

Quayside



Request for Qualifications
Quayside Development Opportunity
RFQ #2020-14







LAND ACKNOWLEDGEMENT

Waterfront Toronto acknowledges that the land upon which we are undertaking our revitalization efforts is part of the traditional territory of the Mississaugas of the Credit First Nation and that Toronto is covered by Treaty 13 with the Mississaugas of the Credit First Nation (MCFN).

In addition, Waterfront Toronto acknowledges that Toronto has historically been a gathering place for many Indigenous people including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples, and is home to many First Nations, Inuit and Métis peoples today.



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- F1 Submission Form
- F2 Personnel Form
- F3 Project Experience Form
- F4 Litigation Disclosure
- F5A Financial Background Information
- F5B Credit Reference Letter

Cover Image: Artistic rendering of what the fully developed Quayside could look like. This massing is one possible vision for Quayside and has not been approved and would be subject to a rezoning process. Rendering by Standard Practice.



MESSAGE FROM THE PRESIDENT AND CEO

It's Toronto's turn. It's our moment to shine. As an ambassador and global champion for Canada itself, Toronto's waterfront is our civic living room where we host the world.

As CEO of Waterfront Toronto, I am indebted to the timeless vision of my predecessors who had the foresight to see the shores of Lake Ontario for what they are, the "Gateway to the new Canada." These city-builders dared to believe that Toronto could hold itself proud among the greatest cities of the world and reorienting our city towards the lake could do that. Inspired by the best kind of placemaking around the world, and confident enough to be creative and daring, they mobilized a generation around a great cause to solve the environmental, transportation, infrastructure, housing, economic and tourism challenges confronting Toronto.

It's now time for Quayside to play its role in this great cause. Sitting at the intersection of the maturing West Don Lands, the burgeoning East Bayfront and the nascent Villiers Island, Quayside will be a place of human flourishing and the gateway for future economic development opportunities and jobs in the Port Lands.

Today we are confronted with a global pandemic and growing social inequality, and some are questioning if they want to build a future downtown. Instead of giving up on living in the city, Quayside will remind people of everything they want out of their city and cause them to see their future here.

The public expects, and deserves, nothing less. Thousands have already spoken up, and spoken out, about what they want from Quayside. Young people, acutely concerned about affordability, liveability and climate change, told us that Quayside had to set a new standard for the world. Aging/older Torontonians want the next chapter of their lives to be spent in comfort and security at Quayside. Toronto's diverse cultural and artistic communities told us Quayside should bring them together, with welcoming spaces and design excellence. We listened to a wide spectrum of opinions and ideas; this is what we heard.

Torontonians long for a bold statement on the waterfront, a statement inspired by and reflecting our irrepressible civic spirit — confident, welcoming, imaginative.

They expect architecture and design for Quayside that captures the spirit of the age, and emblematic of the diversity and energy that animates our city. Most of all, they want whatever is built at Quayside to be memorable, and to truly feel like “ours”.

Quayside needs to be inviting, a place that seamlessly fuses the city to the water. As such, its features and experiences, rather than merely being parachuted in, need to seem possible because they’re at the water’s edge.

Like Toronto itself, citizens expect Quayside to be **dynamic**. They want Quayside to be inviting, interesting and lively year-round and liveable for those who will call this neighbourhood home. They want its retail, restaurants, entertainment and cultural experiences to respond to local and visitor needs for today and for generations to come.

Quayside as we imagine it will be **inclusive**. It must be a place for all, with something for all, where you don’t have to fit in to belong. A place for people of all ages, backgrounds, abilities and incomes.

And finally, last year our planet’s hottest year on record and Quayside must do its part to address this crisis while being **resilient** to the affects of extreme weather events. Quayside must be built with sustainability as a first principle: economically feasible, affordable for the businesses and people who make it their home, a meaningful contributor to ecological progress. It is only by living light will Quayside be timeless and enduring.

As our development partner for Quayside, the challenge in front of you isn’t only to build extraordinary buildings. We aren’t looking for an order-taker. The challenge you will share with us is to create a place that adds more dimension, more connection with the lake, more beauty and utility and more originality than previously imagined. In so doing you will help fulfil a promise made almost 20 years ago to revitalize our waterfront and propel Toronto into its rightful place as a leader among all the great cities of the world.

Yours,



George Zegarac,
President and CEO, Waterfront Toronto

An aerial photograph of the Toronto skyline and waterfront. The image shows a dense cluster of skyscrapers along the city's edge, with the CN Tower standing out prominently on the right. To the left of the city is a large body of water, likely Lake Ontario, with a few boats visible. In the foreground, there's a large parking lot filled with cars and a multi-lane highway running parallel to the city. The sky is blue with some light clouds. The text "Part 1" is overlaid in a large, white, serif font, and "The Opportunity and Scope" is written below it in a smaller, white, sans-serif font. A decorative white wavy line is positioned above the text.

Part 1

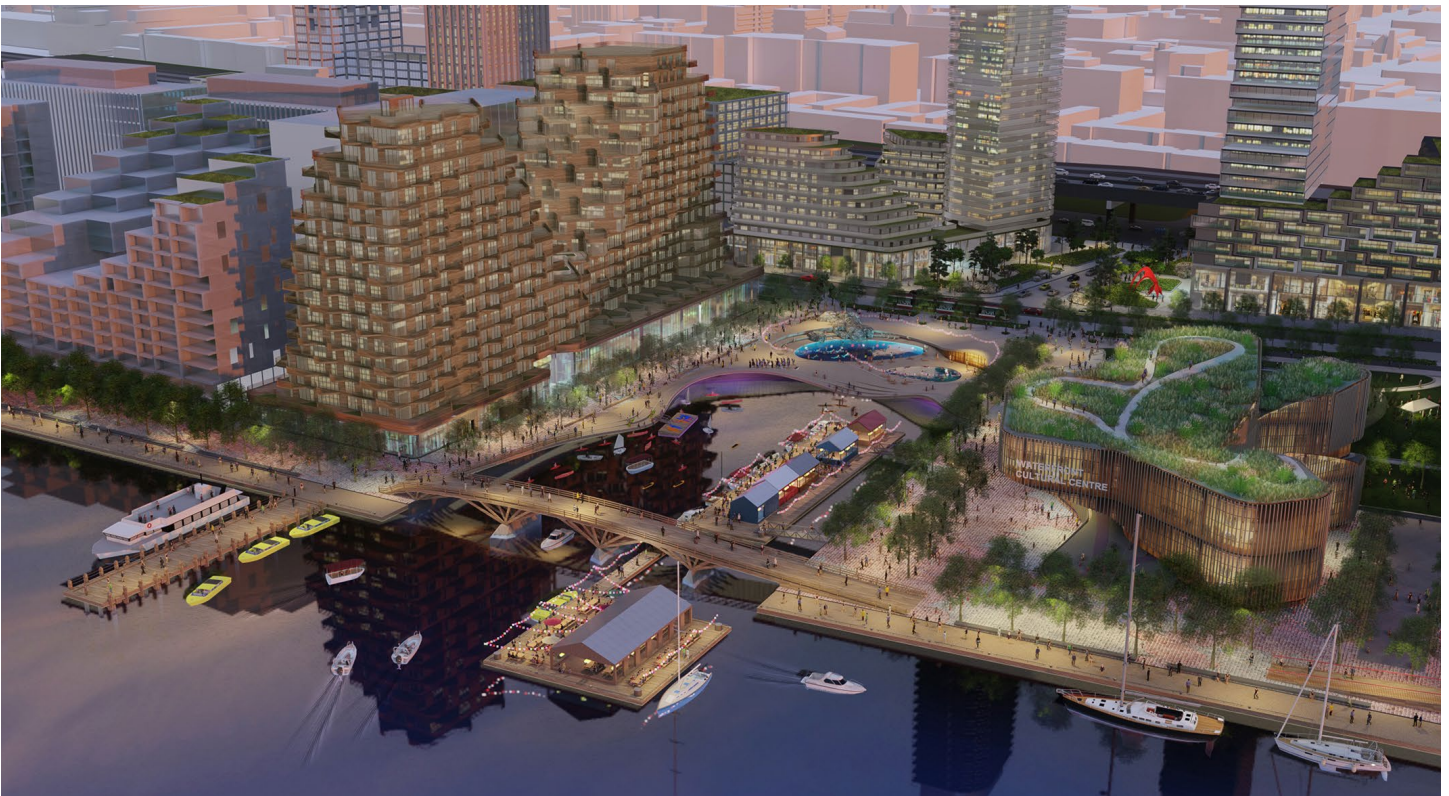
The Opportunity and Scope

1.1 OUR VISION FOR QUAYSIDE

Reorienting the city of Toronto towards the lake

Quayside is the cornerstone in Waterfront Toronto's broader vision for the waterfront, the connector between communities to the north and west, and the future Villiers Island to the south. For more than two decades, we have consistently challenged the status quo when bringing new waterfront communities to life. Our vision for Quayside builds on this momentum – Quayside will be a dynamic, inclusive and resilient community that plays a pivotal role in reorienting the city towards the lake.

- Housing a vibrant and diverse neighbourhood that animates and welcomes the world to the waters edge.
- Offering all residents and visitors new possibilities for healthy recreation and entertainment on land and water.
- Nurturing an environment that fosters and inspires diversely owned businesses, entrepreneurial companies and their innovations.
- Most of all, creating a point of pride that's inspired by and inspirational to all Torontonians.





1.2 ABOUT WATERFRONT TORONTO

Waterfront Toronto was formed by the Government of Canada, the Province of Ontario and the City of Toronto to enhance the economic, social and cultural value of the waterfront, and create a vibrant, accessible and connected waterfront for living, working and recreation. As city-builders, we care about realizing neighbourhoods, parks, destinations and infrastructure that make people's lives better.

Over the last two decades, Waterfront Toronto has established a strong track record of innovation when it comes to how we fulfill this objective and bring new communities to life. We've created well-loved parks and public spaces; raised the bar for achieving excellence in design; set the pace on internet connection speeds and established a digital inclusion program ensuring that all residents are able to connect and participate in online opportunities; and we've led the way on green building standards.

A primary objective of waterfront revitalization is to deliver key economic and social benefits that enable Toronto to compete effectively with other top-tier global cities for investment, jobs and talent. Through revitalization, we continue exploring the synergies between economic development, innovation and sustainability in creating opportunities for Canadian entrepreneurs, such as solutions for high-performance green buildings and enabling infrastructure. Waterfront Toronto will advance the work underway across the waterfront — leveraging a holistic approach to world-class architecture and sustainable design — and deliver a mix of uses that increases the dynamism of the surrounding neighbourhoods. In East Bayfront, we have focused on building a community that sparks innovation, fuels economic growth and achieves some of the most aggressive environmental sustainability targets. Our partners have risen to this challenge, as demonstrated by the recent certification of Toronto's first LEED Platinum residential building in Bayside and the two mass timber buildings coming to the waterfront. This emerging innovation district is home to leading companies in the new media and communications technology sectors as well as anchor institutions like George Brown College, OCAD University, University of Toronto, Université de l'Ontario français, Artscape and MaRS.

Waterfront Toronto has worked together with stakeholders and community members determining priorities and creating the foundations for building dynamic, inclusive and resilient communities. With these foundations in place, it is then through our ability to partner with governments and the private sector that new communities come to life. In the foreground of Waterfront Toronto's partnership contributions are enabling infrastructure, parks and public spaces. The success of our approach is evidenced by the thousands of people who live, work and play in communities conceived of by Waterfront Toronto in the West Don Lands and East Bayfront, including River City, the Canary District, Monde, Dockside and Bayside.

1.3 OVERVIEW OF THE OPPORTUNITY

The Quayside Development Opportunity (Quayside or the Quayside opportunity) is a rare opportunity to design, finance, and deliver a phased, master-planned development on one of the last remaining expanses of waterfront land within walking distance of Toronto's vibrant downtown core. Situated in a community renowned for its award-winning public spaces, such as Canada's Sugar Beach, Sherbourne Common and the Water's Edge Promenade, Quayside comprises approximately 4.9 hectares (12 acres), including 3.2 hectares (8 acres) of development sites offering approximately 306,580 m² (3.3 million ft²) of pre-zoned mixed-use development potential.

Quayside development area is highlighted in red. The Keating Channel Precinct continues to the east and the future Villiers Island and Port Land Flood Protection project area is in the foreground.

Quayside is the cornerstone in our broader vision for the waterfront, the connector between existing communities to the north and west, and the future Villiers Island to the south. Each of these developments contribute to our vision for the waterfront and each contributes to the overall draw towards the water's edge. Waterfront Toronto is seeking a development partner who shares our passion for city-building and our commitment to diversity, inclusive communities, climate leadership and design excellence to bring the next waterfront neighbourhood to life.

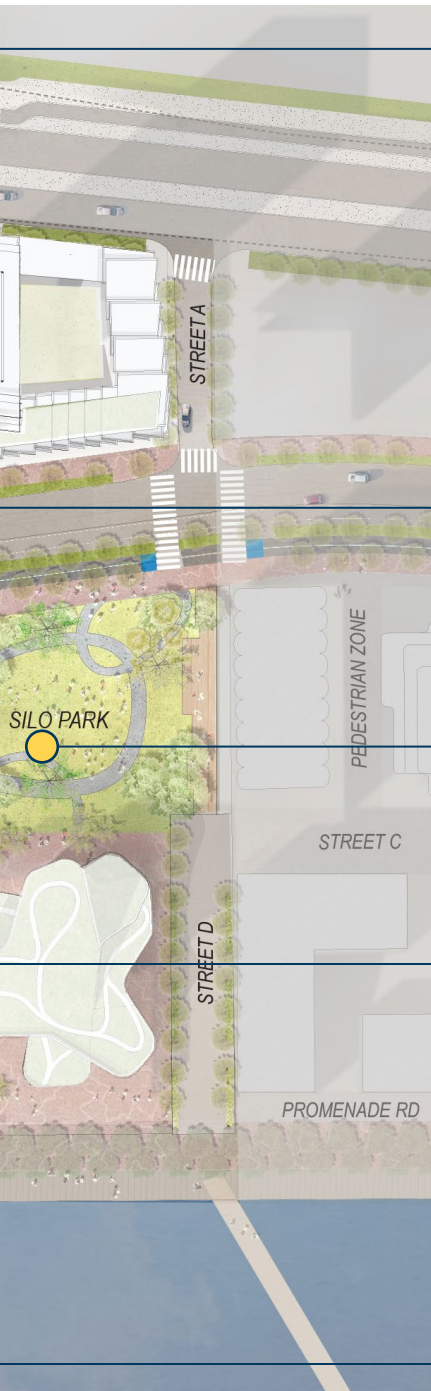


At Quayside, Waterfront Toronto will again design and deliver groundbreaking public spaces to activate the waterfront, meet the needs of residents and establish Quayside as a destination, including:



Figure 1 This rendering is based on the proposed street alignment for Queens Quay East and Parliament Street, that is subject to an Environmental Assessment amendment. See Section 1.7.2.1.

¹Waterfront Toronto and TTC are currently undertaking design to 30% design stage. Further design to 100% completion is subject to funding approval.



Parliament Plaza will comprise two green spaces on either side of the realigned Parliament Street totalling approximately 3,300 square meters. The aspiration is for these spaces to provide a lush green transition from Lake Shore Boulevard to Queens Quay and create a view corridor to the lake from the north.

Parliament Slip will innovate on the award-winning design approach taken farther west with the Simcoe, Rees and Spadina WaveDecks. Whimsical, dynamic and accessible by design, the WaveDecks create new public spaces above the water while adding aquatic habitat below. The Parliament Slip also offers a unique opportunity to create an iconic, world-class, public destination. Waterfront Toronto is exploring exciting uses in the slip such as harbour pools within the WaveDeck, a water amphitheatre, floating restaurant, canoe/kayak launch, water transportation hub, and a floating dock with concessions. This vision, together with the adjacent public spaces and the City of Toronto community centre coming on the west side of the slip, will create an incomparable four-season public asset and will be the next step in reorienting the city towards the lake.

Silo Park will be a 0.4 hectare (1.1 acre) local park serving the Quayside and Keating Communities providing green space and recreational uses. Waterfront Toronto expects to host a competition seeking a design proposal for Silo Park.

Water's Edge Promenade and boardwalk will provide a continuous public space along the lakefront. Nearly 4.3 kilometers of promenade have already been completed (from Portland Slip to Parliament Slip), featuring the signature granite mosaic with a double row of trees. In the future, the promenade will be extended further east into Quayside and ultimately expanded with a wooden boardwalk cantilever over the water.

Queens Quay East will be transformed into a signature waterfront boulevard in keeping with the transformation already completed along Queens Quay West. The new Queens Quay will feature two lanes of east-west traffic on the north side of the street with a dedicated Light Rail Transit (LRT) line in the middle¹. On the south side, a generous granite mosaic pedestrian promenade defined by a double row of trees will run alongside the Martin Goodman Trail, a multi-use recreational trail, improving access for walking and cycling. Queens Quay will provide the kind of atmosphere conducive to economic vitality, ground floor animation and urban vibrancy.

Quayside represents an extraordinary opportunity to create an inclusive mixed-use, mixed income neighbourhood that offers a range of housing options and amenities, and provides a high standard of living for individuals and families alike at any stage of their lives. Through Quayside, lasting and inclusive economic vitality and workforce development opportunities will be created for equity seeking groups. Building on our successes in advancing green building requirements and healthy spaces, Proponents can participate in raising the bar yet again demonstrating climate leadership as one of Canada's most sustainable low-carbon communities. Finally, as part of a dynamic waterfront, Quayside is an opportunity for Proponents to deliver an animated ground floor experience that is cohesive, exciting, vibrant, and connected to great public spaces and infused with cultural uses, anchored by a cultural destination.



*Proposed vision for Parliament Slip animation, looking southeast from Queens Quay.
Rendering by West 8 + DTAH.*

**Some of the many things we've already achieved
that exemplify what we'll bring to Quayside:**



Clockwise: Queens Quays West, Simcoe WaveDeck, Sugar Beach, Water's Edge Promenade

How we continue to animate the waterfront:



Clockwise: Movie Night in Corktown Common, Patio on Water's Edge Promenade, GATA Water Opera in Sherbourne Common, Sugar Shack at Sugar Beach



1.4 PURPOSE OF THIS REQUEST FOR QUALIFICATIONS

Waterfront Toronto is inviting submissions from development teams (Proponents) that have the experience, capacity and passion to deliver a distinctive neighbourhood that gives expression to our vision and meets or exceeds our standards for design excellence and our Green Building Requirements v3 (GBRs). The purpose of this RFQ is to seek Proponent teams to shortlist for the subsequent Request for Proposal stage. The Successful Proponent will bring the expertise of its own project team and will benefit from the support of Waterfront Toronto to ensure that our objectives for Quayside — dynamic, inclusive and resilient — are achieved. The Proponent will also embody diversity, equity and inclusion as organizational values.

Each Proponent team is expected to include a Development Lead — the entity that will enter into separate agreements with Waterfront Toronto (and potentially the City of Toronto in connection with Block 3B, as described in 1.6 The Subject Lands) — and other prescribed team member firms, which collectively have the vision and qualifications to deliver the Quayside objectives. Waterfront Toronto intends to shortlist approximately three (3) Proponents, who will subsequently be invited to submit proposals for the development of Quayside through a Request for Proposals process (the RFP stage).

The Development Lead of the Proponent team selected through the RFP is expected to enter into a Project Agreement with Waterfront Toronto, which will guide development of the land. The Project Agreement will have a template Development Agreement and land transaction documents for each Development Block once milestones are achieved. Once the Project Agreement has been executed, the successful Development Lead resulting from the RFP stage will become the Development Partner for Quayside. The Project Agreement and associated documents will be provided and negotiated at the RFP stage.

This RFQ document provides the expectations, intentions and guidelines for the Quayside opportunity, and a framework for how roles and responsibilities will be allocated between Waterfront Toronto and the Development Partner. Proponents should anticipate that the expectations, guidelines and requirements may evolve, and that specific performance objectives for the Development Blocks and any additional contracts will be finalized at the RFP stage.

1.5 WATERFRONT TORONTO'S OBJECTIVES FOR A COMPLETE COMMUNITY IN QUAYSIDE

Waterfront Toronto's mandate is critical to helping address some of Toronto's most urgent priorities. The experiences of 2020, including the COVID-19 pandemic, growing social inequality, economic insecurity and mounting climate crisis, make our mandate even more relevant. Now more than ever we see the importance of housing for good health outcomes, both affordable housing and housing for seniors, and the importance of parks and green spaces to our well-being. Based on deep analysis, and reinforced through extensive engagement over the past several years, our objectives for Quayside respond to the urgent needs of today's context, including:



DYNAMIC: To have a successful, liveable waterfront, we need a dynamic place that is inviting, interesting and lively year-round and that enhances the lives of those who live in the community. Strategies to achieve dynamism include:

- Providing a unique and engaging sense of place through world-class design and thoughtful ground floor spaces for retail, cultural and community-based amenities.
- Creating connections with the rest of the city and providing safer and greener options for active transportation, such as walking, cycling and skateboarding.
- Generating economic benefits through large-scale local job creation and private investment, particularly for Canada's cleantech, new media and creative digital sectors.



INCLUSIVE: We believe it is essential for waterfront communities to be equally inviting to people along all dimensions of diversity, and across intersections of demography, identity and ability. Strategies to achieve an inclusive community include:

- Providing market and affordable housing options for individuals and families.
- Creating opportunities for aging in place, including the supports and amenities that will allow seniors to live independently for longer.
- Addressing barriers and creating opportunities for entrepreneurs and equity seeking groups through employment opportunities, workforce development and subsidized spaces for diversely owned businesses.



RESILIENT: We seek to build sustainable communities that are well equipped to respond to and thrive under new and ongoing challenges – environmental, social and economic. Strategies to achieve a resilient community include:

- Raising the bar on high-performance buildings that dramatically reduce greenhouse gas emissions and provide for future climate change mitigation.
- Focusing on ecology, biodiversity and greenspaces, including managing stormwater naturally.
- Creating new parks, streets and public spaces that are accessible for all and comfortable year-round.

A dynamic, inclusive and resilient waterfront



Clockwise: Skating at Harbourfront Centre, Rees WaveDeck, Sherbourne Common.

1.6 THE SUBJECT LANDS

1.6.1 OVERVIEW OF THE LANDS

Quayside is a 4.9-hectare (12-acre) area comprising approximately 3.2 hectares (8 acres) of developable land across five development blocks, parkland, open space and future roads.



Figure 2: Quayside Block Plan²

² The Block Plan in Figure 2 is based on the proposed street alignment for Queens Quay East and Parliament Street, that is subject to an Environmental Assessment amendment. See Section 1.7.2.1.

³ City Council has endorsed only Keating Channel Precinct West, which are the lands generally west of Cherry Street. For the purposes of this RFQ reference to “Keating Channel Precinct” means the portion approved by Council.

Quayside straddles two City Council-endorsed precinct plan areas. Blocks 1 and 2 are within the East Bayfront Precinct, and Blocks 3, 4 and 5 are within the Keating Channel Precinct³. Blocks 1 and 2 have an Ontario Municipal Board-approved zoning by-law ([East Bayfront Zoning By-Law 1049-2006](#)) and Blocks 3, 4 and 5 are subject to Zoning By-law 1174-2010 brought into force through site-specific minutes of settlement approved at the Ontario Municipal Board (“Minutes of Settlement”). The lands are zoned Commercial Residential with a holding provision (CR(h)) which allows a mix of uses and densities. Silo Park and the Water’s Edge Promenade on Block 5 are both zoned as parkland (G(h)). Information on approved Precinct Plans and Zoning By-Laws, including an as-of-right massing study, can be found in Appendix A, under Section A.1: Precinct Plans and Development Underway, and Section A.2: Applicable Zoning.

Quayside is largely owned by Waterfront Toronto (4.2 hectares or 10.4 acres) but also includes lands owned by the City of Toronto (0.6 hectares or 1.5 acres), PortsToronto, and private landowners. The present ownership map is outlined in Figure 3.

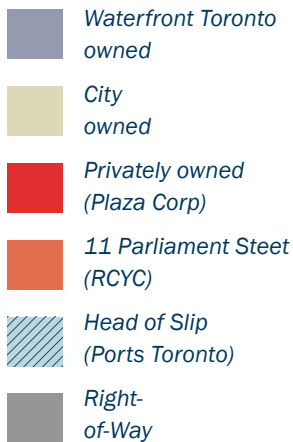
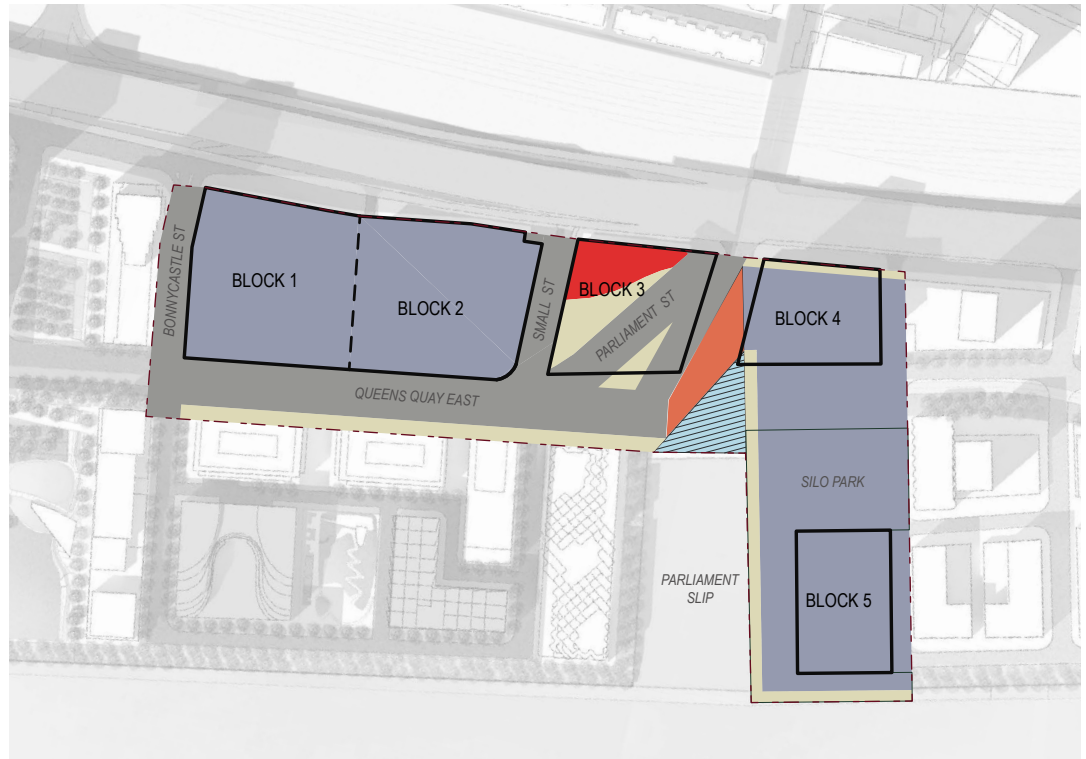


Figure 3: Quayside Lands and Ownership⁴



Blocks 1 and 2: Fronting on Queens Quay, Blocks 1 and 2 are bounded by Bonnycastle Street to the west and Small Street to the east. The blocks contain three existing buildings, partially leased on a short-term basis, and ancillary parking. Further information on leases will be provided to Shortlisted Proponents at the RFP stage. The Development Partner will be responsible for demolishing the existing structures as part of the redevelopment. The form-based zoning permissions suggest that the blocks would accommodate approximately 162,580 m² (1,750,000 ft²) of mixed-use development. The municipal services for these Blocks are within the municipal rights-of-way bordering the site.

