for consideration of the potential for pursuing partnership opportunities.

6. CLARIFICATION

It is the responsibility of the Respondent to seek clarification of any matter that they consider unclear before submitting a response. The City is not responsible for any misunderstanding of the RFI on the part of the Respondent. Inquiries regarding the RFI should be directed not later than 16:30:00 hours (4:30:00 p.m.) on MONTH XX, 2015 to:

Purchasing Services Department
Email: @vaughan.ca

Any information, response to queries and/or changes to the requirements of this RFI will be posted in the form of an addendum and all plan takers will be by facsimile and/or courier and issued by the Purchasing Services Department.

Verbal clarification will not be interpreted to change the terms of the RFI.

No employee or agent of the Owner is authorized to amend or waive the requirements of the RFI document in any way unless the amendment or waiver is signed by the City of Vaughan designate. Under no circumstances shall the Respondents rely upon any information or instructions from the City of Vaughan employees, or its agents unless the information or instructions are provided in writing in the form of Addenda issued by the Purchasing Services Department.

7. RESPONDENT'S COST

All costs and expenses incurred by the Respondent relating to the submission, presentation and any discussions with the Owner will be borne by the Respondent. The Owner is not liable to pay such costs or expenses or to reimburse or compensate Respondents under any circumstances, including the rejection of any or all of the submissions. The Owner will not accept responsibility for any delays or costs associated with subsequent meetings or interviews.

8. ACCURACY OF INFORMATION

The Respondent acknowledges that the information provided is to the best of its knowledge, complete and accurate.

9. OWNERSHIP

All materials and information prepared, conceived or produced and delivered to the Owner in response to this RFI shall become the property of the Owner.

10. COSTING / FINANCIAL INFORMATION

Any costing / financial information provided by Respondents is for general information purposes and is not intended to be binding on Respondents.

11. CONFLICT OF INTEREST

Each Respondent must declare in their submission any situation that may be a conflict of interest or that may appear as a potential conflict of interest in submitting a response or undertaking the service. If a conflict of interest does exist, the Owner may, at its discretion, refuse to consider all or portions of the submission.

12. GOVERNING LAW

This RFI process shall be governed by and in accordance with the laws of the province or territory within which the City is located and the federal laws of Canada applicable therein.

13. OTHER MATTERS

This RFI is not a procurement document and shall not constitute a solicitation or procurement document for any design, operation, partnership or services. The City reserves the right to change or cancel the request at any time during the RFI and does not guarantee any subsequent process.

1. PURPOSE

This Request For Information (RFI) is being issued by the City of Vaughan for the purposes of gathering information from parties interested and capable of assisting the City in the realization of the City's vision for the North Maple Regional Park (NMRP).

The North Maple Regional Park is located on approximately 200 acres east of Keele Street, between Teston Road to the south and Kirby Road to the north.

Based on community consultations and studies performed by external consultants, the City has developed a vision for development of the park that sees a balanced approach to park development consistent with the City's Active Together Master Plan (ATMP), the City's strategic plan for Parks, Recreation and Libraries. This NMRP vision is outlined below with references to the various consultants' reports and supporting materials outlined in Section 3 *Implementation Challenges*.

Council is seeking input from parties that have the demonstrated resources, capability and experience to work with the City to realize the City's vision for the NMRP. Through this RFI effort, information is sought to determine options, including but not limited to potential private public partnership opportunities, for the development or the development and operation of the park.

2. BACKGROUND

2.1. The NMRP Vision

NMRP is envisioned to become a signature park for Vaughan residents and visitors. The NMRP Vision was developed with the support of the community over a number of years. In 2013, a revised NMRP Vision was established with community input and received by Council to guide future park development. A copy of the NMRP Vision Plan is available (refer to Section 5 *Supporting Information*). The NMRP Vision identifies the community's desire for a balanced approach to park design and development; an approach that includes park facilities for both active and passive uses and for all levels of ability, ages and interests and that is sensitive to the natural environment of the park.

Accordingly, the NMRP Vision proposes a balance of active and passive park facilities through the establishment of 5 planned zones:

Park Zone	% of Total Park Area
Sports Facility Area	25%
Active Area and Play Zone	18%
Picnic Area	12%
Woodland Gardens and Naturalization	30%
Lands for potential PPP	15%

The balanced approach to park planning and development aligns with the strategic goals and objectives of the ATMP. The purpose of the ATMP with respect to parkland is to identify current needs and facility provision strategies that are consistent with the City's commitment to providing safe, accessible, and community-responsive parks and facilities that appeal to a wide range of interests and abilities. In particular, the 2013 update of the ATMP specifically identifies, as an emerging theme, City-wide community interest in finding the proper balance between providing spaces for structured sports activities and spaces for less formal, self-scheduled activities (e.g. picnic areas, trails, off-leash areas, etc.).

