



**City of Coquitlam**

**Request for Expressions of Interest  
RFEI No. 16-07-04**

**Construction and Management of  
Covered Tennis Facility**

**Issue Date: October 3, 2016**

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### [ATTACHMENT 1 – RISK ALLOCATION](#)

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## DEFINITIONS

In this RFEI, the following terms will have the meaning set out below:

**“City”** means the City of Coquitlam.

**“Contract”** means a formal written contract between the City and a firm selected to undertake the Services.

**“Operator”** means the firm that the City selects to construct, manage and operate the Covered Tennis Facility.

**“Preferred Proponent”** means a proponent selected by the Evaluation Committee to participate in a subsequent RFP process or enter into negotiations for a Contract.

**“Proponent”** means an entity that submits a subsequent proposal.

**“Respondent”** means an entity that submits a response to this RFEI.

**“RFEI”** means this Request for Expression of Interest.

**“Services”** means and includes anything and everything required to be done by the successful Proponent for the fulfillment and completion of the Contract as described in this RFEI.

**“Submission”** means a response submitted for evaluation in response to this RFEI.

## 1. REQUEST FOR EXPRESSIONS OF INTEREST

### 1.1 Introduction

The City of Coquitlam is issuing this Request for Expressions of Interest (RFEI) to select a professional, qualified and experienced firm to construct the improvements, manage and operate (the “Services”) the **Construction and Management of a Covered Tennis Facility** at the Foster Avenue Reservoir, 1650 Foster Avenue, Coquitlam, BC.

The City is seeking a third party operator to enter into a public-private partnership agreement for the construction, management and on-going operation of the Covered Tennis Facility.

This facility will require construction upgrades and repairs which are representative of the City’s vision for this facility.

The operation will provide quality tennis programming and services which reflect the needs and desires of the community. The service will provide an attractive amenity for the diverse users of the Tennis Community and potentially the Pickleball Community, as well as for the public.

The operational objectives are to:

- Provide a reliable and consistent level of service to patrons;
- Provide a variety of tennis programming and play options at affordable and reasonable prices;
- Provide an appropriate financial return to the City without the need for operational and/or capital contributions by the City;
- Provide the service in a manner which minimizes the administrative time and cost to the City; and
- Recognize and embrace the recreation and social values of the community;
- Ensure that all activities undertaken are in the public interest.

The successful Respondent will have the opportunity to implement their start-up business plan, including facility construction upgrades, and installation of equipment and finishes as required for a successful operation.

The successful operator will be required to enter into a lease and operating agreement for the facility with the City of Coquitlam. The operator will be required to acquire commercial general liability insurance in an amount not less than five (5) million dollars per occurrence. Any acceptance of an operator by the City would be contingent on meeting these conditions.

1.2 Timelines

The service start date will be negotiated as part of entering into a lease and operating agreement with the intent of phasing construction over the less busy spring and summer months, and intending to be open for the Fall of 2017.

1.3 Term

The City intends to enter into a long term agreement, approximately 10 to 15 years as negotiated with the successful Operator.

1.4 Obtaining RFEI Documents

RFEI Documents are available for downloading from the City of Coquitlam's website: [www.coquitlam.ca/BidOpportunities](http://www.coquitlam.ca/BidOpportunities)

Printing of RFEI documents is the sole responsibility of the Respondents.

1.5 Purpose

This RFEI is intended to invite qualified firms who are interested in, and who have the expertise, experience, resources and knowledge to construct, manage and operate the covered tennis facility.

This RFEI is issued as a means of information gathering only. It is for planning purposes only, and should not be construed as a competitive solicitation process, a means of pre-qualifying vendors, or as an obligation on the part of the City to proceed with a covered tennis facility venture.

1.6 Background

The City has a current partnership for the operation of a covered tennis facility at 1650 Foster Avenue which expires in 2017. The facility includes a clubhouse built in 1994 which sits beside a water reservoir that has five covered tennis courts above it. The successful Operator will need to replace the cover over the tennis courts, and make the appropriate upgrades to the site and clubhouse facility to bring them up to date and in compliance with the current building code requirements.