Block 3: Block 3 encompasses a number of parcels bounded by Small Street to the west and the future realigned Parliament Street to the east. The majority of the block is owned by the City of Toronto or CreateTO (a City agency) and will only be developable once Parliament Street is realigned as part of the Queens Quay East Revitalization, the design of which is currently underway (see Section 1.7.2.1 for more information). The northwest corner of the block (municipally known as 307 Lake Shore Boulevard East) is owned privately by Plaza Partners.

⁴ Figure 3 shows Block delineations based on current Environmental Assessment approvals and zoning, and is subject to future amendment.

The maximum mixed-use gross floor area permitted by the zoning by-law for the municipally owned lands is 39,500 m² (approximately 425,000 ft²) and for the privately-owned lands is 7,700 m² (approximately 82,800 ft²). The Minutes of Settlement provide direction as to how the sites are to be developed separately, however, if the sites are developed together, the maximum mixed-use gross floor area increases to 53,350 m² (approximately 574,000 ft²), or 6,150 m² (approximately 66,000 ft²) more than if the sites are developed separately. The Minutes of Settlement establish a maximum tower height of 125 metres (approximately 41 storeys).

City staff have been consulted regarding including the municipally owned lands in this RFQ. These lands will be contributed into the Quayside opportunity by the City only after City Council has approved this as part of a Business and Implementation Plan (BIP) (see Appendix A, Section A.10 for a description of the BIP) to be prepared by Waterfront Toronto upon selection of the Preferred Proponent. On December 10, 2020 the City of Toronto Executive Committee adopted an approach for the City's participation in the Quayside opportunity. [The Staff Report](#) describes when City Council approval will be sought and for which elements of the subsequent Quayside RFP. The City of Toronto and CreateTO will provide more information on these matters, including the form of tenure of Block 3B, as a proposed development program emerges in the RFP stage. Accordingly, the City has provided the following:

“Toronto City Council’s approval of a Business and Implementation Plan for Quayside will allow Waterfront Toronto to move forward with the disposition and development of the City owned land within Quayside (part of Block 3). In this event, Waterfront Toronto will work with the City to negotiate with the Development Partner selected through this process for the development of Block 3B. Nothing in this RFQ fetters or predetermines Toronto City Council’s decision on the BIP.”

Block 4: Block 4 is bounded by the future realigned Parliament Street to the west and a future new street to the east. The maximum mixed-use gross floor area permitted by the zoning by-law is 65,000 m² (approximately 700,000 ft²), however, the zoning by-law establishes a combined maximum mixed-use gross floor area for Blocks 4 and 5 of 88,870 m² (approximately 957,000 ft²). The zoning by-law also establishes a maximum tower height of 150 meters (approximately 48 storeys).

Block 5: Block 5 is the most unique site in Quayside — nestled between Parliament Slip, the future Silo Park and the future extension of the Water’s Edge Promenade along the Inner Harbour/Keating Channel — and a gateway to the future Villiers Island in the Port Lands. The maximum mixed-use gross floor area permitted by the zoning by-law is 32,500 m² (approximately 350,000 ft²), however, as noted above, the zoning by-law establishes a density cap of 88,870 m² (approximately 957,000 ft²) between Blocks 4 and 5. Waterfront Toronto is interested in establishing cultural uses on Block 5 (more details in Section 1.7.1.5).

Block 5 is identified as one of the five potential school sites in the [City’s Downtown Community Services & Facilities Strategy \(2018\)](#). The Toronto District School Board

(TDSB) will review the Conceptual School Plan to be prepared by Waterfront Toronto and the Development Partner, as described in Appendix A.2, to determine if co-locating with another use on Block 5 would meet their needs.

Enabling Requirements for Development on Blocks 3, 4 and 5; In order to develop Blocks 3, 4 and 5, Waterfront Toronto needs to complete the following:

- a.** Prepare and seek City Council approval for a Business and Implementation Plan for the matters described in Appendix A.10, including the municipally-owned portion of Block 3 (being Part 3B)
- b.** Acquire 11 Parliament Street (owned by the Royal Canadian Yacht Club) and the head of the Parliament Slip (owned by PortsToronto) as indicated in Figure 2, for the Queens Quay East Extension
- c.** Include in the project the City-owned parcels (other than Block 3B), being the road widening, dockwall areas and small areas of Blocks 4 and 5, shown in Figure 2.
- d.** Install municipal servicing for Blocks 3B, 4, and 5, prior to occupancy (Waterfront Toronto has dedicated funding for delivery of municipal servicing).

As a result, it is anticipated that Blocks 1 and 2 would be developed first, with Blocks 3B, 4 and 5 to follow once development milestones are met.

Information about community amenities and facilities completed or anticipated in the East Bayfront and Keating Channel Precincts can be found in Appendix A, under Section A.1: Precinct Plans and Development Underway and Section A.4: Adjacent Community Amenities and Facilities.

1.6.2 SECURING ADDITIONAL MUNICIPAL DEVELOPMENT APPROVALS

Any additional municipal development approvals, including any appropriate incremental zoning by-law amendments, minor variances, site plan approvals, or land severances will be the responsibility of the Development Partner, but subject to Waterfront Toronto approval. Waterfront Toronto will work closely with the Development Partner to support applications for municipal development approvals that are appropriate to the planned context and which provide thoughtful, strategic approaches for advancing the fundamental principles of the East Bayfront and Keating Channel Precinct Plans.

1.6.3 COMMUNITY BENEFITS (FORMER S. 37) AND PARKLAND DEDICATION

Waterfront Toronto and the Development Partner will satisfy the Community Benefits requirements (formerly Section 37 requirements) and the obligations related to lifting the Holding Symbol (h) of the East Bayfront Zoning By-Law 1049-2006 and the Minutes of Settlement as set out in Appendix A, Section A.2.

Parkland Dedication has been satisfied for Blocks 1 and 2 as part of development in the East Bayfront, however, should any additional parkland dedication be required through the approvals process, the Development Partner will be responsible for those requirements. Silo Park and the Water's Edge Promenade are intended to satisfy the Parkland Dedication requirement for Blocks 3B, 4 and 5.



1.7 ROLES AND RESPONSIBILITIES OF THE PARTIES

Waterfront Toronto has ambitious objectives for the development of Quayside as an exemplary waterfront community that is dynamic, inclusive and resilient. This section outlines the programmatic objectives and anticipated roles for each of the Development Partner and Waterfront Toronto in revitalizing and redeveloping Quayside. Details continue to evolve as funding opportunities are explored and ongoing feedback is gathered from stakeholders, governments, and the public. More specific details for each of these goals will be identified at the RFP stage and incorporated into the transaction documents ultimately entered into between Waterfront Toronto and the Development Partner, upon completion of the RFP process.

1.7.1 ROLE OF THE DEVELOPMENT PARTNER

1.7.1.1 Developing a Complete Community

In keeping with the vision for this area established in the East Bayfront and Keating Channel precinct plans, the Development Partner should transform Quayside into a vibrant, beautifully designed, Complete Community, with residential (market and affordable), retail, cultural, and commercial uses integrated into the development. Lower floors should contribute to urban vitality, offering a range of amenities such as shops, galleries and community services, while upper floors provide for either residential or office, or a combination of these or other uses. These mixed-use building types contribute to animation and diversity and help achieve the goal of a complete community. Space for community use, social infrastructure or local businesses is also encouraged.

The Development Partner should deliver thoughtfully designed, high-quality private open spaces throughout Quayside. Any new open spaces will be required to complement Waterfront Toronto's planned public realm network on surrounding streets, such as Parliament Plaza. New private open spaces should be strategically designed to support the planned mix of uses and residential market within Quayside. Effective planning for Quayside will respond to the emerging development context while advancing implementation of the overall Precinct Plans.

Information on approved Precinct Plans can be found in Appendix A, under Section A.1.

1.7.1.2 Indigenous Participation

Waterfront Toronto has committed to ensuring and promoting Indigenous participation in waterfront revitalization, including by entering into a memorandum of understanding with the Mississaugas of the Credit First Nation, the treaty holders of the lands on which Quayside is situated.

The Development Partner should embrace and have specific plans to fulfill Waterfront Toronto's commitment to the participation of Indigenous Peoples in Quayside. Indigenous history and culture will be integrated into Quayside and find presence in multiple elements, such as sustainability and design. Examples of participation include meaningful economic involvement in the project, community services focused on Indigenous Peoples, ongoing engagement and collaboration, entrepreneurial opportunities and incorporation of Indigenous design principles, Indigenous programming or targeted housing grants.

At the the RFP stage, Waterfront Toronto will provide the Shortlisted Proponents with more details, and Shortlisted Proponents will be requested to provide a specific plan to include meaningful Indigenous participation reflecting Waterfront Toronto's commitments, as described above, as well as targets for Indigenous participation and demonstrated capacity and experience to meet those targets.

1.7.1.3 Housing Plan (Affordable Rental, Affordable Ownership and Market Housing)

The Development Partner should be committed to addressing significant housing challenges facing Toronto, including:

- Major population growth
- Low vacancy rates
- Rising housing prices
- Minimal new rental housing stock being built
- Age and condition of rental housing
- Increasing demand for social and affordable housing, including supportive housing
- Lack of family sized units

Waterfront Toronto is creating a series of inclusive, mixed-use, mixed-income communities along the waterfront, for individuals and families alike at any stage of their lives. The creation of Affordable Housing in Quayside is a fundamental objective and is crucial to supporting the City of Toronto's [Housing TO 2020-2030 Action Plan](#), which aims to approve 40,000 new affordable rental homes.

To help inform the housing plan for Quayside, Waterfront Toronto has engaged with the public, the City of Toronto, Canada Mortgage and Housing Corporation, the non-profit and co-operative housing sectors. Throughout this consultation, we heard that Toronto needs more affordable housing with deeper affordability and that it should remain affordable in perpetuity.

As a result, Waterfront Toronto envisions a Housing Plan for Quayside that contains the following elements for market housing and affordable housing:

A) Market Housing Elements:

- Condominium market housing
- “Low-End-of-Market Housing” as defined in the relevant zoning by-law (i.e., restrictions on maximum ground floor area by unit type to encourage affordability).
- A balanced mix of unit types and sizes, including 2 and 3 bedroom units, to support the creation of housing suitable for families (a minimum of 10% units having 3 bedrooms).
- Design should be informed by the City of Toronto’s [Growing Up Urban Design Guidelines](#).

B) Affordable Housing Elements:

- A minimum of 20% of residential development as Affordable Rental Housing, as well as accommodating Waterfront Toronto’s existing Affordable Housing delivery obligations of approximately 93,000 ft² from an adjacent site, in aggregate totalling almost 24% of the “as-of-right” residential gross floor area.
- Waterfront Toronto is investigating the potential to exceed this minimum requirement, consistent with the outcomes of current affordable housing programs such as the City’s [Housing Now](#) program. Waterfront Toronto is looking at public funding and other sources of funding and financing; further direction will be provided at the RFP stage.
- Affordable Housing will be delivered in two ways, both of which will strive for perpetual affordability:
 - Land for Affordable Housing may be set aside within Quayside to be owned and developed publicly, or by a non-profit or housing co-operative owner/operator, by way of a subsequent process.
 - Affordable Housing units may be integrated throughout a market building, or a mixed project with strata ownership of Affordable Housing, to be owned publicly or by a non-profit or housing co-operative owner/operator (“Integrated Model”).
- A minimum number of affordable units may be required to facilitate integration and a viable operating model for the non-profit or housing co-operative.
- Five percent affordable home ownership and potentially other housing models, such as co-living.
- A range of unit types from studios to 3+ bedroom units.

Please refer to Appendix A, Section A.6 for further details, including A. Programmatic Considerations, B. Design and Planning Principles and C. Funding and Financing of Affordable Rental Housing.

The Development Partner will ultimately work with Waterfront Toronto and the City of Toronto to establish a Housing Plan for Quayside that confirms the appropriate supply and configuration of Affordable Housing, consideration for the broader goals of affordability, integration and accessibility, and which provides complementary built

form, shared access, entrances and amenities (to the extent possible), and servicing. At the RFP stage, Shortlisted Proponents will be asked to provide a Housing Plan that responds to the requirements above.

At the RFP stage, Waterfront Toronto will ask Shortlisted Proponents to provide a proposal based on the delivery of Affordable Housing through a combination of land set aside for standalone development, and an Integrated Model. In the case of the Integrated Model, the Affordable Housing provider will be a non-profit or housing co-operative, identified by the City working with Waterfront Toronto and the Successful Proponent.

More details will be provided to Shortlisted Proponents at the RFP stage.

1.7.1.4 Animation Strategy

The Development Partner is expected to develop a strategy for activating two components within each of the five Development Blocks: the ground floor areas within buildings, and a network of outdoor privately-owned but publicly accessible areas (known as Privately Owned Public Spaces, or POPS). Activation in the adjacent public realm should also be pursued, where possible.

A) Ground Floor Animation: One of the public's most often-stated desires for the waterfront is for more lively ground floor activities, such as restaurants, pubs, shops, galleries, and boutiques. A Retail and Animation Strategist should develop a plan for attracting and retaining ground floor tenants that will achieve high-quality ground-floor animation along Queens Quay East, Parliament Slip and the Water's Edge Promenade by providing a range of non-residential uses and activated compatible uses at grade. The vision for Quayside should promote unique and independent shops that create a sense of place. The Ground Floor Animation plan will also incorporate community-based amenities and enable opportunities for entrepreneurs and diversely owned businesses. All ground floor animation areas within Development Blocks will be owned and managed by one entity to ensure effective curation and maturation over time.

The Milwaukee Bucks Entertainment District, designed by Gensler, is the heart and soul of the new Fiserv Forum complex in Milwaukee, Wisconsin. The Beer Garden was jammed with thousands of fans during the NBA finals games against teams including the Toronto Raptors. Photo credit: Richard Ebbers



Dockside Green, in Victoria, BC, provides an excellent precedent for an engaging POPS like that called for in the East Bayfront Precinct Plan. The pedestrian connection may include stormwater management on site through open swales and vegetated plantings. Photo Credit: PWL Partnership Landscape Architects Inc.

B) POPS Animation: As part of the Animation Strategy, the Development Partner will be required to deliver inviting Privately Owned Public Spaces (POPS) that help activate the neighbourhood and complement the public parks and streetscapes to be delivered by Waterfront Toronto. The delivery of POPS is vital to creating a successful neighbourhood and plays a key role in delivering ground floor animation of adjacent buildings.

A strategy for delivering, maintaining, and possibly even programming these spaces will be required of the Development Partner. Too often, POPS are delivered with no clear path to ensuring they are maintained to a high standard, so long-term maintenance mechanisms should be identified. Activation or event spaces that accommodate functions such as beer gardens, culinary food booths, farmer's markets, craft shows, and other short-term festivals are some examples to consider. More information about design principles and requirements of the POPS will be provided to Shortlisted Proponents at the RFP stage.



- 1 East-West Pedway
- 2 North-South view corridor and connection to Aitken Place Park
- 3 North-South pedway

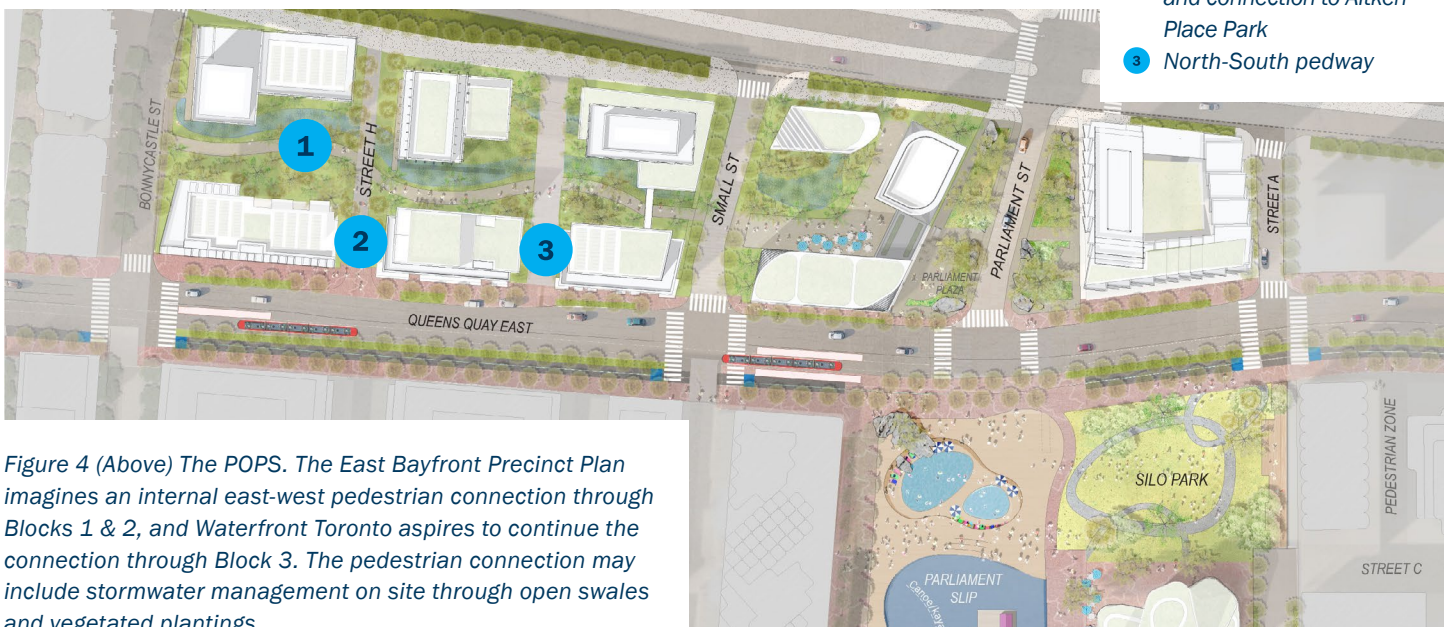


Figure 4 (Above) The POPS. The East Bayfront Precinct Plan imagines an internal east-west pedestrian connection through Blocks 1 & 2, and Waterfront Toronto aspires to continue the connection through Block 3. The pedestrian connection may include stormwater management on site through open swales and vegetated plantings

1.7.1.5 Cultural Destination

The Development Partner will be required to integrate cultural uses within Quayside, anchored by a dedicated destination on Block 5. At the RFP stage, Shortlisted Proponents will propose a plan for creating a space to support the performing arts, visual arts, new media, creative digital and ancillary sectors. The plan will describe the envisioned uses and include a long-term business plan that delivers this objective in a financially self-sustaining manner. This plan should be complimentary to the broader cultural activation strategy being developed by Waterfront Toronto. This plan should be complimentary to the broader cultural activation strategy being developed by Waterfront Toronto.

This will build upon the creative, cultural corridor already emerging on the waterfront, including Harbourfront Centre, Daniels City of the Arts, OCAD University, George Brown College School of Design, and Bayside Artscape Lofts. Waterfront Toronto believes cultural elements will help make Quayside an attractive place for residents, visitors and employers alike. In addition to providing year-round animation, the integration of cultural uses will contribute to economic growth and prosperity through direct and indirect job creation by supporting cultural-based sectors and cultivating creativity and innovation in other industries.

Quayside presents a unique opportunity for a destination that hosts a cluster of cultural and community uses, which could include features such as a state-of-the-art black box theatre, museums, galleries and/or event spaces. These spaces could be adaptive to support a diverse spectrum of potential tenants.

More details on Waterfront Toronto's cultural activation strategy will be provided to Shortlisted Proponents at the RFP stage. Please refer to Section 1.6.1. Overview of the Lands for a description of and potential constraints for Block 5.

EYE Filmmuseum is the Dutch centre for film culture and heritage. The EYE building was designed by Delugan & Meissl Associated architects from Austria and is freely accessible and includes a terrace with harbourfront views. It holds 4 screening rooms that showcase a wide variety of films, from historical classics to the latest arthouse premieres. There is a large exhibition space which rotates features seasonally.
Photo Credit: Jvhertum



1.7.1.6 World Class Design

The Development Partner should be committed to infusing design excellence throughout all aspects of Quayside, from the organization of programmatic elements in the neighbourhood, to the built form, to the landscapes surrounding them. The last 10 years have seen an explosion in new ways of thinking about how different uses can coexist within buildings and neighbourhoods, how new built form typologies can reshape the built environment, how new systems and innovations can make buildings and parks more energy efficient, and how new design methods and materials can be used to create cultural, environmental, and economic value. Quayside should feature best practices from around the world to create something unique to Toronto.

All aspects of the proposed development will be required to undergo review by the Waterfront Toronto Design Review Panel (DRP), including buildings, retail areas, and open spaces. See Appendix A, Section A.7 for more information about the Waterfront Toronto DRP.

A) A Unifying Vision: The Development Partner team should include a world-renowned Lead Architect who will be responsible for crafting the overall vision and comprehensive strategy for Quayside. The Lead Architect will design the first block only and, through establishing urban design guidelines, will coordinate the design of subsequent blocks by others to ensure Quayside delivers on Waterfront Toronto's objective of "cohesive diversity." or curated collections of works by different design hands that are well-coordinated and tied together. The draft vision and guidelines produced for the RFP will be finalized through consultation with the public and the DRP. At the RFP stage, Shortlisted Proponents will receive more details on submission requirements, including how Waterfront Toronto will participate in selecting architects and designers for the buildings.

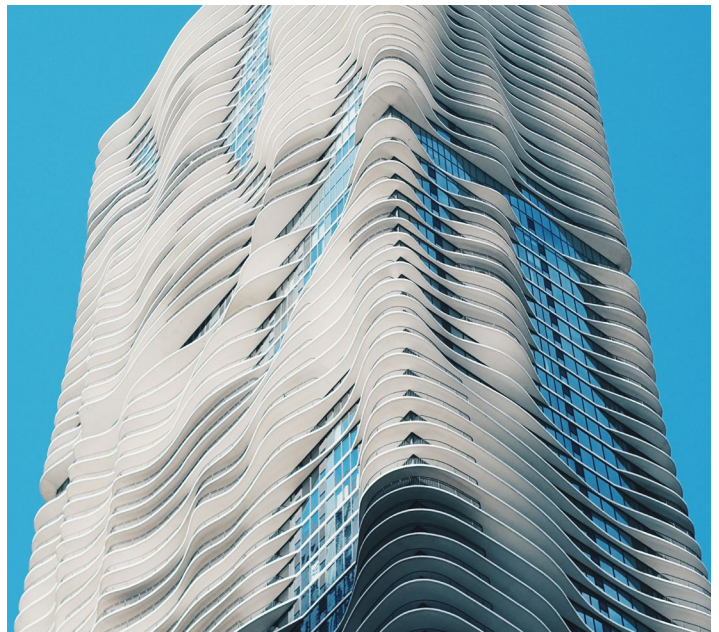
Lead Architect MVRDV of Rotterdam created the vision, established the design guidelines, and coordinated the architects for the other buildings of the Bjørvika Barcode in Oslo, Norway. A 220,000 m2 mixed-use development project, it consists of 11 buildings designed by different architects, and meets or exceeds BREEAM standards for building performance.



B) Iconic Architecture: The Development Partner must be committed to delivering iconic architecture that creates a unique identity for the Toronto waterfront. The downtown eastern waterfront needs a centre of gravity that an iconic building or group of buildings can provide. Waterfront Toronto has already created several iconic parks, such as Sugar Beach, and is looking for the Quayside Development Partner to match that aspiration.



The Iceberg Project (top), produced by a collaboration between CREBA, JDSA, SeARCH, and Louis Paillard Architects, was used to catalyze a wave of new development in the underutilized docklands in Aarhus, Denmark. The Aqua Tower (right), by Studio Gang, signaled a shift away from traditional Chicago tower design to mark a new era of building in America's second-largest city.



C) International Design Competitions: The Development Partner will be expected to award design commissions through international design competitions, and each block will be awarded to a different architectural firm to ensure the goal of architectural diversity is met. Once the Lead Architect has developed a conceptual design for the first block north of Queens Quay, the designers for the remaining blocks north of Queens Quay will be selected through individual design competitions, invited by the Development Partner, in partnership with Waterfront Toronto. The designer for Block 5 will be selected through an open international design competition, which will also be conducted in partnership with Waterfront Toronto to leverage its track record of success with this process. This multi-competition approach has been used to successfully deliver highly unique and distinctive results in other innovative districts such as HafenCity in Hamburg.



More than 15 different architectural firms were selected through design competitions to develop the blocks shown above in HafenCity, one of Europe's most ambitious downtown revitalization projects. Cohesiveness is created through the use of a strong material palette throughout. The building at the far left, the Elbe Philharmonie, was designed by Swiss architects Herzog & de Meuron and is the centerpiece of the entire development project, attracting more than 4 million visitors a year to the area.

D) Designing Ground Floor Space: The Development Partner will be required to identify a Retail Architect who should be internationally recognized. The Retail Architect will be responsible for designing the entire ground floor experience across all Development Blocks in Quayside — from where the storefronts are to where the servicing takes place (including the below-grade levels that support the shops) to the design of the first-floor facades. Frequently, these street-level retail spaces are the leftovers after the servicing, cores, and parking have been determined by the building architect. Quayside, with its extensive frontage on Queens Quay East and the Water's Edge Promenade, should offer a high-quality ground-floor experience that is well designed by a seasoned retail design expert in collaboration with the Retail and Animation Strategist, Lead Architect, Landscape Architect, and individual building architects.

The Green Spine in Melbourne, by UN Studio and Cox Architecture, has a multi-level podium that is designed to draw passersby in at grade and then up through multiple levels of retail and public spaces. This approach could be used in the lower floors of the Quayside buildings to provide a strong street presence combined with residential development above. Image Credit: Southbank by Beulah in Melbourne, Australia, designed by UNStudio and Cox Architecture. Rendering by: Norm Li



Tokyu Plaza Ginza, designed by Nikken Sekkei, establishes a two-story retail expression zone at the base of the building that allows storefronts to reflect the unique character of the tenant, like the organic retail districts that have sprung up along Queen Street West and the King-Parliament corridors. This concept should be explored for the facades fronting onto Queens Quay.



E) Designing POPS: The Development Partner team should include an internationally recognized Landscape Architect who will plan and design the entire Privately-Owned Public Space (POPS) network in Quayside. The design of these spaces must activate the community, be accessible, optimize ecology and sun access, engage with the ground floor animation strategy, and promote health and wellness and year-round use.

The designs should emphasize placemaking elements that offer flexibility of use and function, reflect a resilient construction and maintenance regime, contribute to environmental performance, and find unique ways to achieve animation and user comfort in the winter. These spaces should be designed by the Landscape Architect in collaboration with the Lead Architect, Retail Architect, and individual building architects. They must also be designed in close cooperation with the designers retained by Waterfront Toronto for the public parks and streetscapes to ensure delivery of a seamless system of high-quality and meaningful public spaces for everyone to enjoy. Waterfront Toronto will set out open space design principles for these spaces to Shortlisted Proponents at the RFP stage.

Tanners Springs, designed by Atelier Herbert Dreiseitl (now Ramboll Group) was one of the pioneering efforts to create a performative stormwater treatment landscape that led to an explosion in green infrastructure in Portland, Oregon. Photo Credit: GreenWorks PC, Portland.



1.7.1.7 Exemplary Low-Carbon Development and Sustainable Innovation

The Development Partner should have a strong commitment to delivering precedent-setting models of sustainable development. Waterfront Toronto strives to be a world leader in sustainability and climate resiliency, as exemplified by our requirement for Quayside to be one of Canada's most sustainable low-carbon communities.