The ATMP also identifies a sense of urgency expressed by the community associated with defining infrastructure requirements to meet the growth pressures of intensifying development and emerging new communities. The ATMP identifies and recommends that comprehensive community planning shall ensure that sufficient land is set aside for parks and open spaces, adequate funding is allocated, and partnership opportunities explored so that the delivery of programs and services to the community can be made in a timely fashion.

Of critical importance is the aspect of funding and the City's ability to support the development of all identified and necessary facilities. Should City funding not be sufficient to meet identified needs, as is the case with NMRP, the delivery of projects to the community will be delayed unless alternative sources of funding are identified and explored.

Strategies identified by the ATMP to assist with implementation and financial considerations include:

- Encourage partnerships and sponsorships in the provision and delivery of facilities and services;
- Consider alternative funding and cost-sharing approaches to achieve capital and operating cost recovery levels; and,
- Conducting feasibility studies, business plans, site assessments and/or public engagement prior to developing or expanding major projects to ensure alignment with community needs, partnership opportunities and financial capabilities.

2.2. Potential Options for realizing the NMRP Vision

Several options have been identified to Council to provide the funding necessary to develop the NMRP and realize the vision for the park in a timely manner. These options are summarized below and detailed in various reports provided through the reference materials.

Identified options include:

- Option 1: Conventional Approach to Park Development – through which the funding for the park development and operations would come from existing City funds and funding methods appropriate for park development.
- Option 2: Recreation Partnership – through which capital funding and operating funding would be provided through the City in collaboration with other parties to co-fund the development or parts thereof (e.g. for development of sports specific facilities within the overall park lands).
- Option 3: Strategic Positioning and Potential Value-Added Sale of Lands – through which funding for the NMRP site would be raised through sale of part of the allocated PPP lands.

In addition to these options the City is interested in reviewing potential opportunities for development of the NMRP through a public private partnering type of arrangement that meets the City's vision for timely development of the area for the benefit of the community through an effective funding approach.

2.3. The NMRP Site

The NMRP site is located on approximately 200 acres east of Keele Street, between Teston Road to the south and Kirby Road to the north. As illustrated in Figure 2.3-1: NMRP Site, and as further detailed in the materials provided through the website listed in Section 3.2 Supporting Materials Accessible by Respondents, the property logically falls into two areas:

1. The Park Lands area of approximately 160 acres on the east of the property; and,
2. The “PPP” lands consisting of approximately 36 acres on the west of the property adjoining Keele Street.