The City's Parks Recreation & Culture (PRC) Master Plan (Plan) identified that the programs and services provided at the covered tennis facility enhance the service level for racquet sports, and that seeking to maintain or grow the delivery of covered tennis courts is a desirable action plan. The Plan indicated that the City should strive to ensure a reasonable provision of public access to services at any covered tennis facility, while maintaining a goal of minimal operational cost to the City.

### 1.7 Objectives and Desired Outcomes

The City is seeking a firm to design, building, finance and operate the Covered Tennis Facility at 1650 Foster Avenue.

Subject to selecting a suitable Operator, the City is prepared to negotiate a lease and operating agreement which will meet the needs of the City while respecting the financial viability of the facility and its associated business.

The City is open to considering a broad range of sustainable business models that will ensure the successful provision of the programs and services while enhancing public access to covered tennis facilities.

### 1.8 Project Scope

The design of the new facility should be aesthetically pleasing. The design needs to be in harmony with the overall streetscape theme of the adjacent facilities and the area Neighbourhood Design Guidelines.

As the tennis facility is located above a water reservoir, any plans for the current site must include precautions to ensure the structure and its use meet the expectations and requirements of the Drinking Water Protection Act, Fraser Health Authority, and City of Coquitlam Engineering and Public Works Department.

The tennis court cover is currently an air supported bubble. Any construction located on top of the water reservoir, will need to consider the minimal load limit of the reservoir. Construction outside of the reservoir may be considered, but would need to receive approval of the City's Engineer, and other governing authorities.

The facility will be subject to harsh conditions, including extreme weather conditions, and wilful abuse like graffiti and other forms of vandalism. Therefore, the final product needs to be delivered with graffiti resistant anti-corrosive materials where possible.

Professionally engineered drawings for the facility will be required from the successful Respondent. Also, it is vital for the Respondent to have a designer, architect and other appropriate professionals as part of their planning and construction team.

All construction and facility elements must meet B.C. Building Code standards and other tolerances, utility roadway right-of-way and other specific building property requirements. Parts and appendences must be properly secured to protect public safety in all types of weather conditions.

1.9 Site Location and Description

The facility is located at 1650 Foster Avenue, Coquitlam BC.

Legal Description:

Parcel Identifier: 006-128-181  
Lot 202, District Lot 357  
New Westminster District, Plan 41262

The existing facility consists of two components:

**The Clubhouse** – This component sits to the east end of the Foster Avenue Reservoir. It was constructed in 1994, and will require updating and renovation in order to better meet community expectations, accessibility requirements, and to meet the current BC Building Code requirements.

**The Covered Tennis Courts** – This component consists of an air supported structure mounted to the lid of the Foster Avenue Reservoir. The current structure (bubble) belongs to the current operator and is at the end of its useful life (and therefore requires replacement). Any new structure over the reservoir cannot provide any additional load to the structure of the reservoir, and should provide outside access to the reservoir hatches for ease of inspection by the City’s Engineering and Public Works Department.



1.10 Expectations of the Successful Operator

The primary purpose of this facility is to provide covered tennis services to the community in a manner that provides a tangible benefit to the public.

**The Operator would be required to:**

- (a) Submit all applicable municipal development applications for the lands for processing and approval;
- (b) Identify potential additional works that will be mutually agreed upon for the lands as a result of entering into a formal contract with the City;
- (c) Outline the time frame required to achieve (a) and (b) above;
- (d) Implement provisions for public access and user fees which are acceptable to the City;
- (e) Manage, operate and maintain the covered tennis facility and clubhouse for the term of the agreement; and
- (f) Ensure the ongoing safety and security of the water reservoir, including safety procedures, communication plans, security systems, and access and monitoring arrangements for the City.

**The City will:**

- (a) Retain ownership of the land and improvements; and
- (b) Retain the right to terminate the agreement for non-performance of operating or capital requirements.