The Quayside development will be required to comply with Waterfront Toronto's [Green Building Requirements Version 3 \(GBRs\)](#). All buildings at Quayside will achieve near-zero greenhouse gas emissions and low levels of energy consumption, consistent with the [Zero Emissions Building Framework](#) from the City of Toronto. The new Waterfront Toronto Green Building Requirements Version 3 also include enhanced provisions for urban agriculture including garden plots, safe and secure bicycle parking, infrastructure for electric vehicles including electric bicycles, rainwater harvesting, biodiversity in landscaping, use of sustainable materials such as FSC-certified lumber and recycled steel as well as the disclosure of lifecycle embodied carbon. In addition to these base requirements, Waterfront Toronto has identified optional opportunities, such as undertaking a Passive House pilot project in Quayside. More information can be found in the [GBRs](#).

These ambitious performance targets will spur deployment of sustainable innovations, which could include solutions from local industry and small- and medium-sized enterprises. Emerging clean technologies will be integrated alongside passive techniques to produce new sustainable buildings with world-class design excellence.

Quayside will serve as a model for climate-friendly city building and align directly with climate action plans of the [Government of Canada](#), [Government of Ontario](#) and [City of Toronto](#). Quayside will also contribute directly to realizing the TransformTO greenhouse gas reduction targets, as reflected in [City Council's declaration of a Climate Emergency in 2019](#).

As part of their RFP submission, Shortlisted Proponents will be required to confirm adherence to the GBRs and indicate how their planning and design submission will meet the GBRs.

Background on Waterfront Toronto's approach to sustainable development can be found in Appendix A, Section A.8.

1.7.1.8 Aging in Place

An inclusive mixed-use, multigenerational community where people can age in place requires thoughtful planning and design. Using a campus of care approach (in an innovative vertical building format), housing and services would be combined to support aging in place. Waterfront Toronto is exploring a range of seniors' housing models and services and has conducted a feasibility study for a potential Long-Term Care Home on Quayside. Market soundings have been conducted with not-for-profit and for-profit providers and the two provincial associations representing them on challenges in the system and the potential opportunities to address them.

In addition, Waterfront Toronto has been discussing a pilot project for long-term care with the Ministries of Health and Long-Term Care. The COVID-19 pandemic has highlighted the need for changes in existing models of care, in particular in large urban centres. An opportunity exists at Quayside to pilot new innovative models of care and new technologies that could respond to the challenges and enhance the experience for residents in the future.

The Aging in Place theme on Quayside may be delivered in two ways:

- Integrating seniors housing into one or more buildings.
- Allocating land within Quayside for a single building that includes a Long-Term Care Home (approximately 100,000 ft²) and other seniors housing and services.

More details on Waterfront Toronto's Aging in Place Strategy and the potential for long-term care will be provided to Shortlisted Proponents at the RFP stage.

1.7.1.9 Waterfront Toronto Employment Initiative (WTEI)

The Development Partner will be required to include a Waterfront Toronto Employment Initiative (WTEI) workforce development plan. WTEI connects unemployed and underemployed Torontonians to employment and training opportunities generated by waterfront revitalization projects and supports equity and inclusion. WTEI is a collaborative partnership between Waterfront Toronto, the City of Toronto and numerous local partner agencies. WTEI connects developers, contractors, sub-contractors and commercial tenants with jobseekers from Equity-Seeking Groups. "Equity-Seeking Groups" are communities that face significant collective challenges in participating in society. Equity-Seeking Groups include Black and racialized groups, Indigenous Communities, LGBTQ2S people, newcomer immigrants and refugees, people with disabilities, people of low income, vulnerable youth, women, and other groups the City of Toronto identifies as historically underrepresented.

WTEI partners have access to skilled, professional candidates in a wide range of fields, and work with an extensive network of other employment service and training providers to meet the needs of both employers and jobseekers. The WTEI program is one of the ways through which Waterfront Toronto works to address systemic barriers and create economic opportunity.

At the RFP stage, Shortlisted Proponents will be required to include a WTEI workforce development plan outlining how the objectives of the WTEI program will be met. Compliance with the WTEI program is a key requirement. Proponents should be creative when designing their workforce development plan and look to emerging best practices to achieve the goals of the WTEI program. WTEI workforce development minimum plan requirements are set out in Appendix A, Section A.9. More information will be provided to Shortlisted Proponents at the RFP stage.

1.7.1.10 The Waterfront Toronto Intelligent Community Network

The Development Partner will be required to participate in Waterfront Toronto's community-wide intelligent communities program, which includes a telecommunications service provided by Beanfield Metroconnect (Beanfield). The Development Partner will enter into access and service agreements with Beanfield, which will include connection fees for each market unit and commercial spaces, and bulk service agreements. Waterfront Toronto has been at the forefront of global efforts in developing intelligent communities – using innovation to create economic opportunity and enhance quality of life for residents. The financial contributions that are included in this requirement ensure that future residents and businesses will be able to participate in Waterfront Toronto's broader intelligent communities initiative and supports the delivery of a robust digital inclusion program throughout our new neighbourhoods, including enhancing public access to WiFi in the public realm. Specific details will be provided to Shortlisted Proponents at the RFP stage.

1.7.1.11 Public Art Initiatives

The Development Partner will be required to contribute 1% of the hard costs of construction of all development (excluding Affordable Rental Housing) in East Bayfront to Waterfront Toronto, for the purposes of advancing implementation of the East Bayfront Public Art Master Plan. Building on the success of our [Public Art Program](#),

Light Showers, a public art sculpture found in Sherbourne Common, is the destination for 25% of stormwater treated by the integrated stormwater management system.



Waterfront Toronto has developed a unique public art master plan for East Bayfront, which includes Blocks 1 and 2. Approved by Toronto City Council in December 2015, the [East Bayfront Public Art Master Plan](#) focuses on delivering a curated collection of major artworks in prominent public locations, where they can have a notable impact and be enjoyed by many. Public art will be commissioned through a competitive process led by Waterfront Toronto and maintained by the City of Toronto. An example of public art commissioned by Waterfront Toronto is *Light Showers* by Jill Anholt, which serves a dual function as part of an innovative stormwater treatment system in Sherbourne Common. Waterfront Toronto intends to develop and implement a similar Public Art Master Plan for Keating Channel, which will require approval of City Council, at which point the Development Partner will similarly be required to comply.

1.7.1.12 Securing Environmental Approvals

With reference to Development Blocks, the Development Partner will be responsible for securing all required Records of Site Condition and Certificates of Property Use, including completing the necessary investigative research, submissions to the Ministry of Environment, and undertaking any required risk management or remediation measures. The Development Partner will also be responsible for demolition and abatement of the existing buildings on the Development Blocks.

1.7.2 ROLE OF WATERFRONT TORONTO

Waterfront Toronto's role in Quayside includes:

1.7.2.1 Queens Quay East Design and Construction

Between 2012 and 2015, Waterfront Toronto completed a \$129 million revitalization of Queens Quay West, between Bathurst and Bay Streets, transforming a once uninviting traffic corridor into a beautiful waterfront boulevard with an enlarged pedestrian promenade, a new section of the Martin Goodman recreational trail and improved TTC right-of-way. Beneath the street, key infrastructure was replaced or upgraded, including power, gas, water, sewage and telecommunications systems. The design was developed based on an international design competition and an extensive environmental assessment process. The revitalization was funded by the three orders of government and completed by Waterfront Toronto.

Waterfront Toronto is presently designing the extension of Queens Quay from Bay Street to Cherry Street, pursuant to a mandate from the City of Toronto. The Queens Quay East Revitalization project will deliver a fully functioning and multi-modal “main street” for the East Bayfront and Keating Channel communities. Similar to Queens Quay West, it will feature two lanes of east-west traffic on the north side of the corridor and a dedicated streetcar right-of-way to the south. South of the streetcar right-of-way, a generous granite mosaic pedestrian promenade defined by a double row of trees will run alongside a bi-directional Martin Goodman Trail, promoting safe and active transportation. Waterfront Toronto in partnership with the City of Toronto and the TTC are currently working towards 30% design and engineering, which will be the basis for the Quayside blocks and streets. Further design to 100% completion is subject to funding approval.

A preferred alignment of Queens Quay East and Parliament Street has been identified through the [Lower Don Lands Environmental Assessment Master Plan Addendum & Environmental Study Report](#) (approved by City Council in July 2010) as well as the Council-approved Central Waterfront Secondary Plan, East Bayfront Precinct Plan (with implementing Zoning By-law 1049-2006) and Keating Channel Precinct Plan (with implementing Minutes of Settlement). Since these approvals, some modifications have been proposed in the area of Quayside and in other portions of the corridor. The changes of interest to Proponents are the alignment of Queens Quay between Small Street and Street A (Silo Street) and the modifications proposed to Parliament Street (both are illustrated in Figure 4). Waterfront Toronto will lead a Transit Project Assessment Process (TPAP), working jointly with the City of Toronto and the TTC, to achieve approval for these and other modifications to the entire corridor (i.e., Union Station to the West Don Lands Loop at Cherry Street). Pre-planning for the TPAP is currently underway. The pre-planning will culminate in the form of a Draft Environmental Project Report, which will then undergo a 120-day review period, followed by approval of the Minister of Environment, Conservation and Parks to finalize the process. The entire process is scheduled for completion by August 2021.



Rendering of Queens Quay East that also illustrates the aspiration for ground floor animation. Rendering by Standard Practice.

1.7.2.2 Public Realm Design and Construction

Waterfront Toronto will be responsible for the design and construction of all public realm in Quayside. Following are highlights of Waterfront Toronto's intentions for delivering these spaces.



Figure 5: Proposed Public Realm in Quayside⁵

1. Queens Quay East / 2. Parliament Street and Parliament Plaza / 3. Local Streets / 4. Silo Park / 5. Water's Edge Promenade / 6. Parliament Slip / 7. Lake Shore Boulevard East

⁵ Figure 5 is based on the proposed street alignment for Queens Quay East and Parliament Street, subject to Environmental Assessment amendment

Public Realm Element**Description and Status****1 Queens Quay East**

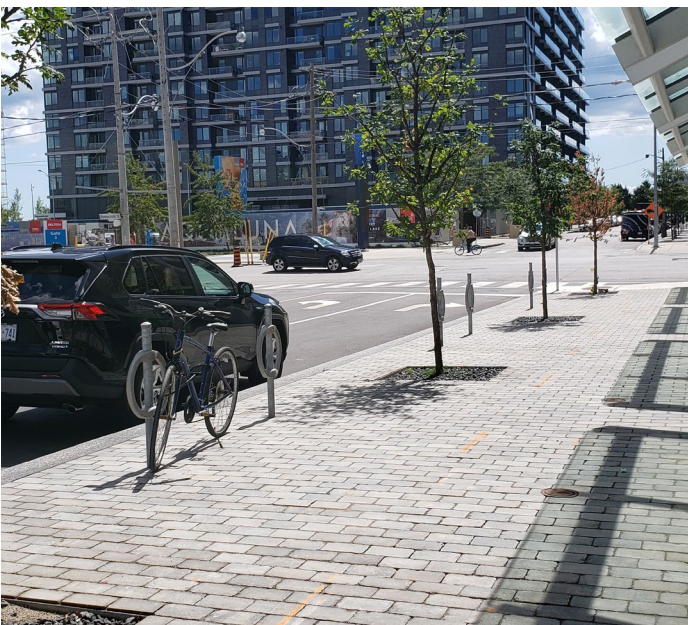
As described in Section 1.7.2.1, Waterfront Toronto is presently carrying out the design of the Queens Quay East Revitalization and working towards the 30% drawings stage. To ensure continuity across the waterfront, the portion of Queens Quay within the Quayside development will be completed with the iconic red granite mosaic, a lush, planted pedestrian promenade and the Martin Goodman Trail, improving access for walking and cycling.

Image: Queens Quay Boulevard West, Toronto

**2 Parliament Plaza**

On either side of the realigned and narrowed Parliament Street will be two green spaces totalling approximately 3,300 square meters. The aspiration is for these spaces to provide a lush green transition from Lake Shore to Queens Quay and create an aperture to the lake from the north. Subject to further discussion with the City of Toronto, Parliament Plaza will be delivered by Waterfront Toronto, may be owned and operated by the City of Toronto or could become a POPS. The exact configuration/alignment is also currently under discussion with the City of Toronto. More details will be provided to Shortlisted Proponents at the RFP stage.

Image: Campus Martius Park, Detroit is a precedent for an integrated park and street.

**3 Local Streets (Bonnycastle Street, Small Street, Street A (Silo Street) and Street D)**

Bonnycastle Street, Small Street, Street A (Silo Street) and Street D are proposed public streets that will support the Quayside community. Like Queens Quay East, Waterfront Toronto will be responsible for revitalizing these streets, which will be designed in a manner consistent with other streets already delivered elsewhere in East Bayfront. Waterfront Toronto will focus on creating streets that prioritize pedestrians, cyclists and vulnerable users while ensuring access to properties can be accommodated. Waterfront Toronto imagines that “Street H”, identified in the zoning by-law as a public street between Blocks 1 & 2, could be a private, pedestrian-oriented street connecting to the east-west pedestrian connection.

Image: Bonnycastle Street, Toronto

Public Realm Element	Description and Status
	<p>4 Silo Park: Silo Park will be the local park serving the Quayside and Keating communities. The future East Bayfront Community Centre is also under construction on the west side of Parliament Slip across from the park, creating opportunities to coordinate with the future Community Centre. <i>Image: Silo Park, Auckland, New Zealand is a precedent for animating a park adjacent to silos. Photo credit: Fresh Concept; Silo Park: Panuku Development Auckland.</i></p>
	<p>5 Water's Edge Promenade: The Keating Channel Precinct Plan and the Minutes of Settlement for 333 Lake Shore Boulevard East describe a continuation of the Water's Edge Promenade. The Promenade will be a cohesive, continuous 3.5km long experience composed of the iconic red granite mosaic with a large double alle of trees. At Quayside, the promenade will continue south from Silo Park along the east side of Parliament Slip and then east along the south face of Block 5. <i>Image: East Bayfront Water's Edge Promenade, Toronto</i></p>

Public Realm Element**Description and Status**

- 6 Parliament Slip:** Subject to completing the acquisition from PortsToronto and approval from the City of Toronto, Waterfront Toronto is exploring exciting uses in Parliament Slip that could enable a dynamic new destination for the waterfront. The slip offers a unique opportunity to create harbour pools within the WaveDeck, a water amphitheatre, floating restaurant, canoe/kayak launch, water transportation hub, and a floating dock with concessions allowing for activation throughout the changing seasons. The long-term ownership, operation and maintenance of the Parliament Slip will be determined separately from the Quayside project. *Image: Harbour Bath, Copenhagen is a precedent for urban harbour swimming.*



- 7 Lake Shore Boulevard East:** Lake Shore Boulevard East will be an urban civic boulevard with a distinct continuous landscape identity. With a focus on green infrastructure, the Public Realm Implementation Strategy for Lake Shore Boulevard includes progressive details aimed at reducing run-off and increasing the amount of landscape on an otherwise tough vehicular thoroughfare. The strategy was recently accepted by the Ministry of the Environment, Conservation and Parks and a pilot project demonstrating the public realm was completed on the south side of the street adjacent the Monde Building at 16 Bonnycastle Street. *Image: Design Vision, Lake Shore Boulevard Public Realm Plan*

1.7.2.3 Creating an Accessible Waterfront

Waterfront Toronto is committed to delivering accessible communities, minimizing barriers to people using mobility devices or with visual impairments. In 2021 Waterfront Toronto will be crafting a new accessibility strategy with the intention of making Toronto's waterfront one of the most accessible in the world. It is anticipated that the recommendations of this strategy will be implemented throughout the public realm at Quayside.

1.7.2.4 Lead Contact with Governments

Since inception, Waterfront Toronto has been accountable to, and regularly reports its activities to, the three Orders of Government through a Governmental Accountability Framework. Waterfront Toronto will remain the single point of contact for government and policy communication throughout the completion of this project. This includes preparing and delivering the Business and Implementation Plan for City Council consideration as discussed in Section 1.6.1. Waterfront Toronto is the designated Revitalization Lead for the East Bayfront and Keating Channel Precincts.

1.7.2.5 Public Engagement

Waterfront Toronto will lead all public engagement for Quayside. The Development Partner will be expected to undertake its statutory public consultation and support Waterfront Toronto in its broader engagement strategy for Quayside, including engaging with Waterfront Toronto's Quayside Stakeholder Advisory Committee (Quayside SAC). Waterfront Toronto may also request that Development Partner undertake additional public consultation throughout the development process.

Waterfront Toronto uses broad public engagement to improve the quality of all its projects, ensuring they serve the public interest and reflect the priorities of the community. Three years ago, we set out to create an ambitious plan for Quayside. Since then, we have heard from thousands of people who have expressed support for Quayside's promise for greater housing affordability, climate sustainability, transit and mobility connections along the water's edge, and the creation of high-quality jobs and new economic opportunity. The most recent round of engagement held in October 2020 validated our goals for Quayside as a dynamic, inclusive and resilient community (highlights of results contained in Section A.11 of Appendix A).



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An aerial photograph of a city waterfront. In the foreground, a large hotel complex with a prominent 'WESTIN' sign on its curved roof is situated. To the left of the hotel is a lush green park with trees showing autumn foliage. To the right, a marina with several boats docked is visible. The background shows a dense urban landscape with various buildings and streets.

Part 2

The Procurement Process



2.1 SELECTION PROCESS OVERVIEW

The Quayside Development Opportunity proposal call is a two-stage process for selecting a Successful Proponent to develop the Development Blocks. The following sections of the RFQ describe Waterfront Toronto’s process for selecting a Successful Proponent.

2.1.1 THE REQUEST FOR QUALIFICATIONS STAGE

This Request for Qualifications (“RFQ”) is an invitation by Waterfront Toronto (legally known as Toronto Waterfront Revitalization Corporation) to prospective firms to submit responses that identify the Development Lead and their teams and present their relevant experience and preliminary financial credentials. Waterfront Toronto intends to evaluate the information it receives on the evaluation criteria detailed below and select a small number of appropriately qualified Proponents (the “Shortlisted Proponents”) to be invited to participate in the second stage, the Request for Proposals stage (“RFP stage”) in this procurement process. The RFQ stage is open to all interested and experienced Proponents.

It is Waterfront Toronto’s intention to select approximately three (3) Shortlisted Proponents to proceed to the RFP stage; however, Waterfront Toronto reserves the right to change this number of Shortlisted Proponents at its sole discretion.

2.1.2 THE REQUEST FOR PROPOSALS STAGE

At the RFP stage, Waterfront Toronto will issue an RFP document and attachments to the Shortlisted Proponents and invite them to enter into discussions through commercially confidential meetings and may use the results of those confidential discussions to define the terms of the agreement for the Quayside development.

The Shortlisted Proponents will be asked to prepare and submit a financial proposal, development strategy, conceptual design and legal proposals to Waterfront Toronto. Waterfront Toronto intends to evaluate the RFP submissions to select a single Proponent (“Preferred Proponent”) with whom to enter into agreements for the Quayside development.

An honorarium of \$30,000 will be provided to each Shortlisted Proponent that submits a compliant proposal in response to the RFP to compensate for the expenses, particularly for developing the concept design which will be requested at the RFP stage.

The Preferred Proponent will be expected to enter into confidential discussions with Waterfront Toronto based on its RFP response to clarify and further define the terms of its proposal and may include requests by Waterfront Toronto for improved pricing or performance terms. Following selection of the Preferred Proponent, there will be

a specified period for Waterfront Toronto and the Preferred Proponent to finalize binding agreements. Agreements will be subject to the approval as set out in Section 4.9 Project Subject to Funding Availability and Approvals below. If the discussions do not result in agreements within that period, Waterfront Toronto may elect either to proceed with confidential discussions with another RFP Proponent until an agreement is reached or to discontinue the process.

The RFP process and requirements will be more fully described in the subsequent RFP document that will be issued to the Shortlisted Proponents.

2.1.3 NO OFFER TO CONTRACT

This procurement process is not intended to create and will not create a formal, legally binding bidding process; it will instead be governed by the law applicable to direct commercial negotiations (refer to Section 4.6 Procurement Process Non-binding). This RFQ process is intended to identify prospective Proponents to be invited to participate in the RFP stage. No legal relationship or obligation will be created between the Proponents and Waterfront Toronto by this RFQ process or the subsequent RFP process until the successful negotiation and execution of a written agreement with the Preferred Proponent. Waterfront Toronto makes no guarantee of the value or volume of work to be assigned to the Preferred Proponent. The agreement to be negotiated with the Preferred Proponent following the subsequent RFP process may not be an exclusive contract for the provision of the described Deliverables. Waterfront Toronto may contract with others for the same or similar Deliverables.

2.1.4 FAIRNESS MONITOR AND PROCESS MANAGER

Waterfront Toronto is committed to ensuring that this selection process is open, fair, transparent, and equitable to all Proponents. A careful communications protocol has been established for this process to ensure that this commitment is fulfilled. Procurement staff is coordinating and facilitating the process including managing compliance and potential conflict of interest review, and the communication process.

In order to provide assurance to all stakeholders as to process probity, Waterfront Toronto has retained The Right Honourable Justice Beverley McLachlin, P.C. as a fairness monitor to provide independent attestation that the process is conducted fairly.

2.1.5 STEERING COMMITTEE

The Steering Committee is responsible for overseeing the Evaluation Committee's evaluation of proposals and ensuring that proper due diligence is conducted. The Steering Committee can accept or reject the evaluation carried out by the Evaluation Committee and will make a recommendation to Waterfront Toronto's Board of Directors. The Steering Committee comprises representatives from Waterfront Toronto's executive team, the City of Toronto, CreateTO and an external advisor.

2.1.6 EVALUATION COMMITTEE

The Evaluation Committee is separate from the Steering Committee and is responsible for scoring the submissions in accordance with the evaluation criteria in the RFQ in an impartial, objective and fair manner, and making recommendations to the Steering

Committee. The Evaluation Committee comprises senior management from Waterfront Toronto and representation from the City of Toronto and CreateTO.

2.1.7 TECHNICAL TEAM

The Technical Team supports the Evaluation Committee in their work by conducting a review of the Proposals and any analysis required. They will present their factual findings to the Evaluation Committee. The Technical Team comprises Waterfront Toronto staff, City of Toronto staff, supported by external subject matter experts and a Financial Advisor.

2.2 RFQ TIMETABLE

The RFQ Process will be governed by the following timetable:

Issuance of the RFQ document	March 10, 2021
Optional Briefing Session	March 30, 2021 at 1p.m.
Deadline for Submission of Questions Proponents	April 28, 2021
Submission Deadline (Deadline for Prequalification Submissions)	May 12, 2021 at 2 p.m. (local Toronto time)
Rectification Period	5 business days
Interviews (if required)	To be determined
Short-List Selection	June 2021
RFP Issuance to Shortlisted Proponents	June 2021
Preferred Proponent Selection	Fall 2021

Note: *The RFQ timetable may be changed by Waterfront Toronto at any time.*

An optional briefing session will be hosted virtually by Waterfront Toronto via the Microsoft Teams platform. Proponents who are interested in attending this briefing session should notify Waterfront Toronto through the messaging function within Waterfront Toronto's Bonfire Portal website (under Opportunity Q&A tab) and include information regarding the company they represent and the attendees and their position title. The information necessary to connect to the online meeting will be provided via response on Bonfire.

2.3 RFQ CONTACT AND ENQUIRIES

For the purposes of this procurement process, the “RFQ Contact” will be:
Marciana Boboc, Procurement Manager

If any Proponent has enquiries regarding this RFQ, they should be directed through the messaging function within Waterfront Toronto’s Bonfire Portal website (under Opportunity Q&A tab), no later than the date set out in 2.2 RFQ Timetable as the Deadline for Questions.

Waterfront Toronto may, at its sole discretion, respond to such questions directly, if they pertain to simple administrative matters. With respect to all other questions, Waterfront Toronto will circulate all questions and answers publicly via posting on Waterfront Toronto’s Bonfire Portal website, as further explained below (Addenda).

To ensure that the RFQ process is fair, open and transparent to all Proponents, Proponents shall not, in connection with the RFQ, communicate with Waterfront Toronto, its consultants or contractors, except through the RFQ Contact. This **blackout period** is for the period of time immediately following the release of the RFQ document until the determination of the Successful Proponent following the RFP process. Please refer to Section 2.4.1 for the full list of parties with whom communication is prohibited during the blackout period. Lobbying during the procurement process will not be permitted and may result in disqualification. More information about lobbying is provided in Section 4.4.4.

2.4 ADDENDA, QUESTIONS, CLARIFICATIONS AND COMMUNICATION

If Waterfront Toronto, for any reason and in its discretion, determines that is necessary or desirable to amend this RFQ or provide additional information relating to this RFQ, any amendment or such new information will be communicated to all Proponents in the form of a written Addendum, numbered for identification purposes. Each addendum, including its schedules or appendices, if applicable, forms an integral part of this RFQ and may contain important information, including significant changes to this RFQ. In the Submission Form F1, Proponents should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

Waterfront Toronto will issue any amendments to the RFQ by addenda only. No other statement, whether verbal or written, made by Waterfront Toronto or its representatives, will alter the requirements of the RFQ. Proponents shall not rely on any information or instructions from Waterfront Toronto or its representatives except as

stated in the RFQ and any addenda that may be issued. If Waterfront Toronto gives verbal answers to any question(s) posed at a briefing session (if any) or in any other forum, any answer provided will not be considered to be final unless and until a written answer is provided via addendum.

Addenda will be circulated only via posting on Waterfront Toronto's Bonfire Portal website, at: <https://waterfronttoronto.bonfirehub.ca>. All registered Proponents will receive email notification of the posting. Proponents are required to visit Waterfront Toronto's Bonfire Portal website regularly to check for and receive any and all addendum.

Proponents should promptly examine all of the documents comprising this RFQ and may direct questions or seek additional information through the messaging function within Waterfront Toronto's Bonfire Portal website (under Opportunity Q&A tab) on or before the Deadline for Questions.

No such communications are to be directed to anyone other than the RFQ Contact through the portal website. Waterfront Toronto is under no obligation to provide additional information, and Waterfront Toronto is not responsible for any information provided by or obtained from any source other than the portal website. It is the responsibility of the Proponent to seek clarification from the RFQ Contact on any matter it considers to be unclear. Waterfront Toronto is not responsible for any misunderstanding on the part of the Proponent concerning this RFQ or its process.

Waterfront Toronto will record and respond to questions in writing in the form of an Addendum to this document. The following procedure shall apply to Proponents when submitting questions or requests for information to Waterfront Toronto during the RFQ Process:

1. Proponents are permitted to submit labelled questions categorized as follows:

- a) Questions that are of general application and that would apply to other Proponents ("General Questions"); and b) Questions that the Proponent considers to be commercially sensitive or confidential to that particular Proponent ("Confidential Questions").

Each question or request for information shall be prominently labelled by the Proponent as either a "General Question" or a "Confidential Question".

- 2.** If Waterfront Toronto agrees with the Proponent's categorization of a Confidential Question, then Waterfront Toronto will provide a response to that question only to the Proponent that submitted the question.
- 3.** If Waterfront Toronto disagrees with the Proponent's categorization of a question as a Confidential Question, Waterfront Toronto will give the Proponent an opportunity to either re-categorize the question as a General Question or to withdraw the question.
- 4.** If Waterfront Toronto determines, in its sole discretion, that a Confidential Question,

whether or not withdrawn by the Proponent, is of general application or would provide a significant clarification of the RFQ documents or RFQ process to Proponents, Waterfront Toronto may issue a clarification to Proponents or addendum that deals with the same subject matter as the Confidential Question. In responding to questions or requests for information, Waterfront Toronto will take such reasonable steps as it deems in its sole discretion appropriate to refrain from disclosing the identity of a Proponent and/or confidential information of a Proponent.

