REQUEST FOR QUALIFICATIONS

RAILSIDE | Phase 1

Mixed Use Development Opportunity
05/06/2016

The Forks Renewal Corporation

259 – 393 Portage Avenue
Winnipeg, MB R3B 3H6
email: railside@theforks.com



LETTER OF INTRODUCTION

Following many years of public consultation and planning, The Forks Renewal Corporation is pleased to announce the launch of the first phase of the Railside development. Phase 1 accounts for about half of the roughly 12 acres that constitute the total Railside development.

Located on one of the most prominent and valuable sites in Downtown Winnipeg, this mixed use development represents the first ever opportunity for residential development at The Forks.

Expectations for the Railside development are high, and rightly so. The Forks belongs to everyone, it is a vital community amenity, is a place of cultural and spiritual significance and engenders significant civic pride. The Forks Renewal Corporation's mandate is to ensure that its core character is maintained and enhanced as it evolves from being more than just a destination, but a complete community that is activated by the people that visit, live, invest and work there.

Through this RFQ, we are looking for creative and experienced partners to work with us to design and build Railside – partners with a solid track record, capacity and shared vision to bring Railside to life.

Thank you for your interest. We look forward to receiving your submission and engaging with the development community on this important city-building project.



Paul Jordan, CEO
The Forks Renewal Corporation

The Forks Renewal Corporation

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1.0 THE OPPORTUNITY

The Forks Renewal Corporation (referred to herein as 'FRC') is seeking submissions from experienced developers/builders ('the Proponent') to become partners in Phase 1 of the Railside development. Railside represents an unprecedented development opportunity at The Forks, a nationally and internationally recognized site that is home to The Forks Market and some of Winnipeg's best known recreational and cultural amenities. Through this RFQ – the first stage in a three stage selection process – FRC is seeking to identify qualified partners that are not only experienced, but that share its vision for design excellence, sustainability and innovation in the first phase of development of these important downtown lands.

The redevelopment of the Railside lands is based on a 20-year vision to transform the two surface parking lots situated between Israel Asper Way and the CN Mainline into a comprehensively planned mixed-use neighbourhood. Looking to create a model urban community, FRC is committed to ensuring that the redevelopment results in a diversity of housing types, demonstrates design innovation and excellence, enhances connectivity between The Forks site and the rest of the Downtown and adheres to FRC's ambitious sustainable development goals.

The following plan (*Fig. 1*) shows the location and planned extent of the Railside Phase 1 development area. Subject to market conditions, level of interest and types of development proposed by the Proponents, the Phase 1 area may be staged accordingly.



Figure 1: Railside – Phase 1 Development Area

2.0 THE PROCESS

The process for selecting a development partner(s) for the subject lands will consist of three stages:

Stage 1: Request for Qualifications (RFQ)
The purpose of the RFQ is to identify a short-list of qualified development partners based on an evaluation of vision alignment, experience, financial capacity and depth of team (See Section 6.0 for details on submission requirements).

Stage 2: Dialogue/Consultation with Shortlisted Proponents
Proponents that are short-listed through the RFQ will be invited to participate in a dialogue process prior to the release of the RFP. The intent of this dialogue stage will be to discuss the plans and deal terms in detail, receive feedback and comments from Proponents on the information provided and make any applicable changes prior to issuing the RFP.

There will be no further short-listing as part of this stage. All Proponents who are shortlisted through the RFQ will be eligible to respond to the RFP.

Stage 3: Request for Proposals (RFP)
The purpose of the RFP is to select development partners based on an evaluation of their proposed design concept and development program, financial and business strategy, and relevant legal terms.

3.0 THE PROJECT

In early 2013, FRC embarked on comprehensive planning exercise to shape the long-term vision for the Railside lands.

The Railside development consists of two parcels:

- **Railside South** – a 5.9 acre site owned by FRC. Railside South constitutes Phase 1 and is the subject of this RFQ; and,

- **Railside North** (also known as Parcel 4) – a 5.7 acre site currently owned by the City of Winnipeg, but intended to be transferred to FRC as part of the overall Railside development initiative. **Railside North will be developed in future phases and is not included as part of this RFQ.**

With a total area of nearly 12 acres, these sites are the largest surface parking lots in downtown Winnipeg and have remained unimproved since the initial reclamation of the Canadian National Railway (CNR) East Yards in the 1980's.