1.11 Eligibility

For eligibility, as a condition of award, the successful company would be required to meet or provide the equivalent:

- a) Professional and Commercial General Liability (CGL) insurance coverage in the amount of no less than five million (\$5M) per occurrence, and outlined on the City's [Certificate of Insurance - Operator Form](#)
- b) WorkSafeBC Clearance Letter in good standing.
- c) Enter into a lease and operating agreement with the City for the construction and operation of the facility.
- d) Obtain a City of Coquitlam or Tri Cities Intermunicipal Business License: [City of Coquitlam Business Licenses](#)

These items are not required as part of this RFEI Submission but will be required prior to entering into an agreement with the City.

## 2. INSTRUCTIONS TO RESPONDENTS

### 2.1 RFEI Schedule

The following are the estimated schedule dates for the stages of this RFEI:

**RFEI Closing** .....2:00 pm local time, Thursday, October 27, 2016  
**Evaluation**..... November 2016  
**Selection**..... December 2016

The proposed schedule is an estimated timeline and may change at the discretion of the City.

### 2.2 Closing Date and Time

Submissions will be received on or before 2:00 pm local time:

**Thursday, October 27, 2016.**

### 2.3 Instructions for Submission

Submissions are to be consolidated into one (1) .pdf file and uploaded electronically through QFile, the City's file transfer service accessed at [qfile.coquitlam.ca/bid](http://qfile.coquitlam.ca/bid)

1. **In the "Subject Field" enter:** RFEI number and name
2. **Add files in .pdf format and Send**  
(Ensure your web browser remains open until you receive 2 emails from Qfile to confirm upload is complete.)

Submissions shall be deemed to be successfully received when displayed as new email in the in-box of the City email address. The City will not be liable for any delay for any reason including technological delays, or issues by either party's network or email program, and the City will not be liable for any damages associated with Submissions not received.

The City at their sole discretion reserves the right to accept Submissions that are received after the Closing date and time but is under no obligation to evaluate.

Submissions will not be opened in public.

Submissions may be withdrawn upon request by an authorized representative of the Respondent sent to email: [bid@coquitlam.ca](mailto:bid@coquitlam.ca) prior to time set as closing time for receiving Submissions.

Respondents are required to allow ample time for completion of the Submission process.

Should assistance be required Ph: 604-927-3060.

#### 2.4 Enquiries

All enquiries regarding this RFEI should be submitted in writing 3 business days prior to the Closing date, referencing the RFEI number and name sent to email: [bid@coquitlam.ca](mailto:bid@coquitlam.ca)

The City shall determine, at its sole discretion, whether the query requires response, and such responses will be made available to all Respondents by issue of Addenda posted on the City's website that will be incorporated into and become part of the RFEI.

No oral conversation will affect or modify the terms of this RFEI or may be relied upon by a Respondent.

If the City determines that an amendment is required to this RFEI, the City will issue a written addendum that will be incorporated into and become part of the RFEI. Respondents should acknowledge receipt of addenda in their Submission.

#### 2.5 Addenda

Respondents are required to check the City's website for any updated information and Addenda issued before the Closing Date at the following website address: [www.coquitlam.ca/BidOpportunities](http://www.coquitlam.ca/BidOpportunities)

Upon submitting a response to this RFEI, Respondents are deemed to have received all Addenda posted on the City website and deemed to have considered the information for inclusion in their Submission.

Should there be any discrepancy in the RFEI documentation provided, the City's original file copy shall prevail.

#### 2.6 Freedom of Information and Protection of Privacy Act

Information received by the City will be held in confidence and will become the property of the City. The City is, however, bound by the provisions of the *Freedom of Information and Protection of Privacy Act*, and all parties are advised that Submissions will be treated as public documents and their contents may be disclosed, pursuant to the Act.

Respondents agree that by submitting a response to this RFEI, the City may disclose the name of their company.

## 2.7 Acceptance of Submissions

The City reserves the right to reject any or all Submissions or to accept any Submission received in response to this RFEI, should the City judge it be in the best interests of the City to do so. The City reserves the right to waive any irregularities in any Submission. The City is under no obligation to select an Operator, or to proceed to negotiations for a Contract, or to award any Contract, and the City reserves the complete right to at any time reject all Submissions, and to terminate this RFEI process. If the City decides to terminate this RFEI process, it may at any time invite further Submissions or enter into any discussion or negotiations with any party for the provision of Services.