5. Responses to questions prepared and circulated by Waterfront Toronto will be circulated publicly via posting on Waterfront Toronto's Bonfire Portal website. Only a response to a question that has been incorporated into or issued as an Addendum will modify or amend the RFQ Documents. Otherwise, responses to questions will have no force or effect whatsoever and shall not be relied upon by any Proponent.
6. Waterfront Toronto is not bound by any oral communications, nor may any reliance be placed on any oral responses.
7. If Waterfront Toronto gives verbal answers to any question(s) posed at a briefing session or in any other forum, any answer provided will not be considered to be final unless and until a written answer is provided via addendum.
8. Waterfront Toronto reserves the right to: answer similar questions from various Proponents once; edit the language of the questions for the purposes of clarity; and not respond to questions, for any reason in its sole discretion, including if Waterfront Toronto considers the questions to be ambiguous or incomprehensible.
9. For greater certainty, Waterfront Toronto retains full and absolute discretion to answer questions that are received after the deadline for the submission of questions, but makes no commitment to do so.

Waterfront Toronto is not responsible in any way whatsoever for any misunderstanding by any Proponent or Proponent team member of the RFQ documents, background information, responses to questions, any documents provided in accordance with this Section 2.4 or any other type of information provided by or communication made by Waterfront Toronto.

2.4.1 PROHIBITED PROPONENT COMMUNICATIONS

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Submission Form F1.

Proponents must channel all communications regarding the RFQ exclusively to the RFQ Contact. Prospective Proponents must not attempt to make contact for any purpose related to this RFQ, subsequent RFP or the Quayside project, unless permitted expressly by operation of the Conflict of Interest provisions in Part 4, Section 4.4, with any of the following:

- a. any Waterfront Toronto director, officer, employee, agent, representative, consultant/contractor/service-provider, subconsultant/subcontractor, or volunteer or municipal, provincial or federal government elected officials, employees or representatives connected with Waterfront Toronto;
- b. any member of or advisor to the Steering Committee, Evaluation Committee and Technical Team struck to evaluate Proposals under this RFQ;
- c. the following individuals: Abigail Bond, Tracey Cook, Valesa Faria, Vic Gupta, Jayne Naiman, Mahmood Nanji and Salima Rawjia;
- d. any principals or employees of the following firms, and affiliates thereof: Bespoke Cultural Collective, BTY Group, CBRE, Dentons LLP, KPMG LLP, McCarthy Tetrault LLP, Mississaugas of the Credit First Nation, N. Barry Lyons Consulting, Section Architects, Swerhun Inc., Tate Economic Research, and WSP Canada Inc.;
- e. any members of the Quayside Stakeholder Advisory Committee, which are listed [here](#);
- f. any other prospective Proponent or any employee, contractor, agent or representative thereof, except for the purpose of engaging in discussions regarding the development of a commercial relationship in response to this RFQ and subsequent RFP.

This **blackout period** is for the period of time immediately following the release of the RFQ until the determination of the Successful Proponent following the RFP. Lobbying during the procurement process will not be permitted and may result in disqualification (refer to Section 4.4.4-No Lobbying).

2.5 SUBMISSION INSTRUCTIONS

2.5.1. SUBMISSION DEADLINE

Proposals to be submitted electronically via [Waterfront Toronto's Bonfire Portal website](#) on or before the Submission Deadline. The submission of Proposals in any other format is not acceptable. In order for Proponent submissions to be accepted and considered, they must be submitted as per Section 2.5.2.

Proposals received after the Submission Deadline will be rejected and will not be given any further consideration by Waterfront Toronto.

If there are any questions about the submission process, they should be asked in advance of the Deadline for Questions.

2.5.2 SUBMISSION PROCESS

Proposals must be submitted online via Waterfront Toronto's Bonfire Portal website at: <https://waterfronttoronto.bonfirehub.ca>, before the Submission Deadline. Any attempt to submit Proposals after the Submission Deadline will be not be accepted by the portal website. In order to submit online, each Proponent must:

- a. be registered on the portal website, as all online submissions will only be accepted through this portal website;
- b. download and carefully read and review all RFQ documents;
- c. complete the required information in the RFQ documents and upload all necessary documents in accordance with the instructions provided in the Bonfire portal; and,
- d. ensure that your submission contains all required documents:
 - Forms – Each Form to be submitted separately via the Bonfire portal. Please ensure the correct Form is submitted for each corresponding Form # requirement (Do not submit different Forms together)
 - Technical Proposal Submission – Contain only technical submission content as described in the RFQ document (Do not include Financial Proposals and/or Forms)
 - Financial Information Submission – Contain only financial submission content as described in the RFQ document (Do NOT include Technical Proposals and/or unspecified Forms)
 - Each document to be submitted only once and not be duplicated with the submission of other requested documents; and
 - Proponents must ensure each uploaded file is completed successfully by:
 1. Uploading the required document file;
 2. Wait for the coloured bullet/bubble to turn green;
 3. Download a copy of the document file that was just uploaded; and
 4. Open and review the downloaded document file to ensure completeness and confirmation that the document file is not corrupted.

Note: Due to the current COVID-19 situation, Waterfront Toronto offices remain closed to the public, and we will not be able to accept any submissions by mail, courier or hand delivery at this time, and submissions will only be accepted electronically online via Waterfront Toronto's Bonfire Portal website at: <https://waterfronttoronto.bonfirehub.ca>.

Proponents are cautioned that they are solely responsible for any risk of delays in filing submissions resulting from IT, network, telecommunications or other similar issues and are strongly encouraged to provide ample time to deal with such issues should they arise in the submission process.

2.5.3 PROPOSAL FORMAT

Proponents should submit their Proposal electronically as stated in Section 2.5.2. Hard copies will not be accepted by Waterfront Toronto.

Each submission must include certain items in the format as further described in Part 3. Each Proponent should also organize its submission in the order that the items are listed to facilitate evaluation, including a cover letter and table of contents. If there are any questions about submission, they should be asked in advance of the Recommended Deadline for Questions.

Submissions should use “letter” (8.5” x 11”) sized documents, exclusive of forms, as described, and appendices that may consist of CVs and promotional literature. Please refer to Section 3.4 Technical Proposal for details regarding the total number of pages allowed for each element required. Please use a font no smaller than 10 point. Erasures, overwriting or strike-outs must remain legible and should be initialed by the person authorized to sign on behalf of the Proponent.

2.5.4 AMENDMENT OF PROPOSALS

Proponents may amend their Proposals prior to the Submission Deadline by un-submitting their submission file(s) in Waterfront Toronto’s Bonfire Portal website. Once un-submitted, Proponents have the opportunity to amend files/submission data and upload new Proposal documents prior to the Submission Deadline.

Proponents must resubmit their Proposal prior to the Submission Deadline in accordance with the submission instructions.

2.5.5 WITHDRAWAL OF PROPOSALS

At any time throughout the RFQ process, a Proponent may withdraw a submitted Proposal. To withdraw a Proposal, a notice of withdrawal must be sent to procurement@waterfronttoronto.ca, identifying the RFQ number and title, and must be signed by an authorized representative of the Proponent.





Part 3

Submission Requirements, Evaluation,
Selection, and Award Process



3.1 EVALUATION PROCESS

3.1.1 COMPLIANCE REVIEW

Prior to evaluating Proposals, Waterfront Toronto will perform a review of each Proposal to determine if it complies with the Proposal submission instructions provided in this RFQ. If a Proposal fails to satisfy all of the mandatory submission requirements, Waterfront Toronto will issue the Proponent a rectification notice identifying the deficiencies and providing the Proponent an opportunity to rectify the deficiencies.

If the Proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its Proposal will be excluded from further consideration. The Rectification Period will begin to run from the date and time that Waterfront Toronto issues a rectification notice to the Proponent. The mandatory submission requirements are set out in Section 3.2.

Questions or queries on the part of Waterfront Toronto as to whether a Proposal has met the mandatory submission requirements will be subject to the verification and clarification process set out in Section 3.1.4.

3.1.2 EVALUATION OF THE TECHNICAL PROPOSAL

Waterfront Toronto will evaluate each compliant Proposal on the basis of the non-financial rated criteria as set out in Section 3.3 Evaluation Criteria.

3.1.3 EVALUATION OF THE FINANCIAL CAPACITY

Waterfront Toronto's independent Financial Advisor (KPMG) will carry out a pass/fail evaluation of the financial capacity of the Development Lead, or the Joint Venture, of each qualified Proposal in accordance with the financial information requested in Section 3.5. Only Proposals that pass this evaluation will be considered further.

3.1.4 VERIFY, CLARIFY AND SUPPLEMENT

When evaluating Proposals, Waterfront Toronto may request further information from the Proponent or third parties in order to verify or clarify any statement or claim contained in any Proposal or made subsequently in any interview or discussion, including but not limited to clarification with respect to whether a Proposal meets the requirements set out in Section 3.4 Technical Proposal and Section 3.5 Financial Capacity of the Development Lead.

The verification may be made by whatever means Waterfront Toronto deems appropriate and may include contacting the entities or persons identified by the Proponents and, in addition contacting persons or entities other than those identified by the Proponent.

In submitting a Proposal, a Proponent is deemed to consent to Waterfront Toronto verifying any information from third parties and receiving additional information

regarding the Proponent, its directors, officers, shareholders or owners and any other person associated with the Proponent as Waterfront Toronto may require. For the purposes of the verification, the information described may be collected from and disclosed to government and non-government organizations, subject to Section 4.5.2 of this RFQ.

Waterfront Toronto may revisit and re-evaluate the Proponent's response or ranking on the basis of any such information.

3.1.5 INTERVIEWS

After completion of the evaluation of the Technical Proposal, Waterfront Toronto may invite the top ranked Proponents to an interview, in its sole discretion, in an effort to confirm and better understand their Proposals, which may result in a reduction of the number of Shortlisted Proponents. Waterfront Toronto may use the technical score to determine a shortlist for a potential interview. In the event of the same score between submissions, Waterfront Toronto will resort to interviews as a means of determining the Shortlisted Proponents.

Any interview that takes place will be evaluated out of an additional 30 points, for a revised total Proposal score of 130 points.

3.2 MANDATORY SUBMISSION REQUIREMENTS

Each Proposal must include the documents listed below. The submission should follow the instructions detailed in Section 2.5.2 Submission Process:

- **Technical Proposal:**
 - Team Composition – addressing the items requested in Section 3.4.A;
 - Team Experience – addressing the items requested in Section 3.4.B;
 - Vision, Methodology and Approach – information required as described in Section 3.4.C.
- **Financial Capacity of the Development Lead:**
 - information required as described in Section 3.5.
- **Forms:**
 - a. F1 – Submission Form
 - b. F2 – Personnel Form
 - c. F3 – Project Experience Form
 - d. F4 – Litigation Disclosure
 - e. F5A – Financial Background Information
 - f. F5B – Credit Reference Letter

3.3 EVALUATION CRITERIA

The Proposal will be evaluated according to the following sub-criteria and their associated weightings. Note that the sub-criteria reflect the headings set out in Section 3.4 Technical Proposal. Waterfront Toronto may set threshold scores for any evaluation criterion or group of criteria, in its sole discretion. Any Proposal not meeting a threshold score will not be given further consideration.

Rated Criteria Category	Weighting (Points)
A. Team Composition With reference to the subject areas noted in Section 3.4A: A.1 Key Personnel: Inclusion of all requested Key Personnel; preference will be given to Proposals where the Lead Architect, Retail Architect and Landscape Architect are from different firms A.2 Diversity and Inclusion: An organizational structure that demonstrates diversity and inclusion as a corporate value A.3 Composition and Organization Chart: An organizational structure that demonstrates: <ul style="list-style-type: none"> • Organization: organization and integration of the required Team members, with clear roles and responsibilities • Progressive Relationships: evidence of existing working relationships and new collaborations, in order to foster innovative approaches to design • Individual Experience: clear alignment between the experience of the Team and the experience of the individuals put forward as Team members 	25 points
B. Team Experience With reference to the subject areas noted in Section in 3.4 B: <ul style="list-style-type: none"> • Project Experience of the Development Lead • Project Experience of the Lead Architect • Project Experience of the remaining Key Personnel Each with equal weighting , and taking into account the material disclosure required by Section 3.4 B.4.	50 points
C. Vision, Methodology and Approach <ul style="list-style-type: none"> • Please refer to the requirements in Section 3.4 C • Vision Precedent analysis (accounts for 5 points) 	25 points
Total points:	100 points
D. Financial Capacity of the Development Lead	Pass/Fail
+ Interview Score (if applicable)	30 points (additional)

3.4 TECHNICAL PROPOSAL

These headings follow the Evaluation Criteria Categories provided in Section 3.3.

A. TEAM COMPOSITION

It is expected that each Proponent will have a multi-disciplinary team led by a Development Lead, which is the firm or entity that will enter into agreements with Waterfront Toronto, should the Proponent become the successful Development Partner as a result of the subsequent RFP process. The Development Lead should augment their team with additional team members or firms, if necessary, in order to deliver a project that satisfies Role of the Development Partner outlined in Part 1, Section 1.7.1 of this RFQ. The Team Composition submission should not exceed five (5) pages.

A.1 Key Personnel: The Proponent team should include the following Key Personnel:

1. Residential/Mixed-use Developer (a representative of the Development Lead)
2. Lead Project Manager (preferably a member of the Development Lead)
3. Indigenous Expert with experience in working with Indigenous groups
4. Cultural Expert
5. Lead Architect
6. Landscape Architect
7. Retail Architect
8. Retail and Animation Strategist
9. Sustainability Expert
10. Municipal Development Approvals Expert/Planner, with experience in the City of Toronto

One person may act in the role of more than one of the areas of expertise identified above, provided that they are sufficiently qualified for each of those roles. However, preference will be given to Proposals where the Lead Architect, Retail Architect and Landscape Architect are from different firms. Key Personnel may be named on more than one Proponent team, with the exception that the Development Lead and Lead Architect may each be on only on one Proponent team.

Proponents are reminded of the prohibitions against illegal or unethical conduct (including collusion), as set out in Section 4.4.5.

A.2 Diversity and Inclusion: Meaningful inclusivity includes actively engaging, promoting and supporting equity-seeking communities that face collective challenges in participating in society or that have been historically underrepresented. Waterfront Toronto believes the future of Toronto should be shaped by people who reflect the communities they serve. Proponents must illustrate how their organizational structure fosters diversity and inclusion. Consideration will be given for corporate policies and initiatives such as diversity committees and frequency of meetings, activities, tools for showing ongoing progress and track records of success, both at the leadership

and staff levels. Proponent teams should outline any pledges made, such as the [BlackNorth Initiative](#), allyship and/or support of organizations advocating for equity, diversity and inclusion, and progress made as a result of such policies, initiatives, pledges, allyship or support (maximum 1 page).

A.3 Composition and Organization Chart: Proponents must submit the Composition and Organization Chart of the Proponent’s team, reflecting the Team Composition requirements set out in Section A.1, both at the firm and individual levels. There should be clear alignment between the experience of the Team (as outlined in Section 3.4B) and the experience of the individuals put forward as Team members. The chart should illustrate how the team will be organized, including the Key Personnel identified in Section A.1, identify the specific roles and responsibilities of each team member, the anticipated percentage of time allocation, and illustrate the working relationships of each of the team members. Proponents should also describe briefly if any of the Proponent team members have worked together in the past, as well as a track record of agility in forming new partnerships in order to deliver new perspectives for the waterfront and innovative approaches to design. A Lead Project Manager should be identified and responsible for coordinating the various disciplines to ensure that the deliverables are produced in a coherent manner. In the case of a Joint Venture, the submission must include the legal status and proposed nature of the partnership, a description of the shareholdings and the corporate structure for the members of the Joint Venture, as applicable, as well as the name of its “Participant in Charge.”

The Shortlisted Proponents invited to the RFP stage may be required to augment their teams with additional team members and expertise as necessary to address the various project ambitions and specific Quayside opportunity objectives.

B. TEAM EXPERIENCE

Each Proponent’s submission should provide evidence to demonstrate how the Proponent team’s design and development experience is relevant to the ambition, scale and complexity of Quayside (not to exceed ten (10) pages, not including resumes, Form F2, Form F3 and Form F4), and with specific reference to the Part 1-Opportunity and Scope of this RFQ, including:

B.1 Demonstration of the Proponent’s ability to meet the Role of Development Partner outlined in Part 1, Section 1.7.1 of this RFQ, and in particular:

a. Developing a Complete Community

Proponents should have experience establishing and delivering high-quality residential/ mixed use developments with distinct components, which may include commercial, cultural, retail, or institutional components with unique or challenging design and delivery considerations, or creative implementation partnerships. This includes projects that advance public policy objectives or deliver community benefits. If a party interested in acting as a Development Lead does not have experience developing in the Toronto region, that party should partner with another developer that has experience in the Toronto region.

b. Indigenous Participation

Proponent team should outline experience with meaningful Indigenous participation.

c. Housing Plan (Affordable Rental, Affordable Ownership and Market Housing)

Experience in the development of mixed-income communities and an understanding of the City of Toronto's affordable rental housing policy objectives, including challenges of, and strategies for addressing, communities with both market and affordable housing.

Proponent's experience with:

- building market housing
- building and/or operating Affordable Housing
- working with a non-profit housing provider or housing co-operative
- working with City of Toronto programs such as Housing Now
- securing financing and Canadian Mortgage and Housing Corporation (CMHC) funding for Affordable Housing.

d. Animation Strategy

The Proponent team should have experience activating outdoor spaces, developing successful leasing programs, and creating a coordinated relationship between the two.

The Retail and Animation Strategist must be able to develop a plan for attracting and retaining ground floor tenants that will achieve high-quality ground floor animation by providing a range of non-residential uses, community-based amenities and opportunities for entrepreneurs and diversely owned businesses.

The Proponent team should have experience in delivering POPS accompanied with an ongoing maintenance and activation program to ensure long-term enjoyment.

e. Cultural Destination

The Proponent team should have experience developing cultural spaces, including programming, partnering with or leasing to arts-based organizations, and experience integrating the appropriate economic models to ensure financially self-sustaining operations and maintenance.

f. World Class Design

A) A Unifying Vision

The Proponent team should have experience designing multi-phase high-quality residential/ mixed-use buildings of comparable scale and complexity to the Quayside opportunity. Urban design, green building design, and site

planning experience, including the effective integration of new buildings into master planned communities, establishing plans for large sites, and experience preparing design guidelines should also be represented.

The Lead Architect should be able to create the overall urban design strategy for Quayside and be capable of producing urban design guidelines.

The Lead Architect should be an internationally recognized leader in innovative design and master planning, as well as in green building design. Lead Architects from outside Ontario will be required to work with an architect who is registered with the Ontario Association of Architects (OAA).

B) Iconic Architecture

The Lead Architect should have experience designing buildings that have achieved world-wide recognition.

C) International Design Competitions

The Development Partner should have experience conducting international design competitions.

D) Designing Ground-Floor Space

The Retail Architect should be capable of designing the ground floor experience across all of Quayside, from where the storefronts are to where the servicing takes place (including the below-grade levels that support the shops) to the design of the first floor façades. The Retail Architect should have demonstrated experience working collaboratively with other building architects to deliver a pleasant pedestrian experience and interaction with the ground level up to the first four storeys.

Retail Architects from outside Ontario will be required to work with an architect who is registered with the OAA.

E) Designing POPS

Proponents are to outline their experience with developing activated open spaces and delivering green infrastructure.

The Landscape Architect should be internationally recognized, with demonstrated experience delivering green infrastructure and working collaboratively with other Landscape Architects to deliver a coordinated and connected system of public spaces.

Landscape Architects from outside Ontario will be required to work with a landscape architect who is registered with the Ontario Association of Landscape Architects (OALA).

g. Exemplary Low-Carbon Development and Sustainable Innovation

Experience with the design and construction of high-performance buildings that could meet the targets set out in Waterfront Toronto's Green Building Standard Version 3, and which incorporate strategies such as energy-efficient design, carbon neutrality, or other "green" technologies. Sustainability experience with the City of Toronto Green Standard Tier 4 and similar "green" standards is strongly preferred. The Sustainability Expert should have deep knowledge and experience of best practices around in the world, and proficiency in the use of Integrated Design Process (IDP), as described in the [GBRs](#).

h. Aging in Place

Proponent team's experience, if any, with incorporating long-term care, and aging in place housing and amenities, including construction, operation and cost, and design.

i. Waterfront Toronto Employment Initiative

Experience and track record delivering workforce development programs or community benefits in past projects. Describe aspirations and results, as well as learning and challenges.

B.2 Resumes for each member of the team must be provided, with a length of no more than 2 pages each. Each resume should include sufficient information to demonstrate that each of the individuals on the team has the experience, expertise and qualifications to meet the needs of the project and of the role identified for each individual, as set out in the Proponent's organizational chart. A list and description of project experience most relevant for the Quayside project, qualification and professional affiliations should be provided on each resume. If an individual is acting in more than one of the Key Personnel roles identified in Section A.1, one resume may be submitted for that individual, provided the experience described is sufficient to demonstrate the qualifications of that person for each role they are proposed to play. Key Personnel may be named on more than one Proponent team, with the exception that the Development Lead and Lead Architect may each be on only one Proponent team.

In addition, on Form F2 – Personnel Form, provide an executive summary of the project experience for each team member as set out in the resumes, including only work experience and qualifications relevant to the Quayside project.

B.3 On Form F3 – Project Experience Form, provide a description of at least five (5) projects (and no more than ten (10)) that are completed or under construction within the last 10 years, which show successful delivery of phased and/or master planned residential and mixed-use communities. Highlight instances of cultivating positive and cooperative relationships with the client, community, and stakeholders, and the project's Tarion record, if applicable. The project should be as similar as possible to the Proponent's vision for Quayside or with particular components that are as similar as possible. Projects identified by the Proponent should demonstrate how the previous experience of the Proponent (as a whole and its individual team members), including

that of its Key Personnel, is relevant to matching the complexity, cohesion and ambition of Waterfront Toronto's objectives at Quayside. Proponents should identify which of the Key Personnel were involved with each project listed and should reference team experience requirements detailed in item B of this section. Proponents should include additional project descriptions as appropriate to demonstrate the experience of key team members.

Of the projects:

- At least three (3) project examples provided should feature the experience of the Development Lead. If the Development Lead is a Joint Venture, at least one project example should be provided featuring the experience of each of the Joint Venture members;
- At least two (2) project examples provided should feature the work of each of the Proponent's Lead Architects in a lead design architect role;
- At least one (1) project example provided should feature the work of the Retail Architect; and
- At least one (1) project example provided should feature the work of the Landscape Architect.

B.4 On Form F4 –Litigation Disclosure, each Proponent shall indicate whether the Proponent or any Proponent team member is involved in any material litigation or dispute which might be regarded as displaying unethical behaviour, or as having an impact on its ability to carry out its role in respect of the Project, and provide details of such material litigation or dispute. This will be part of the assessment of the Lead Developer, Lead Architect and the remaining Key Personnel, as indicated in B.1, B.2 and B.3, above.

Proponents may choose to include additional information such as corporate brochures, photographs, promotional literature, etc., provided such additional information does not exceed 10 pages.

C. VISION, METHODOLOGY AND APPROACH

Each Proponent's statement on Vision, Methodology and Approach should not exceed fifteen (15) pages in total. The Proponent should address how the project vision – "Dynamic, Inclusive and Resilient" – would be successfully implemented, including amenities strategies, and delivering non-residential space.

C.1 Proponent's Vision and Methodology

The vision and methodology statement is a summary of the Proponent's vision for the future of Quayside, which should address the following specific requirements with reference to Role of the Development Partner outlined in Part 1, Section 1.7.1 of this RFQ.

a. Developing a Complete Community

- The Proponent's overall ideas for a mix of uses, including an understanding of constraints, opportunities and innovations;
- Demonstrate the Proponents' understanding of East Bayfront and Keating Channel Precinct Plan objectives, particularly the desire for an exemplary mixed-use community that accommodates a range of residential unit sizes and types and provides a range of appropriate amenities;
- Proponents' understanding of, and ideas for addressing, relevant project-specific considerations, which include, but are not limited to the following:
 - i. site opportunities and challenges;
 - ii. the effective integration of affordable and market housing in a community;
 - iii. partnering with a public-sector agency with a mandate similar to Waterfront Toronto;
 - iv. delivering innovation; and
 - v. building resilient communities and landscapes.

b. Indigenous Participation

The Proponent's submission should demonstrate a commitment to meaningful Indigenous participation in Quayside, and a vision or high-level ideas for incorporating the interests of Indigenous Peoples into the project.

c. Housing Plan (Affordable Rental, Affordable Ownership and Market Housing)

- The Proponent's ideas about how to deliver a community that can attract and accommodate diverse family sizes and types, with housing units and amenities designed for families and a range of user groups in the waterfront;
- The Proponent's ideas about how to ensure a sustainable and cohesive community of market and Affordable Housing (Integrated Model and standalone site) over the long term;
- Proponent to describe its interest in delivering Affordable Housing.

d. Animation Strategy

- The Proponent's ideas for lively ground-floor animation that attracts complementary retail, supports community-based amenities and enables opportunities for entrepreneurs and diversely owned businesses.
- The Proponent's ideas for delivering inviting POPs that help activate the neighbourhood and compliment the nearby public parks and streetscapes.

e. Cultural Destination

- Proponent's vision or high-level ideas for developing cultural spaces, including potential programming and partners, and ideas for financing costs to build and operate.

f. World Class Design

A) A Unifying Vision

The Proponent's submission should:

- Contain a vision for a unique, world-class community that exemplifies design excellence while respecting the broader urban context;
- Deliver a vision for iconic architecture capable of creating a unique identity for the Toronto waterfront and measuring up to the defining buildings of the great urban waterfronts of the world;
- Exemplify architectural innovation appropriate to the culture, climate, and context of the Toronto waterfront; and
- Push the envelope with respect to combining design, sustainability and community in delivering a vibrant new neighbourhood on Toronto's waterfront.

B) Designing Ground Floor Spaces

Proponent's vision and ideas for lively ground floor and podium animation through thoughtful design and a strategic, holistic approach to uses that will activate these spaces.

C) Designing POPS

Proponent's vision and ideas for how they would achieve animation and activation in the POPS.

g. Exemplary Low-Carbon Development and Sustainable Innovation

The Proponent's submission should outline ideas and an approach for satisfying Waterfront Toronto's [GBRs](#).

h. Aging in Place

Proponent's vision or high-level ideas for incorporating long-term care, and aging in place housing and amenities, including design, construction, operation and cost.

i. Waterfront Toronto Employment Initiative (WTEI)

The Proponent's vision for meeting the WTEI obligations (i.e., the Proponent's ideas for local hiring, such as who could be employed, and what kinds of employment could be available to them).

C.2 Vision Precedents

To support the description of the Proponent's vision for successful project implementation, Proponents should make reference to precedent development projects from anywhere in the world, with a similar scope, scale, and level of ambition as the Quayside Project. These projects do not need to have involved the Development Lead or Proponent team members (not to exceed five (5) pages).

C.3 Proponent Team's Development Approach

The Proponent's approach, both in development and design, is essential for ensuring a successful partnership with Waterfront Toronto and delivery of an appropriate new development. The Proponent should describe their approach (maximum one (1) page), making particular reference to project experience and reputation, approach to public engagement, corporate objectives and goals, design objectives and goals, the corporate philosophy, urban development philosophy, and how this is appropriate relative to the vision that has been established for Quayside.