Railside South, which is the subject of this RFQ, is bounded by Mahatma Gandhi Way to the north, Israel Asper Way to the east and the CN Mainline to the west. A linear public open space, which includes the recently completed Alloway Arch, bisects the site and will be incorporated into the public realm plan for the overall development (see **Figure 1**).

The conceptual Structure Plan (**Appendix A**) illustrates the anticipated phasing of the entire development and primary components of the overall vision. Based on initial concept plans and corresponding Market Study (**Appendix B**), it is estimated that at full build-out, the completed redevelopment of the entire Railside project can accommodate approximately 1,000 units and about 100,000 square feet of retail and commercial space integrated into mixed use buildings.

FIGURE 2 | CONTEXT

DOWNTOWN WINNIPEG



3.1 Development and Planning Framework

FRC is currently in the process of creating a more detailed Development Framework Master Plan that further articulates the long-range vision for the Railside lands and provides direction with respect to design and development expectations to guide future development decisions. FRC has made an application to the Federation of Canadian Municipalities seeking support through the Green Municipal Fund to complete the Development Framework and implement a comprehensive strategy to ensure that the development achieves FRC's environmental, social and economic sustainability objectives. The intent is that the Development Framework / Master Plan will be completed prior to the issuance of the RFP.

Concurrent with the Development Framework, FRC retained Stevenson Advisors to undertake an in-depth market analysis to provide an understanding of current market conditions and realistic expectations in terms of market demand (commercial and residential) and absorption. This analysis is informing the evolving Development Framework and will be used to evaluate the feasibility of proposed projects. The complete Market Study is included in **Appendix B**.

3.2 Public Investment

The Railside Development Framework contemplates a high degree of public investment in order to help the development achieve ambitious planning, design, and sustainability objectives. FRC is actively working with its Federal, Provincial and Municipal shareholders on a comprehensive public investment strategy focusing on the development of:

- the public realm, including streetscapes, public spaces and public art;
- community facilities/amenities;
- community infrastructure, including municipal services, green technologies, active transportation facilities and proposed district energy system;
- potential programs to facilitate initiatives such as the development of affordable housing and recruitment of local business start-ups within the planned development.

3.3 Land Ownership and Development Agreements

FRC will make parcels available under long-term land leases (terms and conditions variable depending on the proposed land use). Following the RFP stage, the selected Proponent(s) will enter into negotiations with FRC, based on their proposal submission, to negotiate binding development agreements and final lease terms. Actual land lease terms, including but not limited to payment models and renewal options, to be negotiated.

Negotiated agreements will be subject to the approval of FRC's Board of Directors. If negotiations breakdown or do not result in agreements within a specified time period, FRC may elect to proceed with negotiations with another Proponent(s) or discontinue the process.

3.4 Subdivision of Land

The subdivision of individual parcels will be done in coordination with the selected Proponent(s) once more detailed development plans and their land requirements of individual projects are known. FRC will facilitate the subdivision and planning approvals process.

4.0 THE VISION

Consistent with FRC's founding mission statement (see below), the vision and development direction for the Railside lands is premised on a 20-year strategy to transform the subject lands into a complete mixed-use neighbourhood that builds on the rich amenities of The Forks. The overarching goal is to create a welcoming place.

> *"...The Forks shall be developed as a 'Meeting Place,' a special and distinct, all-season gathering and recreational place at the junction of the Red and Assiniboine Rivers, through a mixed-use approach including recreational, historical and cultural, residential, and institutional and supportive commercial uses."*
>
> – Excerpt from The Forks Renewal Corporation's Mission Statement (1987)



The vision for Railside has been further reinforced through an extensive and ongoing consultation process with key stakeholders, including FRC's Federal, Provincial and City shareholders, and the wider public, which has defined and shaped the following guiding principles as the basis for the emerging Railside Development Framework:

1. **Ensure Accessibility** – to a diversity of development interest, entrepreneurs, residents & the public;

2. **Encourage A Mix of Uses** – including high quality public spaces, retail, commercial, live/work, condominium and rental residential;

3. **Implement A Green Approach** – to development and operations, based on The Forks' Target Zero Policy;

4. **Design for Winnipeg's Varied Climatic Conditions;**

5. **Demonstrate Innovation and Design Excellence;** and,

6. **Strengthen Connections to the City.**



4.1 Phase 1 Development Priorities

More specifically, FRC's priorities for the development of the Phase 1 Railside lands are as follows:

Promote a complete mixed use community • The development program will integrate a mix of residential, office, service, retail, hospitality, cultural and community uses.