The City shall not be obligated in any manner to any Respondent whatsoever until a written agreement has been duly executed.

## 2.8 Respondent's Expenses

Respondents are solely responsible for their own expenses in preparing Submissions, and for any meetings, negotiations or discussions with the City or its representatives and Operators, relating to, or arising from this RFEI.

## 2.9 No Claim

The City and its representatives, agents, Operators and advisors will not be liable to any Respondent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Respondent as a result of or related to the RFEI, the preparation of a Submission, the evaluation of Submissions, the acceptance or rejection of any compliant or non-compliant Submission, breach of any obligations arising under the RFEI, negotiations for a Contract or the cancellation, suspension or termination of the RFEI, and by submitting a response to this RFEI, each Respondent will be conclusively deemed to waive and release the City and its employees, contractors, Consultants and agents, from and against any and all such claims.

By submitting a response to this RFEI, each Respondent shall be deemed to have agreed that it has no claim.

## 2.10 Conflict of Interest

Respondents shall disclose in their Submission any actual or potential conflicts of interest and existing business relationships it may have with the City, its elected or appointed officials or employees.

2.11 Solicitation of Council Members and Staff

Respondents will not contact any member of the City Council or staff with respect to this RFEI at any time prior to the award of a contract or the termination of this RFEI other than as permitted as an enquiry identified in this RFEI. The City may reject the Submission of any Respondent that makes any such contact.

2.12 Not a Tender or Request for Proposals

This RFEI is not a tender process and is not intended to create a contractual relationship between the City and the Respondent. By issue of this RFEI document, the City intends to reserve itself to absolute and unfettered discretion to invite, consider and analyze Submissions, select Preferred Proponent(s) and negotiate with or issue a Request for Proposals to Preferred Proponent(s) or cancel this RFEI process as the City considers desirable.

2.13 No Obligation

The City reserves the right to accept or reject any or all Submissions or cancel this RFEI at any time.

**3. SUBMISSION REQUIREMENTS**

Interested businesses and entrepreneurs are invited to submit information and must include:

- A brief summary as to why your firm would be well suited as an operator to provide construction and management of the covered tennis facility;
- Relevant experience in similar or other successful operations;
- Share your vision and operating principles for the construction, management and operation of the covered tennis facility including but not limited to:
  - (a) A willingness and ability to meet the project timelines, including the anticipated project opening date;
  - (b) An understanding of the importance of the security of the reservoir and water system and provision of security mechanisms and consideration of ease of access for the City to the reservoir;
  - (c) A plan for community minded and inclusive policies and practices which demonstrate a commitment to quality, affordability, and accessibility in providing a tennis facility and services which meet the needs of a diverse group of children, youth, adults, seniors and families. Respondent will need to show a tangible public benefit including the respondent's plan for public access to the facility including times, and fees;

- (d) An expected financial strategy, proposed City financial involvement, related user fees, and hours of operation;
- (e) A description of what safeguards will be put in place to ensure maintenance is conducted appropriately to maintain the upkeep of the facility throughout its anticipated lifespan; and
- (f) A willingness to provide complete audited financial records relevant to its tennis facility operations upon request throughout the term of the agreement

#### **4. EVALUATION CRITERIA**

The evaluation of Submissions will be undertaken on behalf of the City by an Evaluation Team. The Evaluation Team may consult with others including City staff members, third party Consultants and references, as the Evaluation Team may in its discretion decide is required. The Evaluation Team will give a written recommendation for the selection of a Preferred Respondent or Preferred Respondents to the City.

The City will make the final decision regarding any Respondent or terminate the RFEI process at its sole discretion. The City will then advise all Respondents and the Preferred Respondent (if one is chosen) by posting the City's decision on the City Website.

The Evaluation Team will compare and evaluate all Submissions to determine the Respondent's strength and ability to provide the Services in order to determine the Submission which is most advantageous to the City using the following criteria:

##### **Corporate**

- Established business, experience and relevant references.