3.5 FINANCIAL CAPACITY OF THE DEVELOPMENT LEAD

The Development Lead must provide sufficient financial information to demonstrate that the Development Lead (or, if applicable, each member of the Joint Venture) has the financial resources and strength to fully perform and complete all obligations, duties and responsibilities that the Development Lead may assume and undertake in connection with this project. To meet this requirement, the Development Lead (and, if applicable, each member of the Joint Venture) should submit the following information:

- 1.** Annual reports for the Development Lead (and if applicable, each member of the Joint Venture), which include audited financial statements (or fund performance report in the case of a financial fund) for each of the last three fiscal years immediately prior to the Submission Deadline. The statements should include an auditor's opinion letter or report, balance sheet, income statement, statement of changes in cash flow, and financial statement notes. The Development Lead (or if applicable, each members of the Joint Venture) may submit corporate tax filings for the three years immediately prior to the Submission Deadline (including all supporting financial statements) in lieu of audited financial statements.
- 2.** Interim financial statements for each quarter (or another interval for which interim statements are prepared) since the most recent fiscal year for which audited statements are provided, and if none have been prepared, a confirmation as such.
- 3.** Copies of the most recent issuer/issue credit ratings, or confirmation that no such ratings exist.
- 4.** Copies of the most recent investment industry analyst's reports (if applicable) or confirmation that no such reports exist.
- 5.** Financial background information for three of the projects listed to support the Development Lead's project experience that are completed or under construction within the last 10 years, in the format set out in **Form F5A**.

6. A current credit reference letter that is executed by the requisite officers of the Proponent's current corporate banking institution (including names, addresses and telephone numbers of such individuals) specifying the length and nature of the relationship between the Proponent and such reference bank and amount of financing that is currently available and/or provided to the Proponent. The banking institution issuing the credit reference letter must have a credit rating of BBB+ or higher from at least one credit rating agency. The credit reference letter should be provided based on the format set out in **Form F5B**.
7. A letter from the Chief Executive Officer or equivalent officer of the Development Lead (and if applicable, each member of the Joint Venture) outlining the following:
 - i. Any material existing claims, litigation or proceedings against the company, or attesting that there are none.
 - ii. Any material off balance sheet financial arrangements entered into as of the Submission Deadline, or attesting that there are none.
 - iii. A detailed listing of any bankruptcy, insolvency, company creditor arrangement, or other insolvency litigation which the entity was involved in within the last three fiscal years immediately previous to the Submission Deadline, or attesting that there are none.
 - iv. A detailed listing of all the material events that have affected, currently affect, or may affect the entity's financial standing since the last annual or interim financial statement provided and anticipated for the next reporting period as of the Submission Deadline, along with a description of how those material events have been, or are and will be addressed by the entity. If there are no material events to report, then an attestation to such should be submitted.
 - v. A description of any of the following, if relevant:
 - a) any anticipated future change in ownership;
 - b) any renewals or refinancing of existing material financing sources or credit facilities; and
 - c) any potentially restrictive existing banking covenants.
8. Additional financial information, if any, that, in the Development Lead's view, will demonstrate to Waterfront Toronto that the Development Lead (and if applicable, each member of the Joint Venture) has sufficient financial standing, capacity, and resources to carry out their respective roles in completing the project. The Development Lead shall include a description of the anticipated proportion of each financial team member's respective role.

If the Development Lead (and if applicable, each member of the Joint Venture) submits a signed letter from a senior officer of the entity that has control of the Development Lead or team member of the Joint Venture (the “Parent”) stating its willingness to provide a parent company guarantee in respect of the project, the Parent must also submit the information set out in 1 to 8 above.

If the Development Lead or any team member of the Joint Venture (if applicable) cannot provide any of the above described information then the Development Lead, or team member of the Joint Venture is requested to confirm in writing that the information is not available and provide an explanation as to why the information is not available.

Upon request, Waterfront Toronto’s independent Financial Advisor (KPMG) will review the Proponent’s financial information, requested in accordance with this Section 3.5 Financial Capacity of the Development Lead, at their premises. Proponent should indicate so in the Financial information submission of the Proposal.

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Part 4

Legal and Other Matters

4.1 IMPORTANT PROPONENT ACKNOWLEDGEMENT

The Proponent agrees and confirms that its submission to Waterfront Toronto pursuant to this RFQ indicates and expresses the Proponent's unqualified acceptance, agreement, promise and obligation to the following terms, conditions, provisions, disclaimers and requirements in this RFQ. The delivery of a submission by the Proponent shall constitute the Proponent's unqualified agreement and acceptance of the foregoing. The Proponent acknowledges that this RFQ is not a call for tender or an offer to tender (often referred to as "Contract A") or a contract to carry out the project (often referred to as "Contract B").

The Proponent also accepts and acknowledges that Waterfront Toronto has and shall continue to materially rely upon such Proponent promises, representations and agreement and that without such reliance, Waterfront Toronto would not have accepted delivery or considered the submission.

Please notify Waterfront Toronto immediately, in writing, if the Proponent does not so agree with, and accept, all such promises, terms, conditions, provisions, disclaimers and requirements.

4.2 GENERAL INFORMATION AND INSTRUCTIONS

4.2.1 WATERFRONT TORONTO PROCUREMENT POLICY

Given the importance of Waterfront Toronto's mandate, the conduct of Waterfront Toronto's procurement activities must meet the highest standards of ethics and be economically achievable while supporting Waterfront Toronto's overall objectives of fairness, openness and transparency. The goal of Waterfront Toronto's procurement activities is to achieve maximum value for Waterfront Toronto and its stakeholders while achieving its strategic objectives.

Therefore, it is mandatory that all Proponents be aware of Waterfront Toronto's procurement policy and adhere to all conditions contained therein.

The Procurement Policy of Waterfront Toronto can be viewed [here](#).

4.2.2 PROPONENTS TO FOLLOW INSTRUCTIONS

Proponents should structure their Proposals in accordance with the instructions in this RFQ. Where information is requested in this RFQ, any response made in a Proposal should reference the applicable section numbers of this RFQ.

4.2.3 PROPOSALS IN ENGLISH

All Proposals are to be in English only.

4.2.4 NO INCORPORATION BY REFERENCE

The entire content of the Proponent's Proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the Proponent's Proposal but not attached will not be considered to form part of its Proposal.

4.2.5 REFERENCES AND PAST PERFORMANCE

In the evaluation process, Waterfront Toronto may include information provided by the Proponent's references. In addition, Waterfront Toronto may consider information provided by persons or entities other than those identified by the Proponent, and may also consider the Proponent's past performance or conduct on previous contracts with Waterfront Toronto or other institutions.

4.2.6 NO REPRESENTATION OR WARRANTY

All of the information provided in this RFQ, or otherwise by Waterfront Toronto or any of its related entities or authorized representatives in connection with this RFQ, is provided on an "as is" basis, with no representations, warranties or covenants (implied or expressed) concerning the nature or the quality of such information, including its completeness, accuracy, currency, reliability, authenticity or Waterfront Toronto's rights to disclose any such information.

All information that is provided in this RFQ is based on Waterfront Toronto's knowledge and intent as of the date of this RFQ and is subject to change at any time and from time to time between the issuance of the RFQ and the completion of the subsequent RFP process. The Proponent accepts and acknowledges its direct duty to investigate, consider and conduct due diligence enquiries into the subject matter and circumstances of this RFQ.

Waterfront Toronto and its respective directors, officers, employees, agents, consultants and advisors are not liable or responsible for any aspect of this RFQ, or for any oral or written information, or any advice, or any incompleteness, errors or omissions which may be contained in this RFP or the schedules, data materials, background information documents or other documents disclosed or otherwise provided to the Proponent pursuant to this RFQ and the Proponents hereby expressly waive any and all rights and remedies in respect thereof. Proponents shall assume all risk for such matters.

4.2.7 PROPONENTS TO BEAR THEIR OWN COSTS

The Proponent is solely responsible for its own costs and expenses in connection with this RFQ, including, without limitation, preparing and submitting the Proposal, participating in this RFQ, the provision of any additional information, attendance at meetings, interviews, demonstrations or conducting due diligence.

Waterfront Toronto shall not in any event have any liability whatsoever for any loss, harm, lost opportunity, damages, costs or expenses of the Proponent associated with any aspect of the foregoing and the Proponents expressly waive any and all rights and remedies in respect thereof.

Waterfront Toronto will not accept responsibility for any delays or costs associated with any reviews or approval process or with the implementation of any mitigating measures, as a result of requisite approvals not being passed, proclaimed or coming into force.

4.3 NOTIFICATION AND DEBRIEFING

4.3.1 NOTIFICATION TO OTHER PROPONENTS

Once Shortlisted Proponents are selected, the remaining Proponents will be notified of the outcome of the procurement process.

4.3.2 DEBRIEFING

Proponents may request a debriefing within 60 days after receipt of a notification of the outcome of the procurement process. If you wish to request a debriefing session, please contact procurement@waterfrontontario.ca referencing the RFQ name and number in the subject line of your email. The intent of the debriefing information session is to aid the Proponent in presenting a better proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process or its outcome.

4.3.3 BID DISPUTE RESOLUTION

If a Proponent wishes to challenge the RFQ process, it should provide written notice in accordance with Waterfront Toronto's Bid Dispute Resolution process as set out in Waterfront Toronto's [Procurement Policy](#).



4.4 CONFLICT OF INTEREST AND PROHIBITED CONDUCT

4.4.1 CONFLICT OF INTEREST

Waterfront Toronto may disqualify a Proponent for any conduct, situation or circumstances, determined by Waterfront Toronto, in its sole and absolute discretion, to constitute a Conflict of Interest, as defined in the Submission Form F1.

Each Proponent must declare, by way of the RFQ Submission Form F1, and continue to be under an obligation to declare all conflicts of interest or any situation that may be reasonably perceived as a conflict of interest that exists now or may exist in the future. A “conflict of interest” includes any situation or circumstance where in relation to the RFQ process, the RFP process, the Quayside Development Opportunity, the Proponent’s other commitments, relationships or financial interests:

- a.** Could, or could be seen, to exercise an improper influence over the objective, unbiased and impartial exercise of Waterfront Toronto’s independent judgment; or
- b.** Could, or could be seen to, compromise, impair or be incompatible with the effective performance of its obligations in respect of the Quayside Development Opportunity.

Proponents must immediately disclose, in writing to the RFQ Contact, any circumstance, activity or matter that either will, or could reasonably, result in an actual, potential, or perceived conflict between its interests and the interests of any of Waterfront Toronto or the City of Toronto.

Proponents shall immediately, accurately and completely disclose, in writing to the RFQ Contact, any conflict of interest that arises during the course of this RFQ process that was not set out in the Proposal.

If, at any time, Waterfront Toronto considers there to be a real or perceived conflict of interest, Waterfront Toronto may, in its sole and unfettered discretion, disqualify the applicable Proponent from the RFQ and/or the RFP process.

Prior to the Submission Deadline, a Proponent may submit a request for clarification to the RFQ Contact that includes the name of an organization or individual included in Section 2.4.1 Prohibited Proponent Communication and the justification for excluding them from the conflict of interest provisions of this RFQ. Upon receipt of this information, Waterfront Toronto shall, in its sole discretion, make a determination as to whether it deems there to be a real, perceived or potential conflict of interest and shall notify the Proponent of its decision.

Waterfront Toronto may, in its sole discretion, waive the ineligibility of any one or more persons as having a conflict of interest on such terms and conditions as it, in its sole discretion, may require, including that the Proponent puts into place adequate

safeguards to eliminate the impact of any conflict of interest and to ensure that any and all confidential information it may have continues to be kept confidential and not disclosed or used except as expressly allowed by Waterfront Toronto.

4.4.2 DISQUALIFICATION FOR PROHIBITED CONDUCT

Waterfront Toronto may disqualify a Proponent, rescind an invitation to negotiate or terminate a contract subsequently entered into if Waterfront Toronto determines that the Proponent has failed to disclose a real or perceived conflict of interest or engaged in any conduct prohibited by this RFQ.

4.4.3 PROPONENT NOT TO COMMUNICATE WITH MEDIA

Proponents (including any Joint-Venture participant or any subcontractors or sub-consultants or their employees, representatives, agents or consultants) must not at any time directly or indirectly communicate with the media in relation to this RFQ, nor issue, disclose or publish a news release, or make any other public announcement, concerning their Proposal or the RFQ process or the Quayside Development Opportunity or any agreement entered into pursuant to this RFQ, without the prior written approval of Waterfront Toronto, which approval may be withheld in Waterfront Toronto's sole discretion. Proponents are not permitted to make any public comment, and author publications, respond to questions in a public forum or otherwise carry out any activities to publicly promote or advertise any Proponent's qualifications or interest in this RFQ except as may be expressly authorized by Waterfront Toronto in its sole discretion.

4.4.4 NO LOBBYING

Proponents must not, in relation to any aspect of this RFQ (including the evaluation and selection process), engage directly or indirectly (including through a consultant lobbyist) in any form of political or other lobbying of any public official in relation to any aspect of this RFQ or any subsequent RFP. In this section, public official includes any officer, director, agent, appointee or employee of Waterfront Toronto, the Government of Canada, the Government of Ontario or the City of Toronto.

Proponents will review and at all times comply with Waterfront Toronto's [Procurement Code of Ethics](#) and shall refrain from making or offering any gift that would violate this Guideline. In addition, during the period between the issuance of the RFQ and the conclusion of a contract with the Shortlisted Proponent, as a result of the subsequent RFP process, no Proponent, and no employee, agent or representative of the Proponent, may offer or give any gratuity in the form of entertainment, participation in social events, gifts or otherwise to any officer, director, agent, appointee or employee of Waterfront Toronto in connection with or arising from this RFQ and subsequent RFP, regardless of whether or not such offering or giving is for the purpose of securing any contract associated with this RFQ, or seeking favourable treatment in respect to any such contract, or influencing the performance or outcome of this RFQ or any subsequent RFP.

Waterfront Toronto prohibits its representatives from using their official position for personal financial gain, or from accepting any personal advantage from anyone under circumstances that might reasonably be interpreted as an attempt to influence the recipient in the conduct of their duties, extend any gratuity or special favour to the Proponent, or to influence the outcome of this RFQ.

By responding to this RFQ, Proponents confirm, covenant, represent and warrant that they or anyone directly or indirectly associated or affiliated with them will not communicate with any person either directly or indirectly involved with Waterfront Toronto, this selection process, the City of Toronto, the Province of Ontario and the Government of Canada for the purposes of influencing the terms, conduct or outcome of this RFQ.

Waterfront Toronto reserves the right, at any time and in its sole discretion, to disqualify any Proponent who engages in acts or practices that are either directly or indirectly, or may reasonably be perceived, either directly or indirectly, to be made for the purposes of improperly influencing the terms, conduct or outcome of this RFQ in their favour.

4.4.5 ILLEGAL OR UNETHICAL CONDUCT

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials or other representatives of Waterfront Toronto or of municipal, provincial or federal governments connected with Waterfront Toronto; deceitfulness; submitting Proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the integrity of the competitive process provided for in this RFQ.

Proponents must make a confidential Proposal in response to this RFQ. By delivering a Proposal to Waterfront Toronto, the Proponent promises, guarantees, represents and warrants to Waterfront Toronto, with the knowledge and intention that Waterfront Toronto will rely on same, that its Proposal has been prepared without collusion or fraud, undue influence, any criminal offence, and in fair competition with the other Proponents. Waterfront Toronto reserves the right at any time to disqualify any Proponents that in Waterfront Toronto's sole opinion have engaged in any such activities in any connection with this RFQ. This clause does not apply to communications exclusively among two or more Proponents comprising a Proponent's Team or participating in a newly created entity in response to this RFQ.

4.4.6 PAST PERFORMANCE OR PAST CONDUCT

Waterfront Toronto may prohibit a supplier from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, including but not limited to the following:

- a.** illegal or unethical conduct as described above;
- b.** the refusal of the supplier to honour its submitted pricing or other commitments; or
- c.** any conduct, situation or circumstance determined by Waterfront Toronto, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

4.5 CONFIDENTIAL INFORMATION, FREEDOM OF INFORMATION AND COPYRIGHT MATTERS

4.5.1 CONFIDENTIAL INFORMATION OF WATERFRONT TORONTO

All information provided by or obtained from Waterfront Toronto in any form in connection with this RFQ either before or after the issuance of this RFQ:

- a.** is the sole property of Waterfront Toronto, unless it is publicly available, and must be treated as confidential;
- b.** is not to be used for any purpose other than replying to this RFQ and the performance of any subsequent contract for the Deliverables;
- c.** must not be disclosed without prior written authorization from Waterfront Toronto;
- d.** must be deleted, destroyed or returned by the Proponent to Waterfront Toronto immediately upon the request of Waterfront Toronto;
- e.** Proponents must not disclose any details pertaining to their Proposal and the selection process, in whole or in part, to anyone not specifically involved in their Proposal, unless written consent is secured from Waterfront Toronto prior to such disclosure, which consent may be withheld in Waterfront Toronto's sole discretion;
- f.** each Proponent shall be responsible for any breach of these confidentiality provisions by any person to whom it discloses such confidential information. Each Proponent acknowledges and agrees that a breach of these confidentiality provisions would cause Waterfront Toronto and/or its related entities to suffer loss which could not be adequately compensated by damages, and that Waterfront Toronto and/or its related entities may, in addition to any other remedy or relief, enforce any of these confidentiality provisions by way of injunctive relief without proof of actual damage to Waterfront Toronto and/or its related entities; and
- g.** the confidentiality provisions set out in this RFQ shall survive any cancellation of this RFQ and the conclusion of the RFQ process.

4.5.2 CONFIDENTIAL INFORMATION OF PROPONENT

A Proponent should identify any information in its Proposal or any accompanying documentation that is a trade secret or is scientific, technical, commercial, financial or labour relations information, where the disclosure could reasonably be expected to prejudice the economic interests or the competitive position of a Proponent, and for which confidentiality is to be maintained by Waterfront Toronto. Subject to Waterfront Toronto's Freedom of Information Policy, Waterfront Toronto will make reasonable efforts to maintain the confidentiality of such information, except as otherwise required by law or by order of a court or tribunal. However, Proponents are advised that Waterfront Toronto may make any information regarding any proposal available to any entity that funds Waterfront Toronto, or any entity or organization with which Waterfront Toronto works in cooperation, and that such entities may in turn be subject to other disclosure requirements such as under the Ontario Freedom of Information and Protection of Privacy Act (FIPPA) or the federal Access to Information Act. Waterfront Toronto's Freedom of Information Policy can be found here: [Freedom of Information Policy](#).

Proponents are further advised that their Proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by Waterfront Toronto to advise or assist with the RFQ process, including the evaluation of Proposals. If a Proponent has any questions about the collection and use of information pursuant to this RFQ, questions are to be submitted in accordance with Section 2.3 RFQ Contact and Enquiries.

Waterfront Toronto may make public the names of the Shortlisted Proponents as a result of this RFQ process, the name of the Successful Proponent resulting from the subsequent RFP process, and the value of the contract, in accordance with Waterfront Toronto's [Procurement Policy](#).

4.5.3 COPYRIGHT AND USE OF PROPONENT INFORMATION

Waterfront Toronto shall not be required to compensate the Proponent if Waterfront Toronto uses any ideas, concepts, information, drawings or designs which were obtained by Waterfront Toronto for its internal resources or other Proponents, but which are also presented in the information received.

To the extent necessary to comply with the above requirement, the Proponent shall waive all of its legal rights for such things and aspects of their Proposal and the Proponent shall irrevocably release and exempt Waterfront Toronto of all its intellectual property rights otherwise in respect of the Proposal and their contents.



4.6 PROCUREMENT PROCESS NON-BINDING

4.6.1 NO CONTRACT A AND NO CLAIMS

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

- a. this RFQ and subsequent RFP will not give rise to any Contract A-based tendering law duties or any other legal obligations arising out of any bidding contract, process contract or collateral contract; and
- b. neither the Proponent nor Waterfront Toronto will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract or failure to honour a Proposal submitted in response to this RFQ.

Without limiting the generality of the foregoing, all costs, expenses, losses, damages and liabilities which may be incurred by the Proponents as a result of or arising out of the submission, acceptance or rejection of their Proposals, including the cost of preparing and submitting a Proposal, shall be borne entirely by the Proponents. Waterfront Toronto and its representatives shall not be liable, in contract, tort, restitution or any other legal theory, to a Proponent for any costs and expenses incurred by the Proponents, or to reimburse the Proponents in any manner whatsoever or under any circumstances, or for any claim, action, costs, losses, damages or liability whatsoever arising from any act or omission by Waterfront Toronto or its representatives, including the rejection of any or all of the Proposals, the consideration or evaluation of any or all of the Proposals, negotiations in respect to the Proposals, the selection of a Proponent, the decision to amend the RFQ, the decision not to include a Proponent in negotiations, the decision to waive or not to waive a non-compliance by a Proponent, including in respect of mandatory requirements, or for any information or advice or any errors or omissions that may be contained in this RFQ or any data, materials, or documents disclosed or provided to a Proponent pursuant to this RFQ or otherwise.

4.7 GOVERNING LAW AND INTERPRETATION

The provisions of this RFQ:

- a.** are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- b.** are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- c.** are to be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

4.8 REPORTING OF MATERIAL ADVERSE CHANGE

It is expected that Key Personnel and any key individuals put forward as part of the Proponents' submissions are to remain on the project until completion of Quayside. Proponents are required to immediately notify Waterfront Toronto upon the occurrence of a material adverse change to the information included in their Proposal, including changes to Key Personnel.

Shortlisted Proponents shall not make any change in the structure or formation of the Proponent, its Key Personnel or Joint Venture participants, subcontractors or sub-consultants without the prior written approval of Waterfront Toronto. Waterfront Toronto intends to evaluate any additional information submitted by the Proponents in accordance with the evaluation criteria set out in this RFQ, and may revise the Proponent's score and ranking to reflect the results of the evaluation.

In the event that a Proponent fails to promptly notify Waterfront Toronto of any such material adverse change, Waterfront Toronto may, in its sole discretion, disqualify the Proponent from RFQ process. Proposals cannot be assigned or transferred in whole or in part without the prior written consent of Waterfront Toronto.

4.9 PROJECT SUBJECT TO FUNDING AVAILABILITY AND APPROVALS

For all its projects, Waterfront Toronto makes every effort to secure the necessary funding prior to going out for quote. However, Waterfront Toronto's award of a contract at the RFP stage may be subject to material conditions, such as funding availability, approval of Waterfront Toronto Board of Directors' approvals, and approval of City Council and CreateTO Board of Directors related to Block 3B matters.

4.9.1 ENABLING REQUIREMENTS FOR DEVELOPMENT ON BLOCKS 3, 4 AND 5

In order to develop Blocks 3B, 4 and 5, Waterfront Toronto needs to complete the following:

- a. Prepare and seek City Council approval for a Business and Implementation Plan for the matters described in Appendix A.10, including the municipally-owned portion of Block 3 (being Part 3B);
- b. Acquire 11 Parliament Street (owned by the Royal Canadian Yacht Club) and the head of the Parliament Slip (owned by PortsToronto), for the Queens Quay East Extension;
- c. Include in the project the City-owned parcels (other than Block 3B), being the road widening, dockwall areas and small areas of Blocks 4 and 5, shown in Figure 2 of Part A of this RFP; and
- d. Install municipal Servicing for Blocks 3B, 4, 5, prior to occupancy.

4.10 JOINT VENTURES OR CONSORTIUMS

4.10.1 PARTICIPANT IN CHARGE

For the purposes of this RFQ, a Joint Venture is an association of two or more parties who combine their money, property, knowledge, expertise or other resources in a single joint business enterprise, sometimes referred to as a consortium, to bid together on a requirement. Proponents who make submissions as a Joint Venture must indicate clearly that it is a Joint Venture and provide the following information:

- a. the name of each member of the Joint Venture;
- b. the name of the representative of the Joint Venture, i.e. the member chosen by the other members to act on their behalf ("Participant in Charge"); and
- c. the name of the Joint Venture, if applicable.

If the information is not clearly provided in the Proposal, the Proponent must provide the information on request from Waterfront Toronto.

The Proposal and any resulting contract must be signed by all the members of the Joint Venture unless the Participant in Charge has been appointed to act on behalf of all members of the Joint Venture. Waterfront Toronto may, at any time, require each member of the Joint Venture to confirm that the Participant in Charge has been duly appointed with full authority to act as its representative for the purposes of the RFQ, or subsequent RFP and any resulting contract.

The Participant in Charge shall be authorized by all of the Joint Venture participants as an agent with the authority to commit, obligate and bind (including to incur liabilities and receive instructions for and on behalf of) any and all members of the Joint Venture. The authority of the Participant in Charge to represent other members of the Joint Venture shall not be subject to any qualifications, limitations, restrictions or conditions that are not accurately and completely disclosed in the Proposal. Waterfront Toronto and the City of Toronto shall rely upon the information, representations, agreements and commitments of the Participant in Charge as the single and commonly authorizing agent for all Joint Venture participants. The Submission Form F1 shall be signed by all members of the Joint Venture unless a Participant in Charge has been appointed as authorized agent (as set out above), in which case only the Participant in Charge signature is required.

4.10.2 JOINT AND SEVERAL LIABILITY

All Joint Venture participants shall be required by Waterfront Toronto and/or the City of Toronto to be legally liable, both jointly and severally, concerning the Proposal, the RFQ and RFP process, and in connection with any possible future agreement concerning the Quayside Development Opportunity that the Joint Venture participants may ultimately enter into with Waterfront Toronto or the City of Toronto.

Waterfront Toronto and the City of Toronto may, in their sole discretion, require that each Joint Venture participant become a party to any future agreements concerning Quayside that the Joint Venture may ultimately enter into with Waterfront Toronto and/or the City of Toronto.

4.11 PROCEDURAL RIGHTS OF WATERFRONT TORONTO

For greater certainty, but without limiting any right or discretion reserved elsewhere in the RFQ, Waterfront Toronto specifically reserves the following rights:

- a.** to reject or accept any Proposal and may proceed as, in its sole discretion, it determines following the receipt of the Proposal. Waterfront Toronto reserves the right to consider any, none or all of the Proposals, to accept Proposals in whole or in part, or to discuss different or additional terms to those envisaged in this document or in any Proposals, to amend or modify any term of this document, and to elect not to proceed with the project;

- b.** to revise, amend, augment, or otherwise change any part or aspect of this RFQ or the RFQ process upon reasonable written notice thereof by Waterfront Toronto by posting of an Addendum. Waterfront Toronto is under no obligation to notify Proponents of such posting, and Proponents are required to visit Waterfront Toronto's Bonfire Portal website regularly to check for and receive any new information, including Addenda;
- c.** to request new or additional information regarding the Proponents and any individuals or other persons associated with their Proposals. Any written information received by Waterfront Toronto from a Proponent pursuant to a request from Waterfront Toronto as part of this selection process shall be considered as an integral part of the Proponent's Proposal;
- d.** to request that any Proponent provide further clarification of any part of its Proposal, provided that Waterfront Toronto is under no obligation to request a clarification with respect to, or to verify, any information in any Proposal;
- e.** to independently verify any information contained in a Proposal or otherwise provided to it or otherwise coming into its knowledge or possession in connection with this RFQ, including all references provided. Waterfront Toronto reserves the right, in its sole discretion, to disqualify any Proponent whose Proposal contains false or misleading information and/or to reject the Proposal of any such Proponent;
- f.** to, at any time, suspend, delay, or adjourn this RFQ for any period of duration;
- g.** to waive deficiencies or non-compliance in any Proposal. The decision as to whether a deficiency will be waived or will require the rejection of a Proposal will be solely within the discretion of Waterfront Toronto;
- h.** to extend the Proposal Deadline or any other deadlines in the RFQ Timetable for all Proponents, in Waterfront Toronto's sole discretion, upon reasonable written notice thereof by Waterfront Toronto by posting an Addendum;
- i.** to make public the name of any Proponent, in violation of this RFQ, including communications with the media in Section 4.4.3, or the prohibition on lobbying in Section 4.4.4;
- j.** to withhold the names of the Shortlisted Proponents from other Proponents;
- k.** to withhold information pertaining to the final evaluation and/or selection process;
- l.** if Waterfront Toronto believes it has not received a sufficient number of Proposal to conduct a competitive evaluation and assessment, to extend the Submission Deadline for all Proponents, even if the original Submission Deadline has passed;

- m.** to cancel or invalidate this process for any reason at any time and to issue a second or subsequent RFQ;
- n.** to increase the number of the Shortlisted Proponents or to replace a Shortlisted Proponent that has withdrawn its Proposal;
- o.** to, after the selection of the Shortlisted Proponents, if any, negotiate with the team(s) in question, and as part of that negotiation, to negotiate changes, amendments or modifications to its Proposal without offering other Proponents the ability to amend their Proposals;
- p.** to select one, or more, Proponent and enter into contracts with such Proponent to perform all, or any part or combination, of any goods and service obligations associated with this RFQ;
- q.** to reject all Proposals, and either terminate this RFQ or re-issue all or any part of this RFQ as may be revised, amended, modified or added to by Waterfront Toronto in its sole discretion;
- r.** to review, assess and evaluate all Proposals in the unqualified and unfettered best interests of Waterfront Toronto, including, without limitation, to consider any instances of poor performance of any Proponent team member, or any other unfavorable experiences with any of them, that Waterfront Toronto and/or its related entities has experienced; and
- s.** to exercise any of Waterfront Toronto's commercial and legal rights, without restriction, limitation or qualification, without providing any Proponents with any explanation or reasons.

