

NO: R152

COUNCIL DATE: July 26, 2021

REGULAR COUNCIL

TO: **Mayor & Council** DATE: **July 20, 2021**

FROM: **General Manager, Parks, Recreation & Culture** FILE: **2021-020**

SUBJECT: **Award of Contract No. 1220-030-2021-020
Nicomekl Riverfront Park –Phase 1 Detailed Design Services - Disaster
Mitigation and Adaptation Fund**

RECOMMENDATION

The Parks, Recreation and Culture Department recommends that Council:

1. Award Contract No. 1220-030-2021-020 to space2place design inc. in the amount of \$1,053,368.66, including GST, for the detailed design and permitting of the Hadden Mill and Oxbow Zones of the Nicomekl Riverfront Park, as a component of the City's Coastal Climate Adaptation Works;
2. Set the expenditure authorization limit for Contract No. 1220-030-2021-020 at \$1,264,042.40 (including contingency and GST); and
3. Authorize the General Manager, Parks, Recreation and Culture to execute Contract No. 1220-030-2021-020.

INTENT

The intent of this report is to obtain approval to award a contract for detailed design and permitting of the Hadden Mill and Oxbow Zones, phase I of the Nicomekl Riverfront Park, generally as shown on the preliminary concept plan attached to this report as Appendix "I", in keeping with the approved Disaster Mitigation and Adaptation Fund ("DMAF") Program. As shown in Appendix "I", the Hadden Mill and Oxbow Zones (phase 1) are envisioned to include multiple amenities like trails, a kayak/canoe launch, a natural styled playground, picnic areas, viewpoints, an amphitheatre, a great lawn, public art, heritage elements, washrooms, and parking lots. Also included are multiple ecological and flood adaptation elements like a habitat island, a new flood channel, wetlands, ponds, meadows, enhanced riparian area, new planting, and elements that are resilient to flooding like trails and parking lots.

BACKGROUND

The City is continually working to plan, design and build parks, and as stewards of our parkland and natural area system, we are committed to sustainability and building a legacy for future generations.

At its Regular Council Meeting on July 22, 2019, as part of Corporate Report No. R158; 2019 (attached as Appendix “II”), Council approved the execution of a Contribution Agreement with the Government of Canada to support the 13 projects included in the DMAF Program which is focused on reducing Surrey’s vulnerability to coastal flooding and sea level rise. The projects range from dyke and road upgrades, sea dam and bridge replacements, to storm sewer upgrades, nature-based solutions, park improvements and other infrastructure investments.

One of the 13 projects is the Nicomekl Riverfront Park (DMAF Project #5) which involves the establishment of a new, 3 km long 80-acre park on the south side of the Nicomekl River from Elgin Road to 40 Avenue. Nicomekl Riverfront Park will feature innovative, nature-based flood mitigation approaches and elements that are able to withstand seasonal flooding. Appendix “III” provides a visual overview of the three-phase development plan for the Nicomekl Riverfront Park.

SCOPE OF WORK

The scope of work for Contract No. 1220-030-2021-020 is to provide detailed and multidisciplinary park design and permitting services for the Hadden Mill and Oxbow Zones of the Nicomekl Riverfront Park as part of the DMAF Program. Development of the Hadden Mill and Oxbow Zones (24 acres) is the first of three phases to develop the 80-acre, 3 km long riverfront park. The majority of the park amenities are planned for the Hadden Mill and Oxbow Zones, therefore development of these zones is advancing first and development is being coordinated with the adjacent King George Boulevard Bridge and Nicomekl River Sea Dam Replacement (DMAF Project #6). Development of phases 2 & 3 are based on future land dedications and coordination with related/adjacent DMAF projects. The design of the Hadden Mill and Oxbow Zones will form a basis for design, which will be applied to future phase 2 & 3 to ensure a cohesive 3 km park.

The detailed design and permitting process is a complex undertaking with multiple objectives that require the coordination of a number of sub-consultants and integration of design details with other related engineering projects over a design period of multiple years. Design objectives covering ecology, sea level rise, flood adaptation, public art, heritage, cultural programming, First Nations, recreation, naming and wayfinding are included in the scope of work related to this Contract. The costs associated with this Contract for detailed design and permitting services are eligible for 40% funding (up to a maximum of \$4 million) under the terms of the Contribution Agreement for the DMAF Program.

PROPOSAL RESULTS

Request for Expressions of Interest Process

In May 2020, a Request for Expressions of Interest (“RFEOI”) was issued related to the project on the City’s website and on the BC Bid website. Eight submissions were received. Four consultant firms were shortlisted after completion of submissions review and evaluation.