##### **Technical**

- Schedule and Timelines for renovations and construction.
- Demonstrated ability to manage and operate a covered tennis or similar facility.
- Demonstrated ability to work with community partner organizations in a collaborative manner.
- Respondent's vision for quality tennis programming including program philosophy, sample development program plan, etc.

##### **Financial and Value Added Benefits**

- Financial capability to undertake the project and to maximize the benefit to the City while minimizing the risk for the City.
- Value added benefits to the City, Residents of Coquitlam, and other facility users including; user fees, hours of operations, public access policies, and service delivery model.

The Evaluation Team will not be limited to the criteria referred to above, and the Evaluation Team may consider other criteria that the team identifies as relevant during the evaluation process. The Evaluation Team may apply the evaluation criteria on a comparative basis, evaluating the Submissions by comparing one Respondent's Submission to another Respondent's Submission. All criteria considered will be applied evenly and fairly to all Submissions.

The Submission Form and the resumes provide Respondents with the opportunity to demonstrate their strength in the above criteria. Upon submitting a response to this RFEI, Respondents consent to the City and their representatives checking and verifying the information provided. References may be contacted. Reference checks will be kept confidential and will not be reviewed or discussed with any Respondents.

## **5. SELECTION PROCESS**

The evaluation team will review the Submissions and rank them based on the evaluation criteria outlined above. The City reserves the right to consider other criteria that may become evident during the evaluation process to obtain best value.

The City may, at its discretion, interview one or more Respondents, or request clarifications or additional information from a Respondent with respect to any Submission.

Based on the evaluation results, the City will create a short list of highest ranked firms. The City may then negotiate directly with the highest ranked firm or request proposals from one or more of the selected firms to provide the services.

The evaluation will be confidential and no totals or scores will be released to any of the Respondents.

## **6. REQUEST FOR DEBRIEF**

Upon request, unsuccessful companies may request a debrief with City staff regarding their submission sent to email: [bid@coquitlam.ca](mailto:bid@coquitlam.ca)

The City will not provide information regarding other company's submissions.

**ATTACHMENT 1  
 RISK ALLOCATION**

The following chart sets out the City's initial position on the allocation of risk between the Operator and the City. Some variation may be permitted.

| Risk/Ownership  | City | Operator |
|---|------|----------|
| General   | ✓    | ✓        |
| Property Commitment                                       | ✓    |          |
| Planning development of project goals                     | ✓    | ✓        |
| Design and Construction of Improvements                   |      | ✓        |
| Alternate approval process/notice of partnering agreement | ✓    |          |
| Site geotechnical conditions                              | ✓    | ✓        |
| Obtain permits:   |      |          |
| • environmental   |      | ✓        |
| • utilities   |      | ✓        |
| • building  |      | ✓        |
| Quality Management  |      | ✓        |
| Utility Connection Fees                                   |      | ✓        |
| Administrative of Miscellaneous                           | ✓    | ✓        |
| Feasibility of project                                    |      | ✓        |
| Change of scope   | ✓    | ✓        |
| Insolvency  |      | ✓        |
| Confirmation of adequate coverage in place (Bonds, etc.)  |      | ✓        |
| Sub-contractor insolvency                                 |      | ✓        |
| Delays by others  |      | ✓        |
| Delays by City  | ✓    |          |
| Permits and approvals                                     |      | ✓        |
| Force Majeure   |      | ✓        |
| Design  | ✓    | ✓        |
| City supplied data  |      | ✓        |
| Design error  |      | ✓        |
| Changed conditions  |      | ✓        |
| Patent infringement                                       |      | ✓        |
| Site  |      | ✓        |
| Weather   |      | ✓        |
| Fire  |      | ✓        |