In the event that this RFQ is discontinued or otherwise terminated by Waterfront Toronto, Waterfront Toronto shall have no obligation or duty to either reissue this RFQ, or to otherwise conduct any associated procurement whatsoever. In the event that Waterfront Toronto wishes to procure goods or services that are, in any manner or to any extent, related or similar to those of this RFQ, Waterfront Toronto shall have no restriction, limitation, requirement, duty or obligation to any person (including Proponents) to conduct such procurement in any manner or by any particular process, whether by competitive tenders, sole source, by reliance on a third party on behalf of Waterfront Toronto, or otherwise.

This RFQ is not a call for tender or an offer to enter into a binding contract (often referred to as "Contract A") or a contract to carry out the project (often referred to as "Contract B"). Neither this RFQ nor the submission of a response nor its receipt by Waterfront Toronto shall create any contractual rights or obligations whatsoever on either Waterfront Toronto or any Proponent, nor oblige Waterfront Toronto in any manner whatsoever.

4.12 DISQUALIFICATION

Without limiting any of the rights of Waterfront Toronto as set out under Procedural Rights, in Section 4.11 herein, or elsewhere in this RFQ, Waterfront Toronto may, in its sole discretion, disqualify a Proposal or cancel its decision to invite a shortlisted Proponents to participate in the subsequent RFP process, at any time if:

- a.** the Proponent fails to cooperate in any attempt by Waterfront Toronto to verify any information provided by the Proponent in its Proposal;
 - b.** the Proponent fails to comply with the laws of the Province of Ontario or of Canada, as applicable;
 - c.** the Proposal contains false or misleading information;
 - d.** the Proposal, in the opinion of Waterfront Toronto, reveals a real, foreseeable or perceivable conflict of interest as defined herein;
 - e.** the Proponent misrepresents any information provided in its Proposal;
 - f.** there is evidence that the Proponent, its employees, agents, consultants/contractors/service providers or representatives colluded with one or more other Proponents or any of its or their respective employees, agents, consultants/contractors/service providers or representatives in the preparation or submission of Proposals;
 - g.** the Proponent has been convicted of an offence in connection with, or any services rendered to Waterfront Toronto or any Ministry, Agency, Board or Commission of the Government of Ontario, City of Toronto or the Government of Canada;
 - h.** there is evidence that the Proponent has breached an agreement for services similar to the ones requested under this RFQ with an entity other than Waterfront Toronto;
 - i.** the Proponent has violated the prohibitions on communications with the media in Section 4.4.3, or the prohibition on lobbying in Section 4.4.4; or
 - j.** there is evidence that the Proponent or one of its affiliates was convicted of a criminal offence within three years immediately prior to the Submission Deadline.
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Appendix A

GENERAL BACKGROUND INFORMATION

GENERAL BACKGROUND INFORMATION

A.1 PRECINCT PLANS AND DEVELOPMENT UNDERWAY

Quayside is part of both the East Bayfront and Keating Channel precincts. Precinct plans for both areas were developed by Waterfront Toronto and endorsed by Toronto City Council, [East Bayfront](#) in 2005 and [Keating Channel](#) in 2010, and establish a vision for mixed-use communities. The precinct plans are guiding documents that were developed to advance the objectives of the [City of Toronto's Central Waterfront Secondary Plan](#), and to provide more specific direction on Waterfront Toronto's revitalization objectives.

The overall vision calls for revitalized waterfront communities, sustainable and vibrant mixed-use neighbourhoods with continuous public access to the water's edge, higher-order public transit and a series of new parks, open spaces and streets. Residential development is intended to attract a diverse range of households, including a mix of affordable and market housing, both rental and ownership. Additionally, the precinct plans include a mix of commercial and non-residential uses necessary for complete communities, such as places of employment, retail, recreation, entertainment and public/cultural activities.

The precinct plans anticipate the built form to be primarily mid-rise, with towers at intersections of primary north/south streets and Lake Shore Boulevard East. Building heights will step down from Lake Shore Boulevard East towards the water's edge. Strong and consistent street walls are envisioned to frame parks and major public spaces, such as Queens Quay.

a. East Bayfront Precinct

Quayside Development Blocks 1 and 2 are located within the East Bayfront Precinct, an area of approximately 23 hectares (55 acres). The precinct plan imagined approximately 6,300 residential units, including about 1,260 affordable rental units, and approximately two million square feet of commercial space able to accommodate about 8,000 jobs. The area was also intended to be a hub for retail, entertainment and cultural amenities that is easily accessible by public transportation.

A comprehensive and cohesive open space network is anticipated throughout the East Bayfront. The majority of the open spaces have already been constructed and delivered by Waterfront Toronto, including two award winning parks – Sherbourne Common and Canada's Sugar Beach.

Implementation of the East Bayfront Precinct Plan is nearing completion on public land. Bayside, a mixed-use project led by Hines in partnership with Tridel, will, when complete, include 500,000 ft² of commercial office space and 1,500 residential units. The Aqualina and Aquavista mixed use condominium projects are complete. Bayside also includes an innovative affordable housing pilot project, which incorporates Artscape

Affordable Rental Housing within Aquavista, a market residential condominium building. The remaining two mixed-use condominium projects, Aquabella and Aqualuna, are under construction and a 265,000 ft² mass timber office building known as T3 Bayside is also under construction. Aquabella will contain a City-owned child care centre, and Aqualuna will contain a City-owned community centre. Purpose built market rental and affordable rental housing on a standalone site is also under development for Bayside.

Completed projects within the East Bayfront also include Monde, a 550-unit residential development by Great Gulf (known as Parkside), designed by world-renowned architect Moshe Safdie.

To the west of Bayside is an area known as Dockside. Dockside features the George Brown College waterfront campus and the Corus Entertainment head office building. The Waterfront Innovation Centre, a purpose-built commercial office development designed to facilitate innovation and collaboration between Toronto's rapidly evolving creative and technology sectors, is currently under construction. The Arbour, George Brown College's 10-storey mass-timber building, and second building in the waterfront campus, is currently in the permit application stage. Additional mixed-use development is nearing completion on privately-owned land within East Bayfront, such as the Daniels Waterfront City of the Arts, which features office, creative and institutional space, an arts and technology incubator as well as residential development. In the neighbouring Lower Yonge Precinct, a multi-phase, mixed-use project, will contain, among other things, a child care centre and school.

b. Keating Channel Precinct

The Keating Channel Precinct comprises approximately 30 hectares (74 acres) and will feature approximately 4,700 residential units, including about 940 affordable residences and approximately 1.9 million square feet of commercial space. Development Blocks 3, 4 and 5 fall within the Keating Channel Precinct. Note that City Council has endorsed only Keating Channel Precinct West (i.e., Small Street to Cherry Street). For the purposes of this RFQ reference to "Keating Channel Precinct" means the portion approved by Council.

Just east of Blocks 4 and 5 is 351-369 Lake Shore Boulevard East, to be developed as the mixed-use "Victory Silo Condos" through a partnership between Great Gulf and Dream Unlimited. The site is so named because of the Heritage-listed Victory Soya Mills Silos, a unique architectural feature of the site and backdrop for the public park planned for Quayside (Silo Park), adjacent to Blocks 4 and 5. Further to the east is the 3C Waterfront Development at Cherry Street and Lake Shore Boulevard East. The 5.5 hectare site (13.5 acres) is planned to be a large-scale mixed-use urban development of residential, commercial, office and retail use.

A.2 APPLICABLE ZONING AND SECURING MUNICIPAL DEVELOPMENT APPROVALS

The lands are zoned CR(h), a mixed-use designation. Upon removal of the (h) holding symbol, a mix of uses, including a range of residential, commercial and cultural uses, will be permitted. The zoning also directs that non-residential ground floor animation uses be incorporated at specific locations, particularly the frontages along Queens Quay and the Water's Edge Promenade.

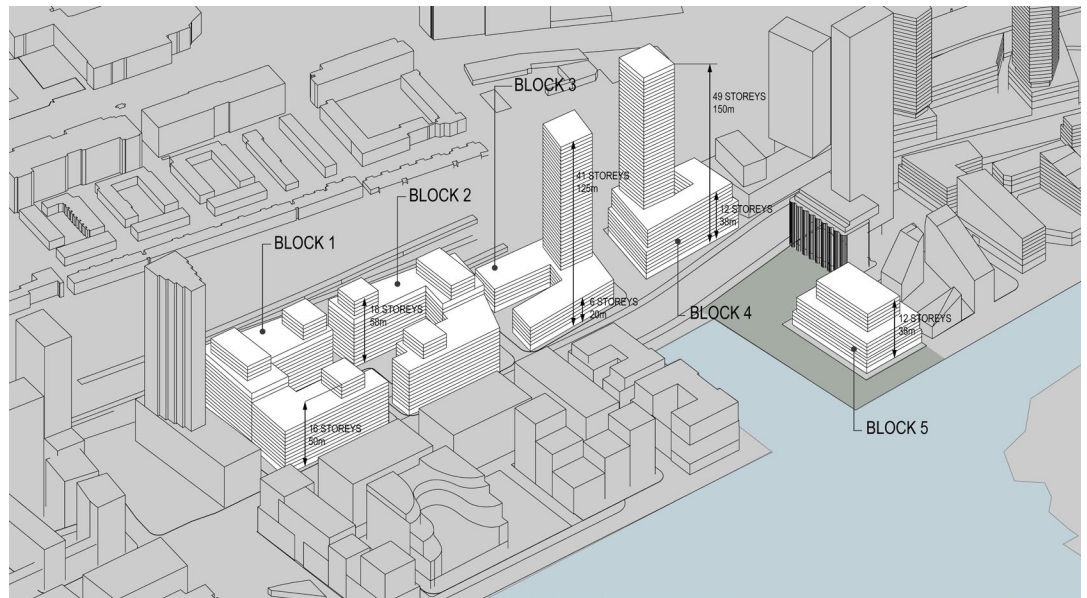


Figure 6: Massing Study based on As-of-Right Zoning

The allocation of roles for lifting the “h” designation of the [East Bayfront Zoning By-Law 1049-2006](#) and the Minutes of Settlement will generally be as follows:

- Development Partner to address requirements relating to Development Blocks (e.g., site plan applications, public art contributions, sustainability requirements, infrastructure payments, noise, emission and vibration studies and mitigation).
- Waterfront Toronto will address requirements relating to roads and public realm (e.g., local infrastructure).
- The Development Partner and Waterfront Toronto will work together on Quayside-wide matters such as affordable housing, a Phasing Plan, a Streets and Block Plan, and the Conceptual School Plan required in the Keating Channel Precinct Plan.

Specific “h” listing requirements differ from Block to Block. Proponents are directed to the Zoning By-Laws. The Minutes of Settlement are provided as background material of this assignment.

A.3 MUNICIPAL SERVICES AND UTILITY INFRASTRUCTURE

In keeping with the approved [East Bayfront Class Environmental Assessment Master Plan](#), and [Addendum](#), Waterfront Toronto has made significant infrastructure investments to support new development in the eastern waterfront.

a. Servicing Development Blocks 1 and 2

Existing water supply, sanitary sewers, storm sewers and force main servicing Development Blocks 1 and 2 are shown in a diagram titled “Quayside – East Bayfront Existing Municipal Infrastructure” provided as background material. Natural gas will be supplied by Enbridge Gas Distribution. Enbridge has gas mains located on portions of Queens Quay East west of Bonnycastle Street and on the west side of Bonnycastle Street. Power will be provided by Toronto Hydro (THESL). As part of the previous developments in this area, THESL has invested significant capital to add capacity to their grid in this area. THESL has installed new duct and manhole systems along Queen Quay East, Bonnycastle Street and Small Street, with provisions for power at three locations. This information is provided by Waterfront Toronto based on existing records. Proponents must verify the location, existence and availability of servicing and servicing connections.

b. Stormwater Management System – East Bayfront, West Don Lands and North Keating

Among Waterfront Toronto’s infrastructure contributions is the phased construction of a new stormwater management system, servicing the East Bayfront, West Don Lands and the North Keating Community. Managing and treating stormwater is critical to conveying runoff, preventing flooding and ensuring pollutants are removed from the water prior to being discharged into Lake Ontario. Developed in line with Waterfront Toronto’s [Resilience and Innovation Framework for Sustainability](#), the new stormwater management system addresses the growing number of extreme weather events caused by our changing climate and alleviates pressure on our current sewer system.

The stormwater management system includes the Cherry Street Sanitary Pumping Station, the Cherry Street Stormwater Management Facility, the UV Treatment Facility beneath Sherbourne Common and an in-water pipe along the Water’s Edge Promenade in East Bayfront (construction of the latter anticipated to begin in early 2021).



With beautiful design and state-of-the-art technology, the Cherry Street Stormwater Management facility will serve as an architectural landmark along Lake Shore Boulevard East

A.4 ADJACENT COMMUNITY AMENITIES AND FACILITIES

New development within the revitalized waterfront will be near to a range of existing and planned amenities in West Don Lands, the Distillery District and the St. Lawrence neighbourhoods. In addition to an extensive network of new parks and public spaces within the wider waterfront, the East Bayfront will deliver two child care centres (one in the Aquabella mixed-use condominium development within Bayside, and the other within The Arbour, the upcoming addition George Brown College's waterfront campus), and a community centre (in the Aqualuna mixed-use condominium development within Bayside). These amenities will be publicly accessible and will serve all new residents of the East Bayfront, including new development in Quayside. Additional community facilities, including childcare centres, are conveniently located in the St. Lawrence neighbourhood, immediately north of Quayside.

School children in Quayside will have the opportunity to attend Market Lane Public School, St. Michael Catholic School, or Downtown Alternative School. An additional school is planned to be delivered as part of the Menkes Sugar Wharf project, and additional school lands are reserved in the West Don Lands, the Keating Channel and Villiers Island neighbourhoods.

A.5 QUEENS QUAY REVITALIZATION AND TRANSIT

The extension of higher order transit is a priority for the successful implementation of the East Bayfront and Keating Channel Precinct Plans and for the development of the Port Lands. The provision of light rail transit ("LRT") in a dedicated right-of way, as part of a revitalized Queens Quay East, has been approved through both the

[East Bayfront Transit Environmental Assessment](#) and the [Lower Don Lands Infrastructure Master Plan](#) and [Appendices](#). This new LRT line would connect East Bayfront and ultimately the Port Lands to Union Station and the downtown core. Waterfront Toronto is working in partnership with the TTC and the City of Toronto to pursue options for LRT along Queens Quay East. Until implementation of the ultimate transit option, the Development Blocks will continue to be served by frequent bus service utilizing the 72B Pape and 6 Bay TTC buses, the latter with two-minute headways during morning and evening peak hours and direct access from Union Station and the financial core. As set out in Part 1, Section 1.7.2.1 of the RFQ, a new environmental assessment process is underway, and Waterfront Toronto and TTC are currently undertaking design to 30% design stage, and no further funding for the remainder of design and construction currently exists.

In addition, the [Ontario Line](#) has two planned stations in close proximity to Quayside: Corktown and East Harbour. The Ontario Line is, a 15-station rapid transit line between Exhibition Place and the Ontario Science Centre that is being procured and delivered by Infrastructure Ontario and Metrolinx. The [Preliminary Design Business Case \(December 2020\)](#) targets an opening of 2030, and is subject to ongoing planning and design, including developing a Final Business Case.

A.6 HOUSING PLAN (AFFORDABLE RENTAL, AFFORDABLE OWNERSHIP AND MARKET HOUSING)

A minimum of 20% of residential suites within Quayside will be delivered as Affordable Housing. Further, Waterfront Toronto has a pre-existing requirement for land sufficient to accommodate an additional 93,000 square feet of Affordable Housing from an adjacent development. The precise amount of land to be reserved for additional Affordable Housing will depend on the proportion of development that is ultimately proposed by the Quayside Development Partner to be residential, however, it will total almost 24% of the “as-of-right” residential gross floor area and potentially more, consistent with the outcomes of current affordable housing programs such as the City’s Housing Now program. Waterfront Toronto is looking at public funding and other sources of funding and financing. A link to the most recent City staff report addressing Housing Now targets appears in Section 1.6.1.

“Affordable Rental Housing” is defined as rental housing for which the average rents, by unit type, are equal to or below 100% of the average City-wide rents, as reported annually by the Canada Mortgage and Housing Corporation. Please note that the City of Toronto is currently reviewing the definitions of “Affordable Rental Housing” and “Affordable Rents” which incorporate an income-based approach. The new definitions require City Council approval and are likely to impact Quayside. More details are anticipated at the RFP stage.

The locations and approximate configuration of Affordable Housing sites or integrated units in Quayside will be determined by Waterfront Toronto and the Development Partner, working together and with the approval of the City of Toronto’s Housing Secretariat and City’s Planning Division.

Proponents are to be aware of the following high-level principles and potential opportunities:

a. Programmatic Considerations

Quayside will prioritize access to housing for populations facing barriers, such as Indigenous and racialized communities, including seniors (consistent with Aging in Place as outlined in Part 1, Section 1.7.1.8), persons with disabilities, and women fleeing domestic abuse. Priority will also be given for supportive housing.

b. Design and Planning Principles

In the case of an Integrated Model, the Successful Proponent will be expected to design and build units with the following targets:

- Housing mix of 40% studio and one-bedroom units, 40% two-bedroom units and 20% three+ bedroom units
- Compliance with City's Affordable Housing Guidelines
- Units in desirable locations
- Minimum accessibility requirements as per the [City of Toronto Affordable Rental Housing Design Guidelines \(2015\)](#)
- Design excellence
- Delivery of Affordable Rental Housing concurrently with the development of market housing, in accordance with the East Bayfront Affordable Housing Delivery Agreement Sections 3.10 and 3.11.

c. Funding and Financing of Affordable Rental Housing

Waterfront Toronto is in discussions with the City of Toronto and the Canada Mortgage and Housing Corporation (CMHC) regarding funding and financing opportunities for affordable housing at Quayside. As discussed in the City Staff Report referenced in Part 1, Section 1.6.1 "The Subject Lands" under Block 3, the City's Housing Secretariat supports the Affordable Housing initiative at Quayside. The City's Open Door Affordable Rental Program is being explored, which includes exemptions for development charges, property taxes, and other fees and charges. Programs within CMHC's National Housing Strategy are also under consideration.

Other opportunities will continue to be explored, including affordable home ownership programs. Funding programs may impose accessibility or other design or programmatic requirements in excess of applicable laws. More information should be available to Shortlisted Proponents at the RFP Stage.

A.7 WATERFRONT TORONTO DESIGN REVIEW PANEL

Since its creation in 2005, Waterfront Toronto's Design Review Panel (DRP) has comprised a premium cast of architects, landscape architects and other design experts from across Canada. The DRP consists of some of Canada's leading influencers in architecture, landscape, and engineering, and assists Proponents in achieving the level of design excellence sought for the waterfront. Projects typically come to DRP at multiple stages in their development, from pre-design through to construction drawings in some cases. Waterfront Toronto's plans and designs have won numerous awards including from the Canadian Society of Landscape Architects, the Canadian Urban Institute, the Toronto Urban Design Awards, the Urban Land Institute, International Association of Business Communicators, and Lee Kuan Yew World City Prize Special Mention.

The Waterfront Toronto Design Review Panel [By-laws](#) and [Handbook](#) are available by accessing the link.

A.8 SUSTAINABLE DEVELOPMENT

Sustainable development is embedded as a core principle in every aspect of Waterfront Toronto's revitalization efforts. Beyond creating beautiful and functional public spaces, Waterfront Toronto is developing green, livable, and prosperous communities that will enhance the environment, benefit the economy, and produce social-cultural gains in a triple bottom line approach.

Waterfront Toronto's initial 2005 Sustainability Framework was updated and superseded in 2017 with the [Resilience and Innovation Framework for Sustainability](#), which provides the overarching corporate policy on sustainability and presents a roadmap to guide the transformation of the waterfront into sustainable communities. The 2017 [Resilience and Innovation Framework for Sustainability Action Plan](#) builds on this commitment to sustainability through an increased focus on low carbon, resilient, human-experience driven, biophilic and intelligent community development.

A.9 WATERFRONT TORONTO EMPLOYMENT INITIATIVE (WTEI)

Developing a WTEI Workforce Development Plan

The Successful Proponent will be expected to provide a comprehensive workforce development plan that includes:

- a.** An agreed upon minimum number of hours and positions that will be provided to equity seeking groups. These positions should be considered for all aspects of work, including: construction, professional/consulting and post occupancy (retail and commercial tenants). The plan should also commit to additional opportunities such as (but not limited to): apprenticeships, job shadowing programs, mentorship, workplace learning opportunities, post occupancy positions, and direct employment with the Proponent.
- b.** A customized construction, hiring and development schedule to assist WTEI partner agencies in providing support services to potential WTEI candidates, ensuring the provision of qualified candidates.
- c.** A high-level breakdown of what proportion each type of opportunity will contribute to the total number of committed hires.
- d.** Assigning a WTEI liaison who will be responsible for the coordination of WTEI candidates and service providers as well as hold responsibility for accurate quarterly reporting of progress throughout the project (including post-construction).
- e.** An agreed upon minimum project dollar value to be used in procurement from local and diversely owned businesses as identified in the [City of Toronto's Social Procurement Program](#).
- f.** WTEI Reporting, which includes the quarterly reporting of progress by the Proponent

throughout the project and a final presentation of results at the project's conclusion. All reporting will be posted publicly on the WTEI website.

- g.** Inclusion of WTEI commitments outlined above in all sub-contract work related to the project in all downstream contracts (such as construction contracts, professional contracts, retail and leasing contracts).

Examples of best practices from other projects can be found here:

- [Metrolinx Community Benefits Framework](#)
- [Eglinton Crosstown Apprenticeship Plan](#)
- [Gordie Howe Bridge Community Benefits Plan](#)
- [Mowat Centre Community Benefits Agreements](#)
- [United Way ILEO Initiative](#)

A.10 BUSINESS AND IMPLEMENTATION PLAN PROCESS

As outlined in the Memorandum of Understanding 2006 (MOU), between Waterfront Toronto, the City and TEDCO (now, CreateTO), provided as part of background material, Waterfront Toronto must submit a Business and Implementation Plan (BIP) for Council approval in order to direct the disposition of city-owned lands.

The purpose of the BIP is to detail a practical and financially viable plan to realize the shared vision for the waterfront, furthering City and government objectives regarding employment and economic development, sustainability and resiliency, innovation, and affordable housing.

The BIP will provide City Council with the necessary information to make an informed decision with respect to the build out of municipal infrastructure, the transfer of City-owned lands, and the terms by which they will direct Waterfront Toronto to transact on said lands for the purpose of waterfront revitalization.

The BIP will be drafted by Waterfront Toronto working with City Planning, Corporate Finance, Financial Planning, Real Estate Services, CreateTO and other relevant City divisions and agencies. It will address anticipated costs, revenues and phasing, as well as implementation roles and responsibilities.

The BIP will investigate and detail implementation strategies across a range of areas, including:

- Development Planning (including Phasing, Land Use, and Business Relocation)
- Transit & Mobility
- Sustainability, Climate Positive Strategies, Utility Infrastructure, and Flood Protection
- Public Realm, Parks, and Ground Floor Animation
- Community, Inclusivity, and Cultural Development
- Economic Development, Inclusive Prosperity, Job Growth and Private Sector Investment
- Affordable Housing
- Waterfront Toronto Employment Initiative (WTEI)
- Project Funding

A.11 HIGHLIGHTS OF THE OCTOBER 2020 PUBLIC ENGAGEMENT

Four years ago, we set out to create an ambitious plan for Quayside. Since then, we have heard from thousands of people who have expressed support for Quayside's promise for greater housing affordability, climate sustainability, transit and mobility connections along the water's edge, and the creation of high-quality jobs and new economic opportunity.

In 2020 we found ourselves in a very different world than when we began. The COVID-19 pandemic, growing social inequality, economic insecurity, and mounting climate crisis have made us all take pause and consider what kind of world we want to be living in. Throughout the latter half of 2020, we reflected on the goals we initially set out to accomplish at Quayside and created another opportunity to hear from the public.

Through the most recent round of engagement held in October 2020, more than 500 members of the public weighed in and validated our goals for Quayside as a dynamic, inclusive and resilient community. The full Summary Report can be found [here](#) and highlights are provided below:

Goals: Overall, the three goals garnered a consistent level of validation and support from the public with 88% of survey respondents agreeing or strongly agreeing with the goals:

Inclusive: For too many Torontonians, the city is becoming an unaffordable place to live and increasingly difficult to move around in. We believe it is essential for waterfront communities to be equally inviting to people of all ages, sex, race, class, incomes, religion, ethnicity, ability, language, sexual orientation, or gender identity.

Resilient: Resilience is about the ability for the community to respond to and thrive under new and ongoing challenges—environmental, social and economic.

Dynamic: In order to have a successful waterfront, we need to draw people to the water and provide interesting things for them to do and see during all four seasons. A dynamic place is one that is inviting, interesting and lively year-round.

Public feedback received through the engagement was clustered into eight important aspirations for Quayside:

- Put community at the centre of planning
- Prioritize and define affordable housing
- Retain elements from the previous work related to sustainability and innovation
- Ensure Indigenous engagement and presence in the design and planning process
- Integrate connections to nature, green space, and the lake
- Balance livability with a dynamic community
- Offer more meaningful and empowering engagements
- Create pedestrian-friendly, public and active transit connections

Covid-19 pandemic and its impact: When asked about what types of programming respondents missed most in public spaces, many participants gravitated toward social events and leisure activities, such as street festivals, art, music and culture events, performances, farmers' markets, and other types of public gatherings. And, when

asked about positive changes created by the pandemic that they would like to see preserved moving into the future, suggestions included: street closures to increase walkability, active transit (especially bike lanes), more outdoor patios and dining, less traffic and pollution, and greater appreciation and use of parks and outdoor spaces.

A.12 ONLINE ROSTER OF INTEREST

Waterfront Toronto is interested in helping facilitate new collaborations, infuse new ideas and create opportunities for a broad array of businesses to contribute to achieving our objectives for Quayside. To this end, Waterfront Toronto has made available an online form for companies interested in working with Proponent teams for the Quayside Development Opportunity to provide information on their offerings. This resource can be found at: www.QuaysideTO.ca.