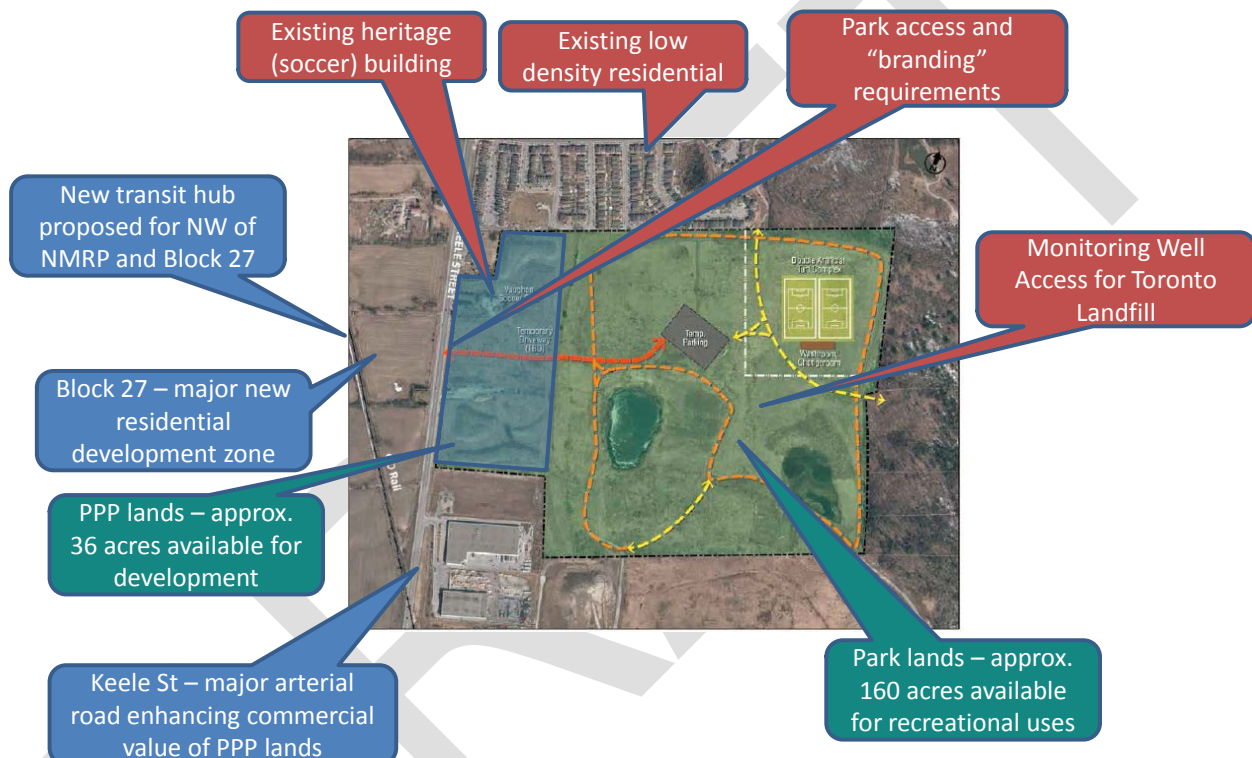


Figure 2.3-1: NMRP Site

Other site considerations include, but are not limited to:

1. Block 27 – major planned development zone across Keele from the NMRP lands.
2. Proposed major transit hub development based on existing rail corridor.
3. Limitations based on existing zoning and access requirements (e.g. the requirements to access ground monitoring wells that form part of a Toronto Landfill monitoring program).

A list of available additional materials is listed in Section 5 *Supporting Materials*.

NOTE: this RFI is not restricted only to opportunities associated with the PPP lands and information from Respondents regarding potential opportunities for the whole park offering are welcome.

3. IMPLEMENTATION CHALLENGES

Due to the size and scope of work envisioned for North Maple Regional Park, which is currently estimated to cost in excess of \$35M, funding for capital development based on a conventional approach using Development Charge (DC) funding is not affordable in the short-term and requires the project to be phased over many years, possibly spanning 15 years or more. In addition, costs associated with operations and maintenance (O&M) are anticipated to range between \$800k and \$1.2M per year, to be determined through the detailed park design.

The City has previously assessed and evaluated the challenges of implementing the NMRP plan through various initiatives and reports within the last several years.

In 2014 a Financial Advisory Review was completed by Grant Thornton (for a copy of this report, please refer to Section 5 - Available Information). The Grant Thornton review considered the financial implications of various delivery models and financial arrangements associated with a public-private partnership or other delivery models. The results of this review were presented to Council in September 2014 and at this time the consultant identified there are likely limited opportunities associated with PPP's to assist with implementation of NMRP and in particular, no precedent examples of infrastructure PPP's for park projects of this size and scope. Accordingly, the Grant Thornton report recommended that an alternative approach be considered involving the sale of a portion of parkland identified for PPP opportunities. A value-added sale of land (sale after designations for highest and best use are in place) is estimated to generate funding that could be sufficient to assist the City in being able to deliver the development of the entire NMRP faster. Following presentation and discussion of this report, Council requested City Staff to further review the consultant's findings and prepare a due diligence report that further evaluated viable options.

In June 2015 a follow-up due diligence report was prepared by City Staff and presented to Council (for a copy of this report, please refer to Section 5 - Available Information). In this report Staff reviewed the recommendations made by Grant Thornton and provided further information and evaluation of 3 options: 1) Conventional Approach to Park Development, 2) Recreation Partnership, and 3) Value added Sale of Lands. The report also included a description of the current planning context (general city policies and current parallel planning processes such as Block 27 Secondary Plan and North Vaughan New Communities Transportation Master Plan) that may have an impact on the park. The report also included a description of the approved NMRP Phase 1 design and construction project, and a general Action Plan for NMRP with potential timelines of further reports, design and construction foreseen for the implementation of NMRP. Following the presentation and discussion, Council requested that Staff conduct additional due diligence and develop criteria for undertaking a PPP procurement process to provide information on potential market interests for PPP opportunities associated with NMRP and the potential magnitude of financial benefit to the City.