The City invited those four pre-qualified consultants to respond to a Request for Proposal (“RFP 1220-030-2021-020”).

In March 2021, RFP 1220-030-2021-020 was sent to the shortlisted proponents for the purpose of retaining professional services related to the design and permitting of the project. RFP 1220-030-2021-020 closed on June 17, 2021, and proposals were received from the following firms:

<i>Consultant</i>	<i>Proposal Amount with GST</i>
1. space2place design inc.	\$1,053,368.66
2. PFS Studio	\$1,147,558.13
3. PWL Partnership Landscape Architects Inc.	\$1,372,443.45

EVALUATION

The proposals were evaluated using the following criteria:

- Management;
- Technical; and
- Financial

The three submitted proposals were carefully reviewed for accuracy and completeness by a panel of five staff members, following a structured and standard evaluation procedure. All three proposals were of high quality.

The proposal submitted by space2place design demonstrated a thorough understanding of the scope of work and a strong proposed work plan. Space2place design has significant experience with park design work in the City and throughout the lower mainland, including complex flood adaptation projects. Space2place design has the necessary experience and resources to carry out the work and their proposal was also the lowest price. Upon completion of the evaluation process and considering the responses to the questionnaires and the outcome of the interviews, the evaluation team concluded that the proposal submitted by space2space offers the best value to the City. It is therefore recommended that space2place design inc. be awarded Contract No. 1220-030-2021-020.

Legal Services Review

This report has been reviewed by Legal Services and they have no concerns.

FUNDING

40% (up to a maximum of \$4 Million) of the Nicomekl Riverfront Park project cost is eligible for funding contributions received from the DMAF Program. The City's portion of the funding for this contract is available in the approved 2021 Parks, Recreation & Culture Capital budget.

Timeline for Phase I of the Nicomekl Riverfront Park

The work of Contract No. 1220-030-2021-020, detailed design and permitting will commence immediately upon approval from Council and execution of contract. Starting with project kick-off and pre-design, followed by internal and public engagement, design development and completion of a final detailed concept plan by mid-2022. Permitting and construction drawings will follow commencing in mid-2022 and will be completed in early 2023. Early construction works (e.g. non permitted areas) are planned to commence in late 2022. Following permit approvals and completion of construction drawings, construction tenders will be executed, and construction of permitted areas will begin in 2023.

SUSTAINABILITY CONSIDERATIONS

The work of this contract supports the objectives of the City's Sustainability Charter 2.0. In particular, this work relates to Sustainability Charter 2.0 themes of Ecosystems, Infrastructure, and Education and Culture. Specifically, this project supports the following Desired Outcomes ("DO") and Strategic Direction ("SD"):

- Ecosystems DO02: Surrey actively protects, enhances and restores its natural environment and habitats;
- Ecosystems DO05: Surrey takes pride in its rich biodiversity, including fish bearing streams, marine habitat and natural areas such as forests, meadows and wetlands;
- Ecosystems DO11: Surrey's Green Infrastructure Network is an essential and integrated component of the City's infrastructure, providing valuable ecosystem services as well as places for recreation and rejuvenation.
- Ecosystems DO12: Surrey protects ecosystem services and manages natural assets in order to build resilience and adapt and thrive in a changing climate;
- Infrastructure DO04: Ecosystems and natural assets are an essential part of the community's infrastructure system; and
- Education and Culture DO11: Public art is visible in diverse forms throughout the community and brings art into the daily lives of Surrey residents.

CONCLUSION

Based on the above discussion, it is recommended that Council approve the award of a contract to space2place design inc. in the amount of \$1,053,368.66, including GST, for the detailed design and permitting of the Hadden Mill and Oxbow Zones of the Nicomekl Riverfront Park, as a component of the City's Coastal Climate Adaptation Works and set the expenditure authorization limit for the contract at \$1,264,042.40 (including GST and contingency).

Laurie Cavan
General Manager,
Parks, Recreation & Culture

Appendix "I" – Hadden Mill and Oxbow Zones Concept Plan
Appendix "II" - Corporate Report No. R158; 2019
Appendix "III" - Nicomekl Riverfront Park Phasing Plan

Phase 1, Hadden Mill and Oxbow Zones, Concept Plan

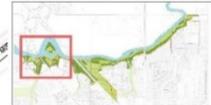
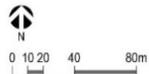
NICOMEKL RIVERFRONT PARK CONCEPT PLAN