The information presented on this site is information provided to Waterfront Toronto by third parties. Waterfront Toronto has not reviewed, investigated or otherwise vetted in any manner the companies that are listed on the site or any information relating to such companies. The listing on the site does not constitute any endorsement or preference by Waterfront Toronto. Waterfront Toronto is not responsible for any errors or omissions on the site or in respect of any company noted on the site, nor is Waterfront Toronto responsible for any matter arising from the use of this information or any further information that may be provided by or in respect of such companies. All information is provided “as is”, with no representation of completeness, accuracy or timeliness, and Waterfront Toronto makes no representation or warranty of any kind, express or implied, regarding any information provided by or respect of the companies listed. All proponents should make their own inquiries and conduct their own due diligence, and any use of the information is at their own risk without liability of, or recourse to, Waterfront Toronto.

Certain links in the site connect to other websites maintained by third parties over whom Waterfront Toronto exercises no direction or control. Waterfront Toronto makes no representations as to the information contained in other websites.

A.13 MARKET SOUNDING

Waterfront Toronto reached out to a variety of organizations in order to better understand the market. The presentation used for these purposes is provided as part of the Background Documentation.

A.14 LIST OF BACKGROUND DOCUMENTATION

To help Proponents prepare their submissions, the following exhibits are available as background material on this assignment, issued on the Bonfire portal as separate documents, and will form part of Appendix A – General Background Information:

- Minutes of Settlement
- Diagram titled “Quayside – East Bayfront Existing Municipal Infrastructure” (Section A.3.a)
- East Bayfront Affordable Housing Delivery Agreement
- Memorandum of Understanding (MOU 2006) between Waterfront Toronto, the City and CreateTO (formerly, TEDCO) (Section A.10)
- Market Sounding Presentation



Glossary

GLOSSARY

Blackout Period: the period of time immediately following the release of the RFQ until the determination of the Successful Proponent following the RFP, during which lobbying and certain communications are prohibited. Please refer to Sections 2.3 and 2.4 for more information.

Development Blocks: the five development blocks that are the subject of this RFQ and any subsequent RFP, illustrated in Figure 2 of this RFQ.

Development Lead: the member of the Proponent team that provides the RFQ and RFP submissions and the entity that would enter into agreements with Waterfront Toronto (and potentially the City of Toronto in connection with Block 3B), becoming the Development Partner.

Development Partner: the member of the Successful Proponent team that would enter into agreements with Waterfront Toronto (and potentially the City of Toronto in connection with Block 3B) for the development of the Development Blocks.

Evaluation Committee: part of the overall RFQ evaluation team, the committee responsible for scoring RFQ submissions in accordance with the evaluation criteria in the RFQ. The Evaluation Committee comprises senior management from Waterfront Toronto and representation from the City of Toronto and CreateTO. More details can be found in Section 2.1.6 of this RFQ.

Financial Advisor: the independent financial advisor carrying out a pass/fail evaluation of the financial capacity of the Development Lead, or their financial partner, of each qualified Proposal. The Financial Advisor for this RFQ is KPMG LLP.

Green Building Requirements V3 (GBRs): Waterfront Toronto's Green Building Requirements V3 mandate high performance buildings, smart technologies and passive design, and define Waterfront Toronto's vision for green building design and construction on the waterfront.

Integrated Design Process (IDP): is a process to ensure all project disciplines collaborate in providing effective design solutions that optimize relationships between systems, as described in more detail in the GBRs.

Joint Venture: for the purposes of this RFQ, a Joint Venture is an association of two or more parties who combine their money, property, knowledge, expertise or other resources in a single joint business enterprise, sometimes referred as a consortium.

Key Personnel: the team members, firms or entities on each Proponent team required to satisfy the requirements of Section 3.4 (A.1) of the RFQ.

Minutes of Settlement: the site-specific minutes of settlement approved at the Ontario Municipal Board, and which bring Zoning By-law 1174-2010 into force for Development Blocks 3, 4 and 5. The Minutes of Settlement is provided as part of General Background Information.

Participant in Charge: where a Proponent is a Joint Venture, the representative of the Joint Venture (i.e., the member chosen by the other members of the Joint Venture to act on their behalf).

Preferred Proponent: is the Proponent selected through the RFP stage to enter into confidential discussions and finalize binding agreements with Waterfront Toronto for the Quayside development.

Proposal: submissions from Proponents in response to this RFQ (as opposed to an RFP proposal).

RFQ Contact: the sole Waterfront Toronto point of contact for Proponents regarding the RFQ, as described in Section 2.3 of the RFQ.

RFP Stage: the RFP stage is intended to be the second stage in this procurement process, whereby Waterfront Toronto will issue a Request for Proposals document to the Shortlisted Proponents, and Shortlisted Proponents will be invited to enter into commercially confidential discussions and submit proposals.

Shortlisted Proponent: a small number of appropriately qualified Proponents (approximately three) selected through the RFQ to proceed to the RFP stage.

Steering Committee: the committee responsible for overseeing the Evaluation Committee's evaluation of Proposals. The Evaluation Committee comprises representatives from Waterfront Toronto's executive team, the City of Toronto and CreateTO. More details can be found in Section 2.1.5 of this RFQ.

Submission Deadline: the deadline for submitting Proposals in response to this RFQ, as set out in Sections 2.2 and 2.5.1.

Successful Proponent: the successful Proponent resulting from the RFP stage that has entered into binding agreements with Waterfront Toronto.

Technical Team: the team responsible for reviewing and analyzing Proposals and providing their factual findings to the Evaluation Committee. The Technical Team is comprised of Waterfront Toronto staff, City of Toronto staff, and supported by external subject matter experts and the Financial Advisor.





WATERFRONTToronto

March 26, 2021

**Request for Qualifications
RFQ #2020-14
Quayside Development Opportunity**

Addendum #1

Please refer to the Request for Qualifications document, which is hereby amended as follows. The additions, deletions and/or revisions as hereinafter specified, shall become part of the Request for Qualifications document:

1. Section 2.2 RFQ Timetable of the RFQ

Submission Deadline: The deadline *has NOT been changed* and remains:

May 12, 2021 at 2:00 p.m. (local Toronto time)

2. Optional Briefing Session – Zoom Webinar

An optional briefing session is being held virtually by Waterfront Toronto via the **Zoom webinar** platform on **March 30, 2021 at 01:00 pm EDT (local Toronto time)**.

Those interested in attending this briefing session should register through the messaging function within Waterfront Toronto's Bonfire Portal (under "Opportunity Q&A" tab) and include information regarding the company they represent, the attendees and their position title. Registration is recommended but not mandatory.

Information about how to connect to the briefing session follows below. Please note, joining online enables participants to view presentation slides and ask questions via online chat.

Participation **online**:

- Please click this [link](#) to join the webinar.
- Passcode: 329847

If unable to join online, participants may dial-in by **telephone** (please note, participants joining by telephone are not able to pose questions):

- International numbers available [here](#).
- Webinar ID: 972 2847 9510
- Passcode: 329847

Note: the presentation and questions and answers will be issued by addenda after the briefing session. As stated in the RFQ, if Waterfront Toronto provides verbal answers

to any question(s) posed at the briefing session (if any), or in any other forum, answers will not be considered final unless and until a written answer is provided via addendum.

3. Enquiries

The following enquiries have been received, and responses have been provided for clarification and information purposes.

	Question	Response
1	Is there an opportunity to have private (developer) ownership of the rental affordable housing?	<i>It is intended that the rental affordable housing be owned only by the City of Toronto, a non-profit organization or a housing co-operative.</i>
2	Is there an opportunity to include purpose-built market rental units in this development?	<i>It is not a requirement for the project. Proponents could add purpose-built rental to their proposals, but it would need to be considered along with the other technical and financial objectives of the project.</i>
3	Is cost consulting considered to be a part of this scope or will it be procured separately?	<i>Developers are requested to come with a full team which may include cost consultants, but cost consulting is not a requirement of the RFQ.</i>
4	<ul style="list-style-type: none"> a) Is there a word and/or character limit for the messages? b) Are the messages only viewed by Waterfront Toronto or can other Proponents view the Q&A's immediately? c) Can attachments be added to the message to support the question? d) To re-confirm, if a message is marked Confidential in the subject heading, will the Q&A be posted for all Proponents; or will it remain with Waterfront Toronto for review and response directly back to the Proponent? 	<ul style="list-style-type: none"> a) <i>Bonfire platform allows for over 65,000 characters.</i> b) <i>When a message is posted in Bonfire under Q&A, that message is viewed by Waterfront Toronto only. However, the questions are answered by means of the issuance of Addenda, as indicated in Section 2.4 of the RFQ document.</i> c) <i>No.</i> d) <i>Please refer to Section 2.4 of the RFQ document, which includes detailed information about how questions (general and confidential) are considered and addressed, including circumstances where Waterfront Toronto may determine that circulating a clarification publicly is appropriate.</i>

	Question	Response
5	<p>(a) Is there a limit to the number of team members for an organization that may participate at the briefing session?</p> <p>(b) Will the attendees and / or organizations that participate in the Optional Briefing session be visible to all attendees during the meeting?</p> <p>(c) Will minutes or notes from the Optional Briefing Session be distributed to all attendees and / or proponents?</p> <p>(d) If yes, will the attendees and / or organizations that participate in the Optional Briefing session be listed in the aforementioned follow-up minutes or notes?</p>	<p>(a) <i>No.</i></p> <p>(b) <i>The briefing session is set up as a webinar, where attendees' names are not intended to be visible to other participants. Waterfront Toronto is not responsible for any Zoom platform limitations or technical issues that may make participants' names public. All questions submitted to the Q&A function of the Zoom webinar will appear to all participants as submitted. Note: participants can select to ask questions anonymously or not.</i></p> <p>(c) <i>The briefing session presentation and questions and answers will be issued by addendum. Also, refer to item 2 above – Optional Briefing Session – Zoom Webinar.</i></p> <p>(d) <i>Waterfront Toronto will not include the attendee list or attribute names to questions as part of any addendum.</i></p>

Proponents should acknowledge receipt of this Addendum by inserting its number on the Submission Form (Form 1).

All other terms and conditions to remain the same.

Procurement Department

END OF ADDENDUM #1



April 13, 2021

**Request for Qualifications
RFQ #2020-14
Quayside Development Opportunity**

Addendum #2

Please refer to the Request for Qualifications document, which is hereby amended as follows. The additions, deletions and/or revisions as hereinafter specified, shall become part of the Request for Qualifications document:

1. Section 2.2 RFQ Timetable of the RFQ

Submission Deadline: The deadline *has NOT been changed* and remains:

May 12, 2021 at 2:00 p.m. (local Toronto time)

2. Briefing Session Slide-deck

The optional briefing session slide-deck is attached to this Addendum no. 2.

3. Section 2.4.1 (d) Prohibited Proponent Communications

Spanier Group and Standard Practice **are inserted** into section 2.4.1 (d) Prohibited Proponent Communication.

4. Enquiries

The following enquiries have been received, and responses have been provided for clarification and information purposes.

	Question	Response
1-5	<i>Refer to Addendum 1</i>	
6	Will the presentation be made available after the optional briefing session?	<i>The presentation is attached to this Addendum no. 2.</i>
7	Will the briefing session be recorded for proponents to access at a later date?	<i>The briefing session was not recorded. The presentation and questions and answers are provided by addendum.</i>

	Question	Response
8	Where can we access the Roster of Interest?	<i>The Roster of Interest is available on QuaysideTo webpage. Link included here: https://quaysideto.ca/roster-landing-page/</i>
9	We were unable to attend the briefing session but are hoping to create a team with other interested parties. Is there any way to receive an attendees list?	<i>Refer to Addendum 1, Question 5. Also, the Roster of interest is a tool made available to organizations that may help forming teams.</i>
10	What is Waterfront Toronto's anticipated response time to questions posted on Bonfire?	<i>The goal is to address the questions in an expeditious manner. Addenda as issued will cumulate questions received over a short period of time.</i>
11	How will confidential questions be addressed?	<i>Refer to Section 2.4 of the RFQ document, which includes detailed information how questions are considered and addressed, including circumstances where we may determine that circulating a clarification publicly is appropriate. Should Waterfront Toronto consider a question confidential indeed, an answer is provided to the particular proponent on Bonfire via direct reply.</i>
12	Section 2.5.3 indicates a cover letter is required. Is this to be included at the beginning of the Technical Proposal submission? Is it exempt from page # maximums?	<i>Yes, cover letter is to be included at the beginning of the Technical proposal submission and it is exempted from the page count.</i>
13	Form F3- Project Experience Form- How/where do we attach the photos/renderings? After each one of the 5-10 projects? Is there a maximum # of photos/pages per project?	<i>Images, photographs and renderings may be pasted into Form F3, after each project description. There is no page limit to images, photos or renderings.</i>
14	Are we permitted to alter/reformat Forms F2 and F3?	<i>The forms may be modified to fit the information.</i>

	Question	Response
15	Section B.4 indicates the submission of additional info- is this intended to only be from the development lead? Or can it be from the lead architect and other key personnel as well?	<i>In connection with the following wording, "Proponents may choose to include additional information such as corporate brochures, photographs, promotional literature, etc., provided such additional information does not exceed 10 pages", the material is intended to relate to the Proponent team, and can include information about the Development Lead, Lead Architect and other Key Personnel.</i>
16	If no team members have any information to complete on the Form F4-Litigation Disclosure do we still need to submit one per member, or can we submit 1 form and indicate no litigation for all team members on the single form?	<i>In such case, one Form F4 can be used, provided it is clear from the Form F4 submitted that all team members are addressed.</i>
17	Does the client only want litigation information from the developer?	<i>Form F4 - Litigation Disclosure is required for each member of the Proponent's team, and at a minimum Key Personnel.</i>
18	Does affordable ownership housing count in the 20% affordable housing requirement? The RFQ makes reference to 20% affordable rental housing and does not explicitly include affordable ownership.	<i>The 5% affordable home ownership component is in addition to the minimum 20% of residential development plus the Parkside obligation of approximately 93,000 sq ft, as referred to in the RFQ.</i>
19	For the affordable housing, is the 5% affordable ownership in addition to or included in the 24% that can be rental and co-op?	<i>In addition. See question 18.</i>

	Question	Response
20	<p>Could you please talk to timing of when submissions will need to be submitted related to operating of a component of Waterfront Toronto's goal, aging in place, specifically housing for seniors and Long-Term Care.</p>	<p><i>Waterfront Toronto (WT) submitted an application to the Ministry of Long-Term Care (MOLTC) in September of 2020 offering potential space at Quayside for a long-term facility. If the MOLTC would like to proceed at Quayside, WT expects the Ministry will match WT with an LTC provider or there could be a separate process to solicit one in the future. WT will continue discussions with the MOLTC and decide whether to continue pursuing an LTC facility before the RFP is released to the Shortlisted Proponents. Aging in place and seniors housing and services will be a component of the mixed-use, multi-generational community at Quayside whether there is an LTC facility or not. More information will be provided in the RFP to the Shortlisted Proponents.</i></p>
21	<p>Re: RFQ Sections 1.7.1.8 and 3.4.C.1 (H) – Requirements for Aging in Place</p> <p>Section 1.7.1.8 Aging-In-Place makes reference to pilot projects for long-term care, Waterfront Toronto's Aging in Place Strategy and the potential for long-term care all of which will be provided to Shortlisted Proponents at the RFP Stage.</p> <p>Section 3.4.C.1 (H) of the RFQ requires the proponent to provide a vision & ideas for incorporating long-term care and aging in place housing and amenities, including design, construction, operation and cost.</p> <p>Please confirm that it is Waterfront Toronto's intention for the Proponent to provide within the RFQ Submission the information as described in Section 3.4.C.1.(H) more specifically design, construction, operation and cost. We note this type of vision and associated costing, etc. is usually provided at RFP stage not RFQ.</p>	<p><i>Waterfront Toronto is <u>not</u> requiring details of actual design, construction, operation and cost for the Proponent's vision of the Quayside aging in place and long-term care components (Section 3.4.C.1(h)).</i></p> <p><i>However, Waterfront Toronto is requiring details of actual design, construction, operation and cost on projects for the Proponent team's experience incorporating long-term care and aging in place housing and amenities (Section 3.4.B.1 (h)).</i></p>

	Question	Response
22	Please define Lead Architect. Are you seeking a singular vision from an individual firm or are you open to associations/joint ventures?	<i>Associations or joint ventures formed for the Lead Architect are acceptable. However, note that Lead Architect will design the first block and act as a master architect, in which role they will produce the design guidelines and oversee the implementation of the guidelines in the remaining blocks. The Lead Architect will not be eligible to compete for the design of the remaining blocks. To clarify, all the firms in the joint venture of the Lead Architect are disqualified from the other four blocks.</i>
23	Will the lead architect design team (retail, landscape, design) be precluded from participating in the design competition for the remaining blocks? (After having completed the conceptual design for the first block north of Queens Quay)	<i>The Lead Architect (even after having completed the concept design for first block) is precluded from competing for/leading the design of the remaining blocks. The purpose of the design competition is to identify the building architects for the remaining blocks. The retail and landscape architects part of the Development Partner's team will be permitted to work on all five blocks for the purposes of continuity.</i>
24	In the RFQ there is an inconsistent statement as it relates to the role of the retail architect. In one section it states that the retail architect is responsible for the exterior design of the first storey, and then in another section it states it can be more. Could you please elaborate on the design intentions/expectations that Waterfront Toronto is driving here?	<i>The Retail Architect will be responsible for designing the entire ground floor experience across all development blocks in Quayside. If the proposed animation uses extend beyond the first floor, the Retail Architect should be involved in the design of those spaces as well.</i>
25	If an architect took part in designing and completing other projects involved in Waterfront Toronto and adjacent to Quayside are they precluded from this solicitation?	<i>No, they are not.</i>
26	For lead architect, how do you define first block?	<i>First block refers to the block that will be implemented first as determined by Waterfront Toronto and the Development Partner – likely Blocks 1 or 2 shown in Figure 2: Quayside Block Plan of the RFQ.</i>

	Question	Response
27	For the selected Lead Developer team, would key personnel e.g. landscape architect, sustainability consultant, retail architect, etc., be precluded from joining other teams for the individual design competitions? If any clarity around preclusions for the international design competition could be provided, that would be greatly appreciated.	<i>The purpose of the design competition is to identify the building architects for the remaining blocks. The retail, landscape architects, sustainability consultants, etc. will be permitted to work on all five blocks for the purposes of continuity and would be engaged on the other blocks once the design competitions are finished.</i>
28	Is there an opportunity to bring in a retail consultant later in the process?	<i>Retail consultant is one of the Key Personnel required by the RFQ. This element is a rated criteria and the applicable scoring will be affected if an incomplete team is submitted.</i>
29	Further to the response to the retail designer, does this mean that the entire ground floor is envisioned for retail only? For example, is it possible for the team to suggest an integrated team approach that considers a mix of public uses, such as a public library or a community centre? Or is the ground floor to be fully committed to revenue generation vs. social good?	<i>The RFQ is not prescriptive about uses at the ground floor level as long as they meet the animation requirements. The term retail architect is used for someone who has specific expertise in designing spaces that can meet the functional and technical requirements of a range of ground floor tenants. The Retail Architect should be the lead designer of the ground floor spaces, but collaboration with the Lead Architect is encouraged. Any proposed uses should be feasible and it is up to the proponent to outline how they would realize them. The ground floor does not have to be exclusively revenue-generating uses, however, any proposal for libraries, communities centers or other such public uses must be accompanied with a partner who will own and/or operate the space.</i>
30	Will the developer be the builder of the Cultural component building on Block 5?	<i>There could be an opportunity for the developer to be involved in building the cultural destination on Block 5. More information will be shared with shortlisted proponents at the RFP stage.</i>
31	Could you please elaborate on the scope of work for Cultural Expert as part of the team - for the overall development or specific to the Cultural building on Block 5.	<i>While there will be a focus on Block 5 in terms of a cultural destination, the Cultural Expert may also be actively engaged in the broader site, to consider programming and animation opportunities, as well as complimentary retail uses. Proponent teams should be clear in how they are intending to leverage this expertise within their overall planning for the site.</i>

	Question	Response
32	<p>Re: RFQ Sections 1.7.1.5 and 3.4.C.1 (e) – Requirements for Cultural Destination</p> <p>Section 1.7.1.5 (page 22) Cultural Destination makes reference to Waterfront Toronto providing more details on its cultural activation strategy at the RFP Stage.</p> <p>Section 3.4.C.1(e) Cultural Destination: Proponents vision or high level ideas for developing cultural spaces, including potential programming and partners, and ideas for financing costs to build and operate.</p> <p>Please confirm that it is Waterfront Toronto's intention for the Proponent to provide within the RFQ Submission the information as described in Section 3.4.C.1.(e) more specifically ideas for financing costs to build and operate. We note this type financing options, vision, costings etc. is usually provided at RFP stage not RFQ.</p>	<p><i>At this stage, we are looking for high-level ideas to demonstrate that the Proponent teams understand the underlying constraints for this type of use. A more detailed approach will be required at the RFP stage.</i></p>
33	<p>There is a part of block 3, owned by a separate private owner. Is that part of the lot expected to be part of the project and purchased by the winning proponent or is that site to remain separate from the project?</p>	<p><i>Plaza Partners owns a portion of the lands that comprise Block 3 (307 Lake Shore Boulevard East, identified in the RFQ on page 14 (indicated in red)). The By-law encourages a comprehensive approach to the block; however, the Quayside project can move forward without ownership of this site.</i></p>
34	<p>Given the adjacent silo site and its relationship to this site, will we be apprised of where Dream/Great Gulf is with their approvals?</p>	<p><i>City Council accepted the Settlement Offer for the Dream/Great Gulf site, the details of which can be found here: http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.CC28.11 . Waterfront Toronto will continue to work with Dream/Great Gulf and the Successful Proponent to ensure that development is coordinated between the sites.</i></p>

	Question	Response
35	Is there a desire to re-open site-specific zoning, or will Proponents have to work within site zoning framework already approved?	<i>Waterfront Toronto will not require Proponents to work strictly within the site-specific zoning, provided that their development proposal adheres to the intent of the precinct plans and protects for spaces to be used as community services and facilities. The priorities in considering changes would include design excellence, sustainability, and a beautiful and generous public realm. Any development proposal that differs from the existing site-specific zoning would need approval from Waterfront Toronto and would be required to adhere to the municipal re-zoning process.</i>
36	What is timing for completion for Silo park and Parliament Slip?	<i>Our current working assumption with respect to timing is that Parliament Slip will be completed in 2025 and Silo Park in 2026.</i>
37	What's the anticipated timing for Blocks 1 and 2 to be built out, and then Blocks 3-5?	<i>Subject to the typical assumptions about approval timelines and satisfaction of enabling requirements disclosed in Section 1.6 of the RFQ, Waterfront Toronto's anticipates the build out of Blocks 1 and 2 to start in 2023-2024, and Blocks 3-5 in 2026. Ultimately, Waterfront Toronto is seeking input and advice from Proponents on appropriate timelines</i>
38	Are there existing institutions/non-profits looking to make a home in Block 5?	<i>While Waterfront Toronto has had conversations with several arts and culture organizations regarding this opportunity, these conversations have been preliminary in nature. Additional information will be shared with Shortlisted Proponents at the RFP Stage.</i>
39	Quayside provides an opportunity to deliver transformational socio-economic impacts on the waterfront. Are bidders able to propose their own methodologies to capture and assess the socio-economic impacts of this project?	<i>Refer to the RFQ evaluation criteria for submission requirements. Proponents are free to propose methodologies in areas where the RFQ is not prescriptive.</i>

	Question	Response
40	Will the proponent be expected to purchase any land or buildings?	<i>The Proponents of this Request for Qualifications (RFQ) that are shortlisted for the Request for Proposal (RFP) will be invited to provide an offer to purchase and/or ground lease development blocks, in order to build out their proposed development vision. Details on the type and timing of this offer will be outlined in further detail in the RFP.</i>
41	The financial capacity of the development lead is pass/fail. Will Waterfront Toronto be establishing and declaring a hurdle that the development lead must clear in the evaluation?	<i>Financial Capacity will be assessed by Waterfront Toronto's Financial Advisor, KPMG, on a pass/fail basis. KPMG will consider all financial information provided, such as financial statements, credit rating, etc. in its overall assessment. The hurdle is that the development lead can reasonably be expected to deliver the anticipated commitments of the Development Partner for a project of this scale and ambition based on its demonstrated financial capacity.</i>
42	Will engineering ability/qualifications etc. be part of the evaluation at any point, or is just expected to be a part of the successful development partner's team later on (and not a key consideration)?	<i>Section 3.4 (A.1) of the RFQ sets out the Key Personnel that are expected to be included as part of each RFQ proponent team. RFQ Proponents may bring additional team members to augment and form part of Key Personnel. Only Key Personnel will be evaluated as set out in Section 3.3 B, however, team members forming part of Key Personnel could be taken into account in the evaluation.</i>
43	The development mix seems predominantly residential. Are there thoughts of including an office component?	<i>Quayside is predominantly a mixed-use residential community, however Waterfront Toronto would be receptive to the inclusion of office components, particularly as part of a mixed-use building. Regardless of the proposed use, the development should contribute to an active public realm and a complete community.</i>
44	Is it within this RFP process, that you are also looking to the businesses that would operate within the buildings?	<i>Shortlisted Proponents will be given additional information as to what we may be looking for in terms of references to specific businesses (if any) at the RFP stage, however RFQ Proponents can include businesses that they would suggest help meet the ground floor and public realm activation requirements outlined in the RFQ. .</i>

	Question	Response
45	Can you please confirm whether we have to submit a design (massing models, plans, renderings etc.) or is the vision to be translated in the form of images/materiality/text etc.?	<i>The vision should be expressed in the form of text, images and precedent development projects as outlined in section 3.4C of the RFQ. There is no requirement for a design submission (massing models, plans or renderings).</i>

Proponents should acknowledge receipt of this Addendum by inserting its number on the Submission Form (Form 1).

All other terms and conditions to remain the same.

Procurement Department

// Attachments: Briefing Session Slide-deck

END OF ADDENDUM #2



April 19, 2021

**Request for Qualifications
RFQ #2020-14
Quayside Development Opportunity**

Addendum #3

Please refer to the Request for Qualifications document, which is hereby amended as follows. The additions, deletions and/or revisions as hereinafter specified, shall become part of the Request for Qualifications document:

1. Section 2.2 RFQ Timetable of the RFQ

Submission Deadline: The deadline *has NOT been changed* and remains:

May 12, 2021 at 2:00 p.m. (local Toronto time)

2. Section 1.7.1.2 Indigenous Participation

The first and second paragraph of Section 1.7.1.2 is deleted and replaced with the following:

Waterfront Toronto has committed to ensuring and promoting Indigenous participation in waterfront revitalization, including by entering into a memorandum of understanding with the Mississaugas of the Credit First Nation, the treaty holders of the lands on which Quayside is situated.

The Development Partner should embrace and have specific plans to fulfill Waterfront Toronto's commitment to the participation of Indigenous Peoples in Quayside. Indigenous history and culture will be integrated into Quayside and find presence in multiple elements, such as sustainability and design. Examples of participation include meaningful economic involvement in the project, community services focused on Indigenous Peoples, ongoing engagement and collaboration, entrepreneurial opportunities and incorporation of Indigenous design principles, Indigenous programming or targeted housing grants. Consistent with the memorandum of understanding, Waterfront Toronto is committed to the Mississaugas of the Credit First Nation, as the Treaty Holders, having the right of first opportunity to meaningful economic involvement in Quayside. This is not meant to exclude participation of other groups."