4. INTENT

4.1. Goals and Objectives

The goal of this RFI is to provide information to help scope potential development opportunities for NMRP that would assist in achieving the City's objective to accelerate the design and construction of NMRP and reduce the Park's construction capital, operations and maintenance cost to taxpayers, in keeping with the overall park vision.

The main objectives of the suggested development opportunities should include, but not be limited to:

- 4.1.1. Ensure that the City can develop a partnership where clear benefits can be demonstrated to both the City and the taxpayer
- 4.1.2. Alleviate the capital and operating burden to the City and taxpayers
- 4.1.3. Generate an economically sustainable model for the operation and maintenance of the park
- 4.1.4. Ensure that the partnership model consistent with the City's vision for NMRP
- 4.1.5. Ensure that the partnership model aligns with the broader City strategic plans for the area
- 4.1.6. Provide pragmatic Return on Investment opportunity for potential private partners

4.2. RFI Process

This RFI process includes the following opportunities for Respondent feedback:

- Questions related to the RFI content
- Respondent submissions in response to the RFI
- Optional meetings with Respondents

5. SUPPORTING MATERIALS

The City will use its best efforts to make available any relevant municipal reports, background information, data, drawings, plans, surveys and any other materials relevant to the project through the various procurement stages. A list of known background information is identified below and available background information can be downloaded from the designated RFI website. Through this RFI, the City is asking Respondents to identify any other information that may be required in future procurement processes associated with this project.

The following background & supporting documents are available on the NMRP RFI website/sharepoint located at **web link to files TBD**

5.1. General Documents

- 5.1.1. City of Vaughan "Active Together Master Plan for Parks, Recreation, Culture and Libraries";
- 5.1.2. City of Vaughan Pedestrian and Bicycle Master Plan;
- 5.1.3. OPA 535 Maple Valley Plan
- 5.1.4. Existing Zoning Requirements (Refer to By-Law No. 1-88)
- 5.1.5. City of Vaughan Official Plan Volume 1 and 2 (including Section 12.3 Keele Valley Landfill Area -area specific policy)
- 5.1.6. Green Direction Vaughan

5.1.7. Vaughan Vision 2020

5.1.8. Vaughan Tourism Map

5.2. NMRP Initiatives, Reports and Drawings

5.2.1. North Maple Regional Park Due Diligence and Long Term Strategy - Staff Report – June 15, 2015 (Finance, Administration and Audit Committee)

5.2.2. Geotechnical Report (McClymont & Rak Engineers, Inc. March 2015)

5.2.3. Grant Thornton Financial Advisory Review (August 21, 2014)

5.2.4. NMRP Community Consultation Report; March 2013 (Monteith Brown Planning Consultants)

5.2.5. NMRP Community Meeting Presentation;

5.2.6. Regional Park Location Map; L-1

5.2.7. Ortho Aerial Photograph, L-2

5.2.8. 2010 Survey (with easement); L-3

5.2.9. Existing Servicing; L-4

5.2.10. City of Vaughan Parks Development Design Standards;

5.2.11. City of Vaughan CPTED Guidelines

5.3. NMRP agreements and licenses

5.3.1. Land Transfer Instrument NO. YR1462352 – (with registered access easement)

5.3.2. Agreement NO. YR1462451 – Repurchase agreement

5.3.3. Develin House License to Vaughan Soccer Club

5.4. Block 27 Secondary Plan Background Information

5.4.1. Parks, Open Space and Community Service Draft Report, May 2015 (Macaulay Shiomi Howson Ltd.)

5.4.2. Cultural Heritage Resources Assessment, May 2015 (Archaeological & Cultural Heritage Services)

In addition to the above information, Respondents are encouraged to review Oak Ridges Moraine Conservation Plan, Ontario Regulation 140/02: Oak Ridges Moraine Conservation Plan, Oak Ridges Moraine Conservation Act, 2001, S.O. 2001, c.31, OPA 332 Consolidated Vaughan Planning Area (Maple) and OPA 604 City of Vaughan Oak Ridges Moraine Conformity Bylaw are recommended.

6. SUBMISSION REQUIREMENTS

Respondents are to include at minimum the following information:

- a) Company Information: Please complete page 1 Document III of this request, sign and attach with your response.
- b) Response to Questionnaire: Respond to the questions found in Appendix A. Respondents should provide responses below each question.
- c) Copies of Submission: **One Original,** hard copy and digital copy of the Submission is required to be submitted.