Provide residential diversity • Residential development should provide for a diversity of unit types, sizes and tenures, and strive to ensure housing affordability.

Activate the ground floor • Every building should have active uses (i.e. retail, restaurants, recreational, community uses, educational initiations, etc.) at grade and/or animate the ground floor with transparent glazing, frequent openings, outdoor patios, etc.

Ensure high quality design • Buildings and public spaces must be a model for design excellence.

Maximize solar exposure • Buildings should be oriented to maximize passive solar gain and ensure direct sun exposure for all public open spaces.

Promote green development • All buildings should integrate green construction/design approaches, sustainable building materials and building system technologies to reduce the environmental impacts of the development (specific sustainability standards will be defined as part of the Development Framework).

Maintain a mid-rise scale • Building heights within the development will be generally restricted to six (6) storeys.

Promote active transportation • All aspects of the development will promote active transportation, including street and open space design, enhanced connections, and high quality pedestrian and cycling infrastructure.



5.0 CONTEXT

5.1 The Forks

FRC was incorporated in 1987 by the three levels of government to acquire the former CN east rail yards. Over the last 30 years, FRC has transformed these lands into Winnipeg's primary destination, attracting more than four million visitors each year. The jewel in the crown of FRC is the ownership of The Forks Market located at The Forks.

Located at the junction of the Assiniboine and Red rivers, The Forks has been a meeting place for over 6,000 years, beginning as a trading location and campsite for early Aboriginal peoples. Over the centuries, The Forks has been a locus of activity for European fur traders, Métis buffalo hunters, Scottish settlers, riverboat workers, railway pioneers, and tens of thousands of immigrants.

Today, the Forks is a vibrant Downtown Winnipeg public space where people gather for celebrations, recreation and, much like the early Aboriginals, to meet one another. It encompasses some of the City's best public open spaces, year-round recreational opportunities, world-class programming and site management, and a number of major cultural facilities, including the Children's Museum, Manitoba Theatre for Young People and the Canadian Museum for Human Rights – the first National Museum located outside of Ottawa.

More information about The Forks and FRC is available online at: **www.theforks.com**.

FIGURE 3 | CONTEXT

RAILSIDE + FORKS SITE



5.2 Downtown Market

Winnipeg's downtown development market is in a period of unparalleled growth. With over $2.4 billion in public and private investment over the past decade, the volume of development and rate of population growth is out-pacing citywide averages. Much of the recent success is the result of a supportive policy climate that has focused on incenting development, investing in the public realm and establishing a highly permissive regulatory regime. According to a 2015 report on the state of Winnipeg's downtown market prepared by the University of Winnipeg's Institute of Urban Studies:

> *"The current landscape of population growth, downtown neighbourhood improvements, a supportive regulatory environment, along with government programs supporting development, has created opportunities for developers that would not normally exist in Winnipeg. Buildings and sites previously deemed marginal are now worth investing in, and these opportunities are attracting developers from outside of the province."*

Far from being considered marginal, the Railside development will not only benefit from The Forks' existing amenities and attributes, but also from The Forks brand – the Forks has received numerous national and international accolades as one of Canada's best public spaces. Combined with the current downtown development environment and comprehensive vision for the site, the conditions for development at The Forks are very favourable.

As the Railside Market Study (see *Appendix B*) concludes, the Railside development:

> *"has good potential to realize stable growth in the short and long term. The unique combination of multi-family residential opportunities, commercial/retail development, connectivity to the existing neighbourhood and attractions, and high-end tourist attractions creates a unique opportunity to add high-quality, high-density mixed-use development within the development area."*

5.3 Policy Context

The Railside Development Framework conforms with the overall policy directives of OurWinnipeg (the City's Official Development Plan) and is consistent with the driving principles articulated in City's Complete Communities Directions Strategy (an adjunct policy document to OurWinnipeg that establishes more detailed direction for land use and development):

1. *Creating complete communities and completing existing communities— enhancing their existing infrastructure and assets in ways that make most amenities for daily living universally accessible.*

2. *Focusing growth in areas that will respond best to city building objectives— including social, economic and environmental sustainability.*