**ATTACHMENT 1 - RISK ALLOCATION** (cont'd)

| Risk/Ownership                           | City | Operator |
|--|------|----------|
| Vandalism                                |      | ✓        |
| Damage to works                          |      | ✓        |
| Accidents                                |      | ✓        |
| Damage/injury to 3 <sup>rd</sup> parties |      | ✓        |
| Utilities                                |      | ✓        |
| Operations and Maintenance               |      | ✓        |
| Commercial Facilities                    |      | ✓        |
| Labour issues                            |      | ✓        |
| Parking                                  |      | ✓        |



**City of Coquitlam  
REQUEST FOR EXPRESSIONS OF INTEREST  
RFEI No. 16-07-04**

**Construction and Management of  
Covered Tennis Facility**

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Submissions will be received on or before 2:00 pm local time

**Thursday, October 27, 2016**  
("Closing date and time")

**INSTRUCTIONS FOR SUBMISSION**

Submissions are to be consolidated into one (1) .pdf file and uploaded electronically through QFile, the City's file transfer service accessed at website: [qfile.coquitlam.ca/bid](http://qfile.coquitlam.ca/bid)

- 1. In the "Subject Field" enter:** RFEI number and name
- 2. Add files in .pdf format and "Send"**  
(Ensure your web browser remains open until you receive 2 emails from Qfile to confirm upload is complete.)

**Respondents are responsible to allow ample time to complete the Submission process. If assistance is required, phone 604-927-3060.**

**SUBMISSION FORM**  
Complete and return this section

Submitted By: \_\_\_\_\_  
(Company Name)

**1. CORPORATE PROFILE**

Provide a brief description of the current business.

| <b>Corporate</b> |  |  |
|------------------|--|--|
| <b>.1</b>        | <b>Registered Business Name</b>            |  |
| <b>.2</b>        | <b>Operating Business Name</b>             |  |
| <b>.3</b>        | <b>Location and address of Head Office</b> |  |
| <b>.4</b>        | <b>Number of Years in Business</b>         |  |
| <b>.5</b>        | <b>Number of Employees</b>                 |  |
| <b>.6</b>        | <b>Insurance Broker/Underwriter</b>        |  |

**2. KEY PERSONNEL**

List your firm’s principal(s), managers, and key personnel who would be involved in the construction, management and operations. (Add rows as needed).

| <b>Name</b> | <b>Title/Position</b> | <b>Years with Firm</b> | <b>Qualifications and Experience</b> |
|-------------|-----------------------|------------------------|--------------------------------------|
|             |                       |                        |                                      |
|             |                       |                        |                                      |
|             |                       |                        |                                      |
|             |                       |                        |                                      |
|             |                       |                        |                                      |

**3. SUB-OPERATORS, SUB-CONTRACTORS AND CONSULTANTS**

List any sub-operators, sub-contractors and consultants that would be involved in carrying out the requirements outlined in this RFEI.

| <b>Name of Company</b> | <b>Role and Responsibility</b> | <b>Brief reason as to why the sub-operator/contractor/consultant is on your team.</b> |
|------------------------|--------------------------------|---|
|                        |                                |   |
|                        |                                |   |
|                        |                                |   |
|                        |                                |   |
|                        |                                |   |
|                        |                                |   |
|                        |                                |   |
|                        |                                |   |

**4. FACILITY VISION**

In a preliminary manner, express visually and in written form the type of facility and exterior grounds the Respondent expects to be built and how the facility and exterior grounds would meet the City’s requirements.

**5. TIMELINES**

Include projected schedules and ability to meet the City’s timelines to open Fall 2017.

**6. DEVELOPMENT PHILOSOPHY**

Outline the development philosophy for the project and how the Respondent's team will develop the guiding principles for the project with key stakeholders.

**7. PROGRAMS AND SERVICES**

Describe your vision for quality tennis programming to meet the needs of the full spectrum of community members and tennis service customers.

**8. OPERATIONAL METHODOLOGY AND FEES**

Outline the general expectations for expected operating costs, related user fees, hours of operation, and provisions for public access, etc..

**9. MAINTENANCE AND REPAIR**

Describe the safeguards that will be put in place to ensure maintenance is conducted appropriately to maintain the upkeep of the facility throughout its useful life.