7. COMMERCIALLY CONFIDENTIAL MEETINGS

Upon receipt of response(s) to this RFI the City will review the submissions and may conduct, at the City's discretion, a Commercially Confidential Meeting (CCM) with individual Respondents if deemed necessary. Only select respondents to this RFI will be provided the opportunity to participate in these meetings, at the full and absolute discretion of the City. If required, the CCM's are planned to begin the week of MONTH XX, 2015.

A CCM creates the opportunity for experienced parties to meet with the City to take part in an open exchange of information, in order to better understand potential options for the development of the NMRP and the nature and impact of potential park development, partnership and funding models. CCM's will be bilateral meetings between the City, its representatives and advisors and individual Respondents and their representatives and advisors. The intent of the CCM is to allow the City and Respondents to further discuss the information provided by them, with the confidence that any information discussed in the CCM will not be shared with other respondents (potential competitors). This process will assist the City to clarify information received through the submissions and in preparing the RFP.

It should be noted that participating or not participating in these respondents' meetings does not affect the eligibility of any respondent to participate in any subsequent RFP(s) issued by the City for the development of the NMRP or parts thereof.

The City reserves the right to consider some, all or none of the feedback received through the RFI responses and through any subsequent respondent meetings in making decisions concerning what, if any, of the material provided will be used in formulation of the NMRP development strategy.

THE CORPORATION OF THE CITY OF VAUGHAN

REQUEST FOR INFORMATION

RFI 15-000

**NORTH MAPLE REGIONAL PARK
POTENTIAL PUBLIC-PRIVATE-PARTNERSHIP OPPORTUNITIES**

THIS INFORMATION IS SUBMITTED BY: _____

ADDRESS: _____

_____ POSTAL CODE _____

TELEPHONE _____ FAX NO: _____

E-MAIL ADDRESS (if applicable) _____

RESPONDENTS H.S.T. NO.: _____

NAME OF AUTHORIZED PERSON(S): _____
(print)

SIGNATURES _____

POSITION(S) OF THE PERSON(S): _____
(print)

IF RESPONDENT IS A JOINT VENTURE REFER TO THE DEFINITION OF AUTHORIZED PERSON AND SIGN ONE OF THE APPLICABLE OPTIONS ABOVE.

APPENDIX “A” QUESTIONS FOR RESPONDENTS

DRAFT

APPENDIX 'A': Questions for Respondents

1. RESPONDENT INSTRUCTIONS

- 1.1. Respondents are asked to reply to the questions listed below in Section 2 *Questionnaire*. Each question should have a separate answer and responses should refer to the question number. Please label this portion of the response submission as **Binder 1**.
- 1.2. Responses to this RFI may also include literature, specification sheets, handouts, manuals, white papers, presentations, and any other information that the respondent deems relevant. Please label this portion of the response submission as **Binder 2**.
- 1.3. Respondents should not feel compelled to answer all questions.

2. QUESTIONNAIRE

The City specifically requests that Respondents answer the RFI questions below by providing examples of lessons learned or other materials that would inform and assist the City in developing the NMRP implementation strategy going forward.

Question 1: Company Overview

- a) Please provide an overview of your organization, including specifically any business units within your organization that are experienced in the development of parkland or recreational facilities as envisioned for the NMRP. Please identify the location and scale of operations within the Province.
- b) What is your team composition? Is this a single vendor or consortium approach?
- c) Please describe what funding, development or other relevant contributions that your organization could bring to the NMRP initiative.
- d) Please identify any public private partnering or similar forms of development initiative that you have been engaged in over the past 10 years.

Question 2: Summary of your proposed approach for development of NMRP

Please identify how your organization would propose to use the NMRP lands to implement the City's park vision. Specifically:

- a) What would be your preferred use of the land and why – e.g. recreational development, commercial development, other use?

- b) How much of the land and which portions would be the focus for your proposed approach – e.g. the PPP lands, the parklands, the whole site?
- c) What would be the minimum/maximum amount of land to be used by your proposal?
- d) How should the City develop the balance?
- e) How would your proposed approach assist the City in realizing its vision for the NMRP as outlined above?
- f) How would your approach encompass community engagement, public and stake holder consultation processes?
- g) How would your proposed approach accommodate the Vaughan Soccer Club and the heritage building on the site?
- h) How much of the lands would need to be owned vs. leased?