**HADDEN MILL
(ZONE 1)**

- 1 New King George Boulevard Bridge
- 2 New Sea Dam
- 3 Relocated Billy Hadden House
- 4 Floodable Parking Lot
- 5 Semiahmoo Trail
- 6 Public Trail to Elgin Heritage Park and Historic Stewart Farm
- 7 Under-Bridge Pedestrian/Cycling/Wildlife Crossing
- 8 Dock/Canoe/Kayak Launch
- 9 Renovated Ponds w/ Gathering Decks
- 10 Natural Playground
- 11 Small Amphitheatre
- 12 Elgin Creek Viewpoint
- 13 Toilet Facility
- 14 Wet Meadow
- 15 Gateway Artwork
- 16 Existing Boat Launch

**OXBOW
(ZONE 2)**

- 16 Parking Lot W/ Drop Off Zone
- 17 Dock/Canoe/Kayak Launch
- 18 Habitat Island
- 19 Off Channel Habitat - Room for the River
- 20 Pond
- 21 Amphitheatre
- 22 Bluff Viewpoint
- 23 Teaching/Celebration Circle with Picnic Shelter
- 24 Demonstration Crops/ Floodable
- 25 Great Lawn
- 26 Ethnobotanical Walk (Park Wide)
- 27 Toilet Facility
- 28 Road Buffer
- 29 Existing Bus Stop
- 30 Trail to Creek zone



--- Existing Path
 --- Proposed Path

NO: R158

COUNCIL DATE: July 22, 2019

REGULAR COUNCIL

TO: Mayor & Council DATE: July 17, 2019

FROM: Acting General Manager, Engineering FILE: 4819-051
General Manager, Parks, Recreation & Culture XC: 5225-23
General Manager, Finance

SUBJECT: Surrey Disaster Mitigation and Adaptation Federal Government Contribution Grant

RECOMMENDATION

The Engineering Department, Finance Department and Parks, Recreation & Culture Department recommend that Council:

1. Authorize the Mayor and City Clerk to execute a Contribution Agreement in the amount of \$76,603,850 with the Government of Canada to support the construction or improvement of the 13 assets listed in Appendix "I" attached to this report (the "DMAF Project");
2. Authorize staff to incorporate the City's funding requirements for the DMAF Project components in future 5-Year Financial Plans and in future 10-Year Engineering Servicing Strategies, as applicable, with intended completion of the DMAF Projects to align with the Federal funding end date of March 31, 2028;
3. Authorize staff to prepare remaining Ultimate Recipient Agreements to satisfy the Government of Canada's requirements with the entities listed in Appendix "II" attached to this report and authorize the Mayor and City Clerk to execute the Ultimate Recipient Agreements;
4. Authorize the Mayor to request that the Ministry of Transportation and Infrastructure commit to funding in full the 'like-for-like' replacement of the existing King George Boulevard Bridges over the Nicomekl River to current engineering standards, and consider additional funding to the project; if the funding is committed, authorize the Mayor and City Clerk to execute a Funding Agreement; and
5. Endorse the Terms of Reference outlined in Appendix "III" of this report for a Sustainable Procurement Advisory Committee to develop Sustainable Procurement Guidelines for future consideration by Council to support satisfying the Federal requirement to provide annual Community Employment Benefits.

INTENT

The purpose of this report is to update Council on the approval of the City's Disaster Mitigation and Adaptation Fund ("DMAF") Project and to seek authorization to proceed with the necessary next steps to execute the Contribution Agreement to initiate the DMAF Project and facilitate the City to receive funding from the Federal government.

BACKGROUND

At its Regular Meeting on February 11, 2019, Council received Corporate Report No. Ro21; 2019, attached as Appendix "IV". The purpose of that report was to update Council on the progress made in 2018 in developing the Surrey Coastal Flood Adaptation Strategy ("CFAS") and to describe the assets applied for under the Federal DMAF. The title of the City's application was "Reducing Coastal Flood Vulnerability in the Coastal Lowlands of City of Surrey, City of Delta and Semiahmoo First Nation in British Columbia, through structure and nature-based infrastructure works".

A total of 13 assets that met the Federal government's criteria under the DMAF were approved, as listed in the attached Appendix "I" and shown on the map attached as Appendix "V". The list of assets was provided in the City's initial Expression of Interest in July 2018 and was conditionally accepted on October 12, 2018. Eligible costs include direct expenses that lead to a tangible capital asset that reduces coastal flood risk and excludes overhead and land acquisition costs.

DISCUSSION

Approval-in-principle dated May 21, 2019, as included as Appendix "VI", marks the official start date of the DMAF Project from which eligible expenses can be incurred. On May 24, 2019, the Minister of Public Services and Procurement and Accessibility publicly announced Federal funding during a media event held at the Nicomekl Sea Dam that Surrey was successful in receiving a grant of \$76.6 million towards Surrey's DMAF Project.