**10. STAKEHOLDER STRATEGY**

Describe your strategy for working with stakeholders such as local governments, sports associations and residents and discuss the ability to identify and establish key partnerships and long term business relationships with key stakeholders.

### 11. PUBLIC BENEFITS

Outline the extent the project will generate benefit to the public. Address how the project will allow the City to address the needs of the public through its involvement in the project.

### 12. DRINKING WATER PROTECTION

Describe your plans for meeting the expectations of the *Drinking Water Protection Act* and providing ease of access to the reservoir for City staff, as well as ongoing monitoring of the security of the reservoir and water system.

### 13. FINANCIAL STRATEGY

Respondents are encouraged to develop and present a strategy in relation to financing the project and the City's expected role in this regard.

Describe the Respondent's financial capability to undertake the project of this scale and should include letters of reference from recognized financial institutions.

### 14. LEASE AGREEMENT AND TERM

The City expects the term of the venture to be approximately 10 to 15 years and is prepared to provide the land to the project under a long term lease arrangement or equivalent.

Respondents are encouraged to be innovative in creating a strategy with use of agreements for sale, lease or other such vehicles that may facilitate the project; provided that at conclusion of the term, the ownership of all of the physical assets transfers to the City.

Describe the expectations of the term, the agreement and transfer of ownership of all of the physical assets to the City.

**15. EXAMPLES OF SUCCESSFUL PROJECTS**

**Provide examples of relevant operational experience:**  
 (local examples are preferred).

|  |  |
|--|--|
| <b>Example 1</b>   |  |
| <b>Title and Year</b>  |  |
| Operational budget   |  |
| Construction budget  |  |
| Owner/client   |  |
| Provide a brief description of the example including the methodology and/or steps involved in the development and delivery of the facility and programs. |  |
| Key personnel involved.  |  |
| Describe success factors and the role your firm had in the success.  |  |
| Reference person ( client)   |  |
| Telephone and email of reference person  |  |

**15. EXAMPLES OF SUCCESSFUL PROJECTS (cont'd)**

|  |  |
|--|--|
| <b>Example 2</b>   |  |
| <b>Title and Year</b>  |  |
| Operational budget   |  |
| Construction budget  |  |
| Owner/client   |  |
| Provide a brief description of the example including the methodology and/or steps involved in the development and delivery of the facility and programs. |  |
| Key personnel involved.  |  |
| Describe success factors and the role your firm had in the success.  |  |
| Reference person ( client)   |  |
| Telephone and email of reference person  |  |

**16. SUSTAINABLE BENEFITS**

Briefly describe your firm’s social, economic and environmental initiatives, innovations, and practices and how those would benefit the City.

**17. VALUE ADDED BENEFITS**

What other information is not requested here but which you think the City should consider in evaluating your firm?

Provide information on what makes your firm innovative, what is your competitive advantage, and what other services your firm provides that would assist or be of benefit to the City:

**18. CONFLICT OF INTEREST DECLARATION**

Respondents shall disclose any actual or potential conflicts of interest and existing business relationships it may have with the City, their elected or appointed officials or employees:

**19. ADDENDA**

We acknowledge receipt of the following Addenda related to this RFEI and have incorporated the information received in preparing this submission:

| Addendum No. | Date Issued |
|--------------|-------------|
|              |             |
|              |             |
|              |             |

**20. AUTHORIZATION**

**We hereby submit our proposal for the services as specified in this RFEI:**

|  |                   |
|--|-------------------|
| <b>Company Name:</b>   |                   |
| <b>Address:</b>  |                   |
| <b>Phone:</b>  |                   |
| <b>GST Registration No.:</b>   |                   |
| <b>Project Contact:</b><br>Name and Title of Individual <i>for communication related to this RFEI</i> (please print) |                   |
| <b>Contact Email:</b>  |                   |
| <b>Name &amp; Title of Authorized Signatory:</b><br>(please print)   |                   |
|  | <b>Signature:</b> |
| <b>Date:</b>   |                   |

**The signature above is an authorized representative that can bind the company to statements made in this Submission. For the purpose of this RFEI, electronic signatures will be accepted.**