Question 3: Review of City Identified Options for development of NMRP

The City has considered a range of options for the development of the park as outlined in Document II Section 2.2 and in the supporting documentation. These preliminary options include:

- Option 1: Conventional Approach to Park Development – through which the funding for the park development and operations would come from existing City funds and funding methods appropriate for park development.
- Option 2: Recreation Partnership – through which the funding and operating funding would, be provided through the City in collaboration with other parties to co-fund the development or parts thereof (e.g. for development of sports specific facilities within the overall park lands).
- Option 3: Strategic Positioning and Potential Value-Added Sale of Lands – through which funding for the NMRP site would be raised through sale of part of the allocated lands (identified as the PPP lands in this RFI).

With respect to these options please identify which, if any, of these options would be viable from your perspective for your organization to participate with the City in the development of the NMRP. Please specifically identify:

- a) Where your organization would participate – e.g. in development of the PPP lands, in development of recreational facilities, or other arrangement.
- b) How your organization would contribute – e.g. in design of the overall NMRP effort, in development of a specific portion of the lands – e.g. PPP lands, recreational facilities, on-going operation and administration of the lands in whole or in part.
- c) What your organization would contribute to the development effort in terms of funding, resources or other contributions.
- d) What conditions would need to be in place for your organization to commit to participation – e.g. complementary City funding, zoning provisions, or other.
- e) Why your organization would not participate in any of the above options.

Question 4: Potential Public Private Partnering Opportunities

As indicated above, the City is interested in reviewing potential opportunities for development of the NMRP through a public private partnering type of arrangement that meets the City's vision for timely development of the area for the benefit of the community through an effective funding approach.

With respect to potential public private partnering opportunities for the development of the NMRP:

- a) Where your approach is a P3 type of approach, please outline the partnering model, features and potential benefits of your proposed P3 approach to the City and the level of funding or commitments required from the City.
- b) Where your approach is not a P3 based approach please identify any key factors that influenced your decision not to propose a P3 approach (e.g. size, return on investment potential, timeframes, park-focused development).
- c) What factors would have to be addressed / changed to enable viable P3 opportunities in the NMRP initiative?

Question 5: Timing and Expectations

As indicated above, the City is interested in a timely approach to developing the NMRP. As set out in the park vision, the City seeks a development program that sees development of the park completed over the next 5 years with development funding be affordable to the City.

With respect to timing and expectations:

- a) What is realistic in terms of timing of whole project (planning, permitting, implementation) and how could a deal be structured to enable the City to develop the NMRP in a timely manner?
- b) What information would you need to develop a solid plan for development?
- c) What would you need to meet the City's goal of developing the park within 5 years and how could this be achieved?
- d) How will the required park frontage & public access (options to provide a window/access to the park from Keele Street) be accommodated?
- e) How do other City-building considerations impact potential uses (e.g. affordable housing, community centres, post-secondary institutions, etc.)?

Question 6: Funding Opportunities and Business Model

As indicated above, the initial estimates to develop the NMRP are in the range of \$35M with annual operating costs estimated to be in excess of \$800k/year. The City is seeking to access partner funding and/or financing to reduce cost associated with capital investment and/or operating expenditures.

- a) How could you assist with this and how would this level of funding be provided through your proposed approach (i.e. sale of land, long term lease, no sale, other)?
- b) What business model would you propose to fund the capital cost \$35M and what would be the ROI approach associated with the proposed funding approach?
- c) What business model would you propose to fund the ongoing O&M yearly cost for the next 25 years?
- d) What minimum lease period do you need for your business model?
- e) What do you see as potential revenue sources?
- f) What impact does the potential mass transit developments have on the funding opportunities and potential business case for development (optimum use)?

- g) What kind of developments have you implemented that:
 - i. Cover 100% of the capital cost
 - ii. Covers most but not all of the capital cost
 - iii. Contribute some – how much?
- h) Any restrictions on investment / ownership?
- i) Servicing infrastructure coming to the area is earmarked for 2025; what are you prepared to do to overcome this challenge? How would you service the project?

Question 7: Potential going forward requirements

Please provide any additional comments, considerations or business models you think are relevant in the development of our NMRP Strategy. If the City were to proceed with a formal procurement process with respect to the NMRP initiative:

- a) What information do you need to proceed with a complete proposal?
- b) What information would you need to complete due diligence for a potential bid?

3. CLOSING REMARKS

The City of Vaughan appreciates your assistance in responding to this RFI. Please refer to Document II Section 6 and Document IV Section 1 for details regarding submission instructions. All submissions are to be received no later than MONTH, XX, 2015.