3. *Supporting a pedestrian and transit friendly environment by integrating public infrastructure, land uses and built form to encourage higher residential densities and building-type variation, where practical and feasible.*

4. *Building on existing assets, including natural heritage features (rivers, urban forests, and parks), cultural heritage features (the historic villages and heritage buildings and structures), built form (mature neighbourhoods and Downtown), community focal points (facilities, open spaces and main streets), and the existing pattern of streets.*

5. *Building on future, planned-for assets, such as rapid transit systems.*

6. *Ensuring that implementation is inclusive, transparent, accessible and meaningful for everyone.*

All development projects within Railside will be subject to City of Winnipeg development approvals and must conform with OurWinnipeg and applicable regulations in the Downtown Winnipeg Zoning By-law No. 100/200. The Forks will work with selected Proponents to facilitate City of Winnipeg planning and development approvals for the project.

6.0 SUBMISSION REQUIREMENTS

Submissions must include the following information/components in the order presented:

1. **Transmittal Letter** – signed by the Proponent or authorized representative, that includes:
   - a brief summary of your submission;
   - statement that all information contained in the submission is true and correct; and,
   - statement that the Proponent agrees to all other terms and conditions, reservations, and stipulations contained in this RFQ document.

2. **Table of Contents**

3. **Lead Proponent's Contact Information** – including name, address, email address and telephone number(s) of designated point person for all notices and correspondence pertaining to the RFQ submission

4. **Vision Statement and Understanding** – Proponents should demonstrate their understanding of, and alignment with, the vision and development principles for Railside and the core values of The Forks mission/mandate. Proponents should provide a concise summary of their vision for the Phase 1 Railside lands and how they would implement it. Included in that summary, Proponents should provide a general description of their development idea, including proposed land use, project size/scale and conceptual development program. Finally, Proponents should provide a statement indicating why they are the best development partner for FRC.

5. **Proponent/Team Qualifications** – To demonstrate their development team's qualifications, Proponents are asked to provide the following:

    - organizational chart of the Proponent's development team, specifying roles and reporting relationships of each member;
    - brief corporate profiles (max. 1 page) for the Lead Proponent and each team member, including business history, specific areas of expertise and general summary of project experience; and,
    - short (1 to 2 paragraphs) bios on the team's key personnel, including general overview of experience, expertise and key achievements.

6. **Project Experience** – To demonstrate recent and relevant project experience and capacity, Proponents are asked to provide the following:

    - a brief summary of their overall development experience and understanding of the Winnipeg context as it pertains to City approvals, market and construction environment;
    - examples of up to five (5) relevant development projects the Proponent or their team members have been involved in – examples should include: project status (i.e. completed, under construction, key dates, etc.), site plans, how the project was constructed, overview of project financing, Proponent's role, project photos and project references;
    - a statement of their understanding of key issues that could affect the project and potential solutions; and,
    - if applicable, describe your team's past experience working together.

7. **Innovation and Sustainability** – Environmental sustainability and design innovation are key priorities for FRC. Proponents should provide up to three (3) examples where they have implemented green building approaches/systems, innovative technologies and/or development processes. Proponents are also asked to discuss and provide examples of their commitment to environmental sustainability and social responsibility.

   In addition, Proponents are also asked to provide examples of design innovation, architectural excellence and quality of product. List any awards of achievement or recognition.

8. **Supplementary Information** – Proponents may provide any other information that they consider is relevant or that provides additional indication of unique value in terms of innovation, qualifications or experience.

9. **Full Disclosure** – Proponents must fully describe any existing business relationships, ownership interests or conflicts of interest - direct or indirect - that could affect it or its team members doing business with the FRC. Failure to disclose this information may result in disqualification and termination from the process.



6.1 Submission Format and Instructions

Beyond the provision of the above information, there is no required format, except for well-organized, legible and titled responses to the Submission Requirements on company letterhead as an accepted minimum. Please be as succinct and concise as possible.

By submitting a response to this RFQ, the Proponent acknowledges that, in the case of controversy surrounding the definition of public vs. private information, any and all information submitted by the Proponent may be required to be disclosed to the public.