3. Section 1.7.1.3 Housing Plan (Affordable Rental, Affordable Ownership and Market Housing)

The second last paragraph of section 1.7.1.3 is deleted and replaced by the following:

"At the RFP stage, Waterfront Toronto will ask Shortlisted Proponents to provide a proposal based on the delivery of Affordable Housing through a combination of land set aside for

standalone development, and an Integrated Model. In the case of the Integrated Model, the Affordable Housing provider(s) will be a non-profit or housing co-operative, identified by the City based on their selection criteria, working with Waterfront Toronto. For clarification, the Proponent should not form partnerships in this regard.”

4. Section 3.4 Technical Proposal

- .1 Section A – Team Composition: the first paragraph is deleted and replaced by the following:

“It is expected that each Proponent will have a multi-disciplinary team led by a Development Lead, which is the firm or entity that will enter into agreements with Waterfront Toronto, should the Proponent become the successful Development Partner as a result of the subsequent RFP process. The Development Lead should augment their team with additional team members or firms, if necessary, in order to deliver a project that satisfies Role of the Development Partner outlined in Part 1, Section 1.7.1 of this RFQ. Notwithstanding the foregoing, Proponents should not include Indigenous groups on their teams and, for clarity, should not form partnerships in that regard as part of this RFQ. The Team Composition submission should not exceed five (5) pages.”

- .2 Section C.1 – Proponent’s Vision, Methodology and Approach,

Item b)-Indigenous Participation: the paragraph is deleted and replaced with the following:

“The Proponent’s submission should demonstrate a commitment to meaningful Indigenous participation in Quayside, and ideas for incorporating the interests of Indigenous Peoples into the project. The Proponent’s submission should outline ideas for meaningful economic participation of Indigenous groups, and in particular, partnership and equity investment opportunities with the Mississaugas of the Credit First Nation.”

item i) - Waterfront Toronto Employment Initiative (WTEI): the paragraph is deleted and replaced with the following:

“The Proponent’s vision for meeting the WTEI obligations (i.e., the Proponent’s ideas for local hiring, such as who could be employed, and what kinds of employment could be available to them). The Proponent’s submission should also outline ideas for Indigenous groups, and in particular, partnership and capacity building opportunities with the Mississaugas of the Credit First Nation, such as preferred contracting, employment and training opportunities.”

Proponents should acknowledge receipt of this Addendum by inserting its number on the Submission Form (Form 1).

All other terms and conditions to remain the same.

Procurement Department

END OF ADDENDUM #3



April 23, 2021

**Request for Qualifications
RFQ #2020-14
Quayside Development Opportunity**

Addendum #4

Please refer to the Request for Qualifications document, which is hereby amended as follows. The additions, deletions and/or revisions as hereinafter specified, shall become part of the Request for Qualifications document:

1. Section 2.2 RFQ Timetable of the RFQ

Submission Deadline: The deadline *has NOT been changed* and remains:

May 12, 2021 at 2:00 p.m. (local Toronto time)

2. Submission requirements – page count clarification

For reference purposes, the table below provides clarification regarding the maximum number of pages of information allowed for the submission requirements of this RFQ.

Submission Requirement (section 3.4 – Technical Proposal)	Length (page count)
Form 1 – Submission Form (including list of Key Personnel)	
A. Team Composition <ul style="list-style-type: none">Team Composition and Organizational Chart* (5 pages maximum), including Team Diversity (1 page maximum) <p>* Team Organizational Chart can be on tabloid or legal sized paper. All other pages to be 8.5" x 11" sized, as per Section 2.5.3 of the RFQ.</p>	5 pages (total)
B. Project Experience <ul style="list-style-type: none">B.1 (a) to (i) - Written submission – 10 pages maximumB.2: resumes for each Key Personnel - each resume 2 pages maximumB.2: Form 2 - Personnel FormB.3: Form F3 – Project Experience Form - 5-10 projects – each project 3 pages maximum, excluding images, photos or renderingsB.4: Form F4 – Litigation Disclosure – no page limit <p>Plus: marketing materials (maximum 10 pages)</p>	10 pages (total) plus: <ul style="list-style-type: none">- forms- resumes- marketing materials

C. Vision, Methodology and Approach Maximum 15 pages including: <ul style="list-style-type: none"> • C.1 - Vision and Methodology • C.2 - Precedent Projects - 5 pages maximum • C.3 - Development Approach - 1 page maximum 	15 pages (total)
TOTAL	Approx. 60 pages

3. Enquiries

The following enquiries have been received, and responses have been provided for clarification and information purposes.

	Question	Response
1-5	<i>Refer to Addendum 1</i>	
6-45	<i>Refer to Addendum 2</i>	
46	Regarding the "% of Team Member's Work on Project," question on Form F2 - Personnel Form, can you please clarify if you are looking for the percentage of each Key Personnel's estimated percent of involvement based on their other workload at the time they are involved in the Quayside?	<i>We are looking for the percentage of time that each Key Personnel team member expects to spend in relation to the other members of the same team (i.e. Developer and its team, Lead Architect and its team, etc.).</i>
47	Is there a cut-off date when addendum will be issued?	<i>It is anticipated to release the last addendum a week in advance of the RFQ submission deadline.</i>
48	Page numbers - Is there a total number of required pages for the document, or are section headers etc. permitted (if there is no corresponding text)?	<i>Please refer to item 2 above – Submission Requirements- page count clarification.</i>
49	Page numbers - Is the 1-page Diversity & Inclusion statement included as part of the total 5 pages for the Team section?	Yes.

	Question	Response
50	Page numbers - Are the 5 pages for the Vision Precedents section inclusive of the total pages for the Vision section?	<i>The 5 pages (maximum) for the Vision Precedents are to be included in the 15 page total for Section 3.4 C (Vision, Methodology and Approach).</i>
51	Page numbers - Can the organization chart be put on a tabloid/legal size page?	<i>Yes, as long as only the organizational chart is on tabloid/legal size, and not the whole of the Section 3.4 A.3 Submission.</i>
52	Are Personnel Forms, Resumes required for all team members, or only Key Personnel?	<i>If the Development Lead augments its team with additional team members or firms in accordance with Section 3.4 A, then Personnel Forms and Resumes should be provided for such additional team members or firms.</i>
53	Is the % of time allocation intended to be for the full duration of the Quayside project or a particular phase? Should this only include Identified Key Personnel and not other team members? Please clarify how to calculate the time allocation.	<p><i>We are looking for the percentage of time that each team member expects to spend in relation to the other members of the same team, for the duration of time that they Key Personnel (and additional team members and firms) are working on the project.</i></p> <p><i>See Question #52 for team members in addition to Key Personnel.</i></p>
54	<p>Can the Forms (Project Experience) be re-formatted, laid out in a different graphic style?</p> <p>Please clarify how the images should be inserted/attached to the form.</p>	<p><i>Form F3 can be re-formatted as long as the questions, information requested and the order do not change.</i></p> <p><i>Form F3 has been provided in Word format, and images can be copied and pasted into the form or attached separately.</i></p>
55	<p>Section: 3.4 Technical Proposal, A. Team Composition (pages 53 - 54)</p> <p>We appreciate the need to submit a qualification that is straightforward and concise. However, to adequately present our team composition, including 10 Key Personnel, and respond to the RFQ prompts, we kindly request increasing the Section A. Team Composition page count to 8 pages.</p>	<p><i>We are allowing the organization chart to be submitted on a tabloid or legal sized page. See questions #51, above.</i></p>

Proponents should acknowledge receipt of this Addendum by inserting its number on the Submission Form (Form 1).

All other terms and conditions to remain the same.

Procurement Department

END OF ADDENDUM #4



April 27, 2021

**Request for Qualifications
RFQ #2020-14
Quayside Development Opportunity**

Addendum #5

Please refer to the Request for Qualifications document, which is hereby amended as follows. The additions, deletions and/or revisions as hereinafter specified, shall become part of the Request for Qualifications document:

1. Section 2.2 RFQ Timetable of the RFQ

Submission Deadline: The deadline *has NOT been changed* and remains:

May 12, 2021 at 2:00 p.m. (local Toronto time)

2. Enquiries

The following enquiries have been received, and responses have been provided for clarification and information purposes.

	Question	Response
1-5	<i>Refer to Addendum 1</i>	
6-45	<i>Refer to Addendum 2</i>	
46-55	<i>Refer to Addendum 4</i>	
56	Is the intent that a local (OALA) Landscape Architect be identified as part of the Proponent Team, if an international Landscape Architect is identified for this role? Can the local OALA Landscape Architect be identified at a later time?	<i>The local OALA Landscape Architect must be identified as part of the Key Personnel at the RFQ stage. In order to properly evaluate the teams, it is important to have full teams presented. The international architects should include local representation in order to be able to able to consider the team at its full extent.</i>

	Question	Response
57	Given the current Covid Emergency state, lock-down / school closures, will an extension be contemplated?	<i>Waterfront Toronto is not contemplating any extensions at this time. Extensions to the Submission Deadline will be considered by Waterfront Toronto upon a specific request, including additional time requested.</i>
58	Can Waterfront Toronto provide a copy of the memorandum of understanding with the Mississaugas of the Credit First Nation?	<i>The memorandum of understanding between Waterfront Toronto and Mississaugas of the Credit First Nation will be provided to the Shortlisted Proponents at the RFP stage.</i>
59	Are we permitted to include hyperlinks to supporting materials within our response?	<i>No. Refer to section 4.2.4 of the RFQ document.</i>
60	Should the Lead Developer refer to the company or an individual?	<i>Company.</i>
61	Other than the environmental assessment related to Queens Quay realignment, has any other environmental testing been completed?	<i>Waterfront Toronto has completed additional environmental testing. Waterfront Toronto is currently determining what information will be provided to Shortlisted Proponents at the RFP stage. The information will be provided to the Shortlisted Proponents and to be subject to a Confidentiality Agreement.</i>
62	Can you please define the role of the "Project Manager" in a JV submission? What is required in the RFQ and RFP stages?	<i>As set out in Section 3.4 A.3 of the RFQ, the Lead Project Manager is responsible for coordinating the various disciplines to ensure that the deliverables are produced in a coherent manner. In a Joint Venture submission, the Lead Project Manager should be a point of contact for all members. Waterfront Toronto will evaluate whether each Proponent has identified an appropriate Lead Project Manager as part of Section 3.4 A - Team Composition.</i>
63	Would the client permit the use of an 11x17 page for the Org chart and for it to count as 1 page?	<i>Yes. Refer also to clarification provided in Addendum 4 regarding the page count.</i>

	Question	Response
64	<p>A member of our team (Key Personnel) is a UK-based company and due to UK insurance regulations they are not permitted to provide or disclose any litigation or legal disputes and therefore cannot execute Form F4. Please advise how we can address this. We have received the following explanation from our team member's insurer: "Purely from an insurance perspective, the information is confidential between the client and insurers. There are claims conditions within the policy concerning the release of information to third parties and the release of this type of information could breach those conditions. On the basis of confidentiality and data protection obligations we are unable to provide further information."</p>	<p><i>Please note that pursuant to Section 3.4 B.4, only any material litigation or dispute which might be regarded as displaying unethical behavior, or as having an impact on the team member's ability to carry out its role in respect of the Project is to be disclosed. This information is necessary for Waterfront Toronto to complete its evaluation. Other litigation need not be reported.</i></p> <p><i>We assume that litigation that has been commenced is part of the public record.</i></p> <p><i>Waterfront Toronto will hold Form F4 in confidence pursuant to Section 4.5.2 of the RFQ.</i></p>

Proponents should acknowledge receipt of this Addendum by inserting its number on the Submission Form (Form 1).

All other terms and conditions to remain the same.

Procurement Department

END OF ADDENDUM 5



April 30, 2021

**Request for Qualifications
RFQ #2020-14
Quayside Development Opportunity**

Addendum #6

Please refer to the Request for Qualifications document, which is hereby amended as follows. The additions, deletions and/or revisions as hereinafter specified, shall become part of the Request for Qualifications document:

1. Section 2.2 RFQ Timetable of the RFQ

Submission Deadline: The deadline *has been changed* and is:

Friday, May 28, 2021 at 2:00 p.m. (local Toronto time)

Question Deadline: The deadline for submission of questions *has been changed* and is:

Wednesday, May 12, 2021 at 5:00 p.m. (local Toronto time)

2. Enquiries

The following enquiries have been received, and responses have been provided for clarification and information purposes.

	Question	Response
1-5	Refer to Addendum 1	
6-45	Refer to Addendum 2	
46-55	Refer to Addendum 4	
56-64	Refer to Addendum 5	

	Question	Response
65	Can Waterfront Toronto provide a two-week extension for the submission of our responses to the RFQ, due to impact by the Covid-19 state of emergency, lock-down restrictions, and school closures.	<i>Yes, please see above revised Submission Deadline.</i>
66	If there is a consortium for the Lead Architect, can 1 project experience form be completed for each Lead Architect firm?	<i>As noted on Form F3, one form is to be submitted per project to demonstrate experience. If the Lead Architect is a consortium/Joint Venture, one Form F3 can be submitted per individual firm, subject to the limit of 10 projects in total as per Section 3.4 B.3 of the RFQ.</i>
67	Can architectural advisors (other than the Lead Architect) to our proposal participate in the design competitions for Blocks 2-5 or will they also be precluded?	<p><i>Please see answer 22 provided in addendum 2 regarding potential conflicts for design competitions.</i></p> <p><i>Note, in order to provide a more definitive response, we would require more information on the relationship with the “architectural advisors”, and what aspects of the proposal they would be advising on.</i></p>
68	<p>With respect to joint ventures, how much detail is required regarding the nature of the proposed JV and does a legal entity have to be in place?</p> <p>Please clarify the requirement for a description of the shareholdings and corporate structure for the members of a joint venture, in the case that a legal structure has not been put in place at the RFQ stage.</p>	<p><i>At the RFQ stage, a Joint Venture structure can be a proposal only provided:</i></p> <ul style="list-style-type: none"> <i>- The Proponent commits to the Joint Venture structure put forth in their RFQ Submission throughout the process, should they move to the RFP stage;</i> <i>- Any entities that are required to sign Form F1 be legally existing entities.</i> <p><i>Even if there is only a proposed Joint Venture structure, details of the proposed shareholding and corporate structures, as required in Form F1 and Section 3.4 A.3 of the RFQ are required for the proposed Joint Venture and each member of the Joint Venture.</i></p>

	Question	Response
69	<p>Re: Section 2.5.2(d) Submission Process - Forms</p> <p>We are seeking clarification regarding the file requirements for uploading to the Bonfire Portal.</p> <p>We will have multiple of each of Form 2 to 5; for example, we will have at least ten Forms 2's to submit. Using the Form 2's as an example, are we to upload each Form 2 separately or can all Form 2's be combined into one file for upload? Similar question(s) for Forms 3 to 5.</p>	<p><i>Bonfire portal is set up for receipt of one file per form. In the Form F2 example, the individual forms for each Key Personnel should be combined into one file for upload in Bonfire.</i></p> <p><i>This is valid for each and every of the requested documents listed in Section 3.2 Mandatory Submission Requirements of the RFQ:</i></p> <ul style="list-style-type: none"> - <i>Technical Proposal,</i> - <i>Financial Capacity of the Development Lead,</i> - <i>Form F1,</i> - <i>Form F2, etc.</i>
70	<p>Re: Section 2.5.2(d) Submission Process - Technical Submission file size</p> <p>In the event the Technical Submission file exceeds the file size that Bonfire can accept for upload can we divide the Technical Submission into 2 files? OR will we have to take steps to reduce the file size in order for it to be uploaded in one file?</p>	<p><i>The maximum file size that can be uploaded on Bonfire is approximately 1000MB (1GB) per file. The Technical submission cannot be split into separate files for upload on Bonfire. Proponents need to ensure the files are of an acceptable size for the upload.</i></p> <p><i>Proponents are cautioned that they are solely responsible for any risk of delays in filing submissions resulting from IT, network, telecommunications or other similar issues and are strongly encouraged to provide ample time to deal with such issues should they arise in the submission process.</i></p>
71	<p>Page numbers - Is there a total number of required pages for the document, or are section headers etc. permitted in addition to the page number limits per section? (if there is no corresponding text)?</p>	<p><i>The submission can include cover page or section headers or dividers that does not account for the page count, as long as there is no corresponding text.</i></p>
72	<p>Is there a page limit to Form F2 (Personnel Form)?</p>	<p><i>No.</i></p>
73	<p>For Form F2- Executive Summary - Project Experience is there an ideal word count?</p>	<p><i>There is no prescribed word count, however, the executive summary is intended to be concise, including only work experience and qualifications relevant for the Quayside project.</i></p>

	Question	Response
74	For the Project Experience Form F3, many members of our team have current / recent projects that are not yet under construction. Can these be featured on the form?	<i>No, in accordance with Section 3.4 B.3. of the RFQ document, only projects completed or under construction are acceptable.</i>
75	Will the winning team be able to re-visit the masterplan (e.g. streets, public realm, etc.) or is it set in place as currently planned?	<i>Refer to question 35, Addendum 2.</i>
76	Are we required to use the Lead Architect on the first block, or is it at the developer's option? If required, how is the first block defined, as Block 1 and 2 appear to roughly split that block down the middle? Can they just design the first building?	<i>Refer to Question 26, Addendum 2.</i>
77	For the Key Personnel listed of each consultant/firm, how deep into the team do you want listed (including resumes)? Senior team members that will oversee the project, or all the way down to the members responsible for executing day-to-day work?	<i>Refer to question 52 or Addendum 4. The members of the teams that have a material role in the project should be listed.</i>
78	(a) If there is more than one firm for a Key Personnel role, should they submit one (1) Form F2 together or one (1) form for each respective firm (i.e. a form for each firm)? (b) Should the percentage of time allocation (%) be for each firm or each Key Personnel role (if multiple firms together make up the Key Personnel) role?	(a) <i>As indicated on Form F2, one form per Key Personnel should be provided. If a Key Personnel is formed of multiple firms, they should all be on the same form.</i> (b) <i>Key Personnel role - Refer to Question 46, Addendum 3.</i>

	Question	Response
79	Please clarify if the memorandum of understanding between Waterfront Toronto and the Mississaugas of the Credit First Nation is with the Mississaugas of the Credit First Nation chief and council or with the Mississaugas of the Credit Business Corporation.	<i>The MOU is between MCFN and Waterfront Toronto, not with MCBC.</i>
80	With respect to Section A.2, should our response focus only on the Lead Developer's diversity and inclusion policies, or address those of all Key Personnel?	<i>The diversity and inclusion statement should reflect the entire team, including all Key Personnel.</i>

Proponents should acknowledge receipt of this Addendum by inserting its number on the Submission Form (Form 1).

All other terms and conditions to remain the same.

Procurement Department

END OF ADDENDUM 6



May 6, 2021

**Request for Qualifications
RFQ #2020-14
Quayside Development Opportunity**

Addendum #7

Please refer to the Request for Qualifications document, which is hereby amended as follows. The additions, deletions and/or revisions as hereinafter specified, shall become part of the Request for Qualifications document:

1. Section 2.2 RFQ Timetable of the RFQ

Submission Deadline: The deadline *has NOT been changed* and remains:

Friday, May 28, 2021 at 2:00 p.m. (local Toronto time)

Question Deadline: The deadline for submission of questions *has NOT been changed* and remains:

Wednesday, May 12, 2021 at 5:00 p.m. (local Toronto time)

2. Section 2.4.1 (d) Prohibited Proponent Communications

A.W. Hooker, DPM, HDR Inc., MHBC, Shoreplan and West8/DTAH, are inserted into section 2.4.1 (d) Prohibited Proponent Communication.

3. Team Experience - Section 3.4 B.1.

The first paragraph of Section 3.4 B.1. is deleted and replaced with the following:

“Demonstration of the Proponent’s ability to meet the Role of Development Partner outlined in Part 1, Section 1.7.1 of this RFQ, as well as each Key Personnel’s commitment to excellence, including through professional recognition, awards, and prizes. Proponents should also address the following:”

4. Clarification regarding submission of information required in Section 3.5 Financial Capacity of the Development Lead

In accordance with last paragraph of section 3.5, upon request, Waterfront Toronto’s independent Financial Advisor (KPMG) will review the Proponent’s financial information at the Proponent’s offices.

For clarification, the financial information requested in accordance with Section 3.5 Financial Capacity of the Development Lead should be submitted in the Bonfire platform.

However, if the Proponent requests that confidential parts of the response (i.e. non-public financial statements, etc.) be reviewed by Waterfront Toronto's financial advisor (KPMG) at the Proponent's premises, then the submission made in Bonfire platform should indicate so, in lieu of the actual information. It is important to have a response to each and every element required in the portal to consider the submission complete and accepted. A Non Disclosure Agreement will be executed by KPMG upon request. KPMG's standard form used for similar situations, will be provided.

Due to Covid-19 restrictions, a visit to the Proponent's offices may not be possible. As a result, a secure electronic transfer of documentation directly to KPMG may be used.

5. Enquiries

The following enquiries have been received, and responses have been provided for clarification and information purposes.

	Question	Response
1-5	<i>Refer to Addendum 1</i>	
6-45	<i>Refer to Addendum 2</i>	
46-55	<i>Refer to Addendum 4</i>	
56-64	<i>Refer to Addendum 5</i>	
65-80	<i>Refer to Addendum 6</i>	
81	Per Addendum #3, "Waterfront Toronto is committed to the Mississaugas of the Credit First Nation, as the Treaty Holders, having the right of first opportunity to meaningful economic involvement". Does this include the right of first opportunity to community services focused on Indigenous Peoples, ongoing engagement and collaboration, entrepreneurial opportunities, Indigenous programming or targeted housing grants?	<i>Specific areas where the MCFN will have the first right of economic opportunity will be identified to Shortlisted Proponents at the RFP stage. Note, more consultation on the matter is intended to ensue.</i> <i>As indicated in Section 1.7.1.2, this is not meant to exclude participation of other Indigenous groups.</i>

	Question	Response
82	Further to the Addendum #3, for the delivery of Affordable Housing through land set aside for standalone development, and an Integrated Model, Integrated Model, will a non-profit or housing co-operative be identified by the City based on their selection criteria, working with Waterfront Toronto? Or is this only applicable in the case of the Integrated Model?	<i>The City will identify the non-profit and/or housing co-operative using their selection criteria and working with Waterfront Toronto in both the integrated model and the stand-alone model.</i>
83	Section 4.1 of Addendum #3 notes that "Proponents should not include Indigenous groups on their teams and, for clarity, should not form partnerships in that regard as part of this RFQ." Please clarify the intent of not including Indigenous groups on Proponent teams or including partnerships with Indigenous groups as part of the RFQ.	<i>Beyond professional service delivery (e.g. Key Personnel Indigenous Expert or possible Indigenous Landscape design and architecture), strategic partnerships with Indigenous groups should not be formed in the RFQ phase. The strategy and structure for Indigenous Participation that will be created in Quayside will identify opportunities for partnership development throughout the project.</i>
84	The information requested in the Financial Capacity of the Development Lead submission, specifically items 1, 2, 7(ii), 7(iv) and 7(v) is sensitive and proprietary in nature for a non-public company. Based on page 63 of the RFQ, can it be understood that this information can be omitted and instead reviewed by KPMG at the JV members' respective premises under non-disclosure agreement?	<i>Refer to above Clarification regarding submission of information required in Section 3.5 Financial Capacity of the Development Lead.</i> <i>Note, due to Covid-19 restrictions, a visit to the Proponent's offices may not be possible. As a result, a secure electronic transfer of documentation directly to KPMG may be used.</i>
85	Participant in charge: Where the proponent is a partnership, is it necessary to appoint one partner as the 'participant in charge'? If a participant in charge is required, is it permissible for each partner to appoint its own 'participant in charge'?	<i>There should be one Participant in Charge to represent all members of the Joint Venture.</i>

	Question	Response
86	<p>Joint and several liability:</p> <p>For RFQ section 4.10 (2) - Please provide further information on the agreements that the Joint Venture participants may ultimately enter into with the City of Toronto.</p>	<p><i>Block 3B is presently owned by the City of Toronto so there may be a need for an agreement between the Development Partner and the City of Toronto in connection with Block 3B. Section 1.6 provides more information about the City's role in Quayside, and that further reporting to Council will be required.</i></p>
87	<p>Parent Company Guarantee:</p> <p>For RFQ section 3.5(8) - please clarify what the requirements are and what the guarantee is being provided for. Is it referring to the proponent's obligations under the project agreement(s)?</p>	<p><i>For the RFQ stage, the Proponent must have sufficient financial standing, capacity, and resources to fully perform and complete all obligations, duties and responsibilities that the Development Lead may assume and undertake in connection with this project. If the Proponent does not have sufficient capacity, a guarantor or financial partner may be put forward to meet the requirements. Such guarantor or financial partner will be expected to continue to provide a covenant should the Proponent move to the RFP stage.</i></p>
88	<p>Regarding Question #77 on Addendum #6 - can you please provide greater clarity on the response. Can resumes be provided and individuals be identified on the Personnel Form at a leadership level for each firm?</p>	<p><i>Yes resumes can be provided and individuals can be identified on the Personnel Form at a leadership level, provided they are anticipated to have a material role in the project.</i></p>

Proponents should acknowledge receipt of this Addendum by inserting its number on the Submission Form (Form 1).

All other terms and conditions to remain the same.

Procurement Department

END OF ADDENDUM #7



May 18, 2021

**Request for Qualifications
RFQ #2020-14
Quayside Development Opportunity**

Addendum #8

Please refer to the Request for Qualifications document, which is hereby amended as follows. The additions, deletions and/or revisions as hereinafter specified, shall become part of the Request for Qualifications document:

1. Section 2.2 RFQ Timetable of the RFQ

Submission Deadline: The deadline *has NOT been changed* and remains:

Friday, May 28, 2021 at 2:00 p.m. (local Toronto time)

2. Updated Anticipated Schedule

The following table is an updated anticipated schedule. The RFQ timetable may be changed by Waterfront Toronto at any time.

Issuance of the RFQ document	March 10, 2021
Optional Briefing Session	March 30, 2021 at 1 p.m.
Deadline for Submission of Questions Proponents	May 12, 2021 at 5 p.m.
Submission Deadline (Deadline for Prequalification Submissions)	May 28, 2021 at 2 p.m. (local Toronto time)
Rectification Period	5 business days
Interviews (if required)	Anticipated for June 18, 2021
Short-List Selection	Second half of July 2021
RFP Issuance to Shortlisted Proponents	July 2021
Preferred Proponent Selection	Fall/Winter 2021

In accordance with Section 3.1.5 - Interviews of the RFQ document, Waterfront Toronto may invite the top ranked Proponents to a virtual interview, at its own discretion, in an effort to confirm and better understand their Proposals. Waterfront Toronto may use the technical score to determine a shortlist for a potential interview. In the event of close scores between submissions, Waterfront Toronto may consider the interviews as a means of determining the Shortlisted Proponents. Any interview that takes place will be evaluated out of an additional 30 points, for a revised total Proposal score of 130 points.

If interviews take place, currently anticipated for June 18, 2021, it is expected, at a minimum, that representatives of the Developer Lead, and Lead Architect will be present, however other key members of the Proponent's team are welcomed. At the interview, no presentations will be required, the Proponents should be prepared to discuss the following topics:

Discussion Point	Points
Why is the Proponent's proposed team structure the best for this project?	5pts
What is the most distinctive difference that the Proponents team offers?	5pts
Outline the key themes and issues from the Vision Methodology and Approach of the Proponents' Proposal.	10pts
How do you intend to work with and collaborate with Waterfront Toronto?	10pts
Total	30pts

The expected interview duration is 1.5 hrs. Date and time confirmation, connection details and and/or any changes to the interview timelines, topics for discussion and expected participants will be provided in advance to the Proponents selected for interview, should one take place.

Proponents should acknowledge receipt of this Addendum by inserting its number on the Submission Form (Form 1).

All other terms and conditions to remain the same.

Procurement Department

END OF ADDENDUM 8