Each Proponent should submit: **two (2) copies of their Response, one (1) hard copy AND one (1) electronic copy** submitted in PDF format via email to **railside@theforks.com**

Sealed submissions must be addressed as follows and delivered to the following address:

The Forks Renewal Corporation
c/o Paul Jordan, Chief Executive Officer
259 – 393 Portage Avenue
Winnipeg, MB R3B 3H6

Proponents should ask for and receive a receipt for hand-delivered, sealed submissions. Proponents will receive email confirmation upon receipt of their electronic submission.
The deadline for submissions is: **Thursday, June 30, 2016 at 4:00 PM (CST).**

Proposal Packages and Emailed Submissions must be clearly marked as follows: **“RESPONSE TO RAILSIDE PHASE 1 RFQ”**

All questions regarding this RFQ should be sent in writing via email to the following address: **railside@theforks.com**.

Any other inquiries regarding the plans or process may be directed to:

Tom Janzen, Development Advisor
Scatliff + Miller + Murray Inc. on behalf of FRC
Email: **railside@theforks.com** Tel: 204.927.3444 ext. 240

6.2 Supplemental Information and Proponent Interviews

FRC reserves the right to request additional information from Proponents and to consider additional information as it deems appropriate. FRC may, in its sole discretion, conduct or engage third parties to conduct inquiries or investigations, including contacting references or other persons, to verify or clarify the statements, documents, and information submitted by Proponents in regards to this RFQ. FRC may also seek clarification from the Proponents' Project team members, financial institutions, accountants, or clients regarding any financial, experience and quality of performance issues.

Further, FRC may, in its sole discretion, request supplementary information from a Proponent after the submission deadline. FRC may, in its sole discretion, carry out interviews with some or all Proponents prior to making its short-list selection.

6.3 Short-list Selection and Dialogue

Proponents submitting responses to this RFQ will be reviewed with respect to the criteria described herein, including their understanding and alignment with FRC's vision, development experience, financial capacity, team, ability to deliver and other related criteria relevant to the FRC's development objectives. Based on the submissions received in response to the RFQ, a short-list of proponents will be created (the "short-listed Proponents").

From there, short-listed Proponents will be invited to participate in a dialogue process with the FRC and their advisors. During this stage, short-listed Proponents will have an opportunity to review draft development and lease agreements. Short-listed Proponents may be asked to sign a non-disclosure agreement.

At the RFP stage, proponents will be required to provide complete proposal submissions, detailing all aspects of their financial and business plans as well as conceptual designs. Based on FRC's evaluation of the RFP submissions, it will select one or more Proponents to become its partner(s) in Phase 1 of the Railside development. Only short-listed Proponents will be invited to submit a response at the RFP stage and you must respond to the RFQ in order to be considered for the subsequent RFP process.

7.0 EVALUATION PROCESS AND CRITERIA

FRC is committed to an evaluation process that is open, thorough, fair and equitable. FRC's Executive will be responsible for overseeing and endorsing all stages of the selection process, evaluating RFQ and RFP submissions, and making recommendation(s) to FRC's Board of Directors.

FRC Executive

Paul Jordan, CEO
Toby Chase, Vice-President, Strategic Planning & Forks Foundation
Clare MacKay, Vice-President, Corporate & Community Initiatives
Paul Webster, Chief Financial Officer

FRC has selected a team of development advisors to assist it in this process.

Development Advisors

Lead Development Advisor/Process Management: Scatliff+Miller+Murray
Design Advisor: 5468796 Architecture
Legal Advisor: TDS Law
Financial Advisor: Deloitte LLP
Real Estate Advisor: Stevenson Advisors

The following criteria will be used as part of the evaluation process:

- Vision statement – Showing alignment with the vision and objectives for Railside and the core values of The Forks mission, and mandate;
- Capacity and demonstrated ability to deliver the project;
- Development experience/Experience of team; and,
- Commitment to innovation and sustainability.

7.1 Authority

FRC, in consultation with the Province of Manitoba and City of Winnipeg, has sanctioned this selection process. The responsibility and accountability for all decisions associated with this selection process rests with FRC. Negotiated agreements respecting the Subject Lands will be subject to final approval by FRC's Board of Directors.

8.0 SUBMISSION REVIEW AND TIMELINES

Submitted proposals will be reviewed after June 30, 2016. Participants will be contacted no later than September 1, 2016 as to whether or not the submitted proposal has been accepted, however the timing of a public announcement naming short-listed Proponents will be at the discretion of FRC and its Board. FRC reserves the right to change or extend the dates and/or solicit more proposals if deemed necessary.

MILESTONE	DATE/TIME	DETAILS/NOTES
Issuance of RFQ Document	May 6, 2016	RFQ will be posted on MERX and circulated to those who registered their contact information as part of the Advanced Notice of Opportunity
Deadline for submission of questions or requests for clarification	June 9, 2016	Any questions or requests for clarification should be sent in writing to **railside@theforks.com**.
Deadline for Issuance of Addenda	June 16, 2016	Any Addenda issued will be circulated by email to all registered RFQ takers.
RFQ submission deadline	June 30, 2016	
Interviews (if required)	TBD	
Short-list selection	By September 2016	
Dialogue/consultation	6-8 weeks following short-list selection	Short-listed Proponents may be asked to sign an NDA.
RFP Issuance	TBD	
RFP Submission Deadline	6-8 weeks from Issuance	
Selection of Preferred Proponent(s)	TBD	
Forks Renewal Corporation Board Approval	TBD	

9.0 ADDITIONAL TERMS AND CONDITIONS

The Proponent should clearly understand, and by submitting a proposal agrees, that any part of the submission is subject to the following conditions, in addition to any other terms and conditions set out in this RFQ:

A. **Disqualification:** No submission will be considered which is received after the closing date and time. No proposal will be considered from a Proponent where FRC, in its sole discretion, determines that a potential conflict of interest exists. No proposal will be considered that is in any way conditional or that proposes to impose conditions on FRC that are inconsistent with the requirements of this RFP and the terms and conditions stipulated herein.

B. **Committee Review and Requests:** The Railside Development Committee reserves the right to reject any or all submissions; to select one or more Proponents; to void this RFQ and the review process and/or terminate negotiations at any time; to revise any conditions and stipulations contained herein, as convenient or necessary; to further negotiate fees, rates and financial arrangements, etc.; to establish further criteria for selection; to ask Proponents to submit additional information or evidence of their qualifications and experience; to waive non-compliance in the proposals and in the proposal process; to negotiate with successful Proponents; and to reject any and/or all RFQ submissions for any reason, in the Committee's sole discretion.

C. **Acceptance/Rejection of RFQ:** FRC reserves the right to withdraw this RFQ at any time, for any reason. FRC is under no obligation whatsoever to shortlist or accept any submission.

D. **Right to Re-issue RFQ:** FRC reserves the right to re-issue the RFQ or undertake any other competitive bid process where, in FRC's sole opinion, none of the submissions warrant acceptance or where it would be in the best interest of FRC to do so.

E. **Ownership and Cost of RFQ/RFP Submissions:** All submissions through the RFQ/RFP process become the property of FRC and will not be returned to the Proponent. All costs and expenses incurred by any Proponent in the development, preparation, submission or presentation in response to this RFQ will be borne by the Proponent. The selection of any submission, the rejection of any or all submissions, the termination of this RFQ process, or initiation of a new RFQ process shall not render FRC liable to pay or reimburse any such costs or damages incurred by any proponent or any partner or associate of such Proponent participating in this RFQ process.

F. **Confidentiality:** The contents of this RFQ and all information, data, or material obtained by the Proponent in connection with this RFQ process are the property of FRC and must not be used for any other purpose than replying to this RFQ. Upon request by FRC, all such information shall be returned to FRC, or the Proponent shall certify that the information, including copies and records thereof, is destroyed. All information, data, and material gained through the RFQ process is to remain strictly confidential.

G. **News Releases:** News releases in any form of media shall not be permitted with respect to the terms and conditions of this RFQ or any ensuing contract without prior written approval from FRC.

H. **Amendments:** A Proponent may amend its submission at any time prior to the Closing Time or withdraw its submission at any time. No alteration to a submission will be accepted after the Closing Time.

I. **Decisions of the Railside Development Committee:** All decisions on the degree to which a submission meets the stated criteria, or the score assigned to a Proponent or to part of a submission, will be determined solely by the Railside Development Committee. The Committee's determinations in this regard are final and may not be appealed by a Proponent.

Appendix A | STRUCTURE PLAN

RAILSIDE DEVELOPMENT



Appendix B | MARKET STUDY

RAILSIDE DEVELOPMENT

Appendix C | PRESENTATION BOARDS

RAILSIDE DEVELOPMENT