This financial contribution of \$76.6 million to the City of Surrey is the largest Federal government contribution that has ever been awarded to the City. While this grant is of historic significance to the City, it appears to be the largest contribution granted to a local government to-date through the Federal DMAF Program. This achievement speaks volumes to the proactive work that the City has led in planning for climate change. Other significant Federal funding contributions under DMAF include:

- \$73 million Toronto, ON
- \$54 million Montreal, QC
- \$49 million Markham, ON
- \$45 million Skwah First Nation, Shxwhá:y Village and the City of Chilliwack. BC
- \$29 million Yellowknife, YT
- \$22 million Kelowna, BC
- \$15 million Victoria, BC
- \$14 million Richmond, BC
- \$13 million Hamilton, ON

The foundational work that positioned the City to apply for DMAF was supported in part by the Federation of Canadian Municipalities, of which Surrey has been awarded the largest contribution for planning and studies under their Municipalities for Climate Innovation Program, with approximately \$450,000 in approved grant funding to the City of Surrey, related to coastal flood adaptation.

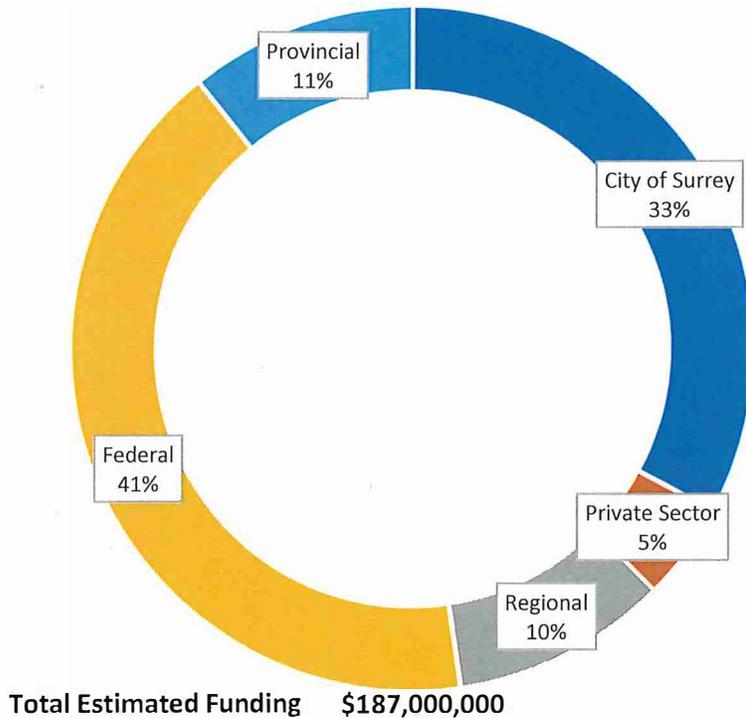
Cost Sharing and Partnerships

Natural hazards, including coastal flooding, earthquakes and drought, have the potential to impact the residents and businesses of Surrey, as well as many other organizations and agencies that own infrastructure in Surrey. The total estimated cost of constructing and improving the assets listed in Appendix “I” is \$187 million. Through a collaborative approach, many of the assets proposed have a variety of funding sources. The Contribution Agreement from the Federal government outlines the maximum Federal funding percentage for each category, summarized in Table 1 below for each asset. Figure 1 shows the approximate proportion of funding sources to deliver the Surrey DMAF Project.

Table 1. Maximum Federal Funding

Asset Name	Federal Cost Share
1. Colebrook Dyke	40% (municipal asset)
2. Colebrook Drainage Pump Station	40% (municipal asset)
3. Sea Dam Serpentine River	40% (municipal asset)
4. 152 Street Road and Raising	40% (municipal asset)
5. Nicomekl Riverfront Park	40% (municipal asset)
6. King George Boulevard Bridge and Nicomekl River Sea Dam	40% (municipal asset)
7. Crescent Beach Storm Sewer System	40% (municipal asset)
8. Dyking Lower Reaches of Nicomekl and Serpentine	40% (municipal asset)
9. Serpentine SRY Rail Link Bridge and Surrey Dyke Crossing	25% (private asset)
10. Burrows Drainage Pump Station	40% (municipal asset)
11. Stewart Farm Sanitary Pump Station	40% (municipal asset)
12. Campbell River Pedestrian and Emergency Access Bridge	Up to 100% (First Nation asset)
13. i. Foreshore Enhancements and Dyke in Delta ii. Foreshore Enhancements in Surrey	50% (provincial asset)

Figure 1: Estimated Surrey DMAF Funding Sources.



The City is a recognized leader in proactively planning for the impacts of climate change, and through this leadership, has advanced discussions with a number of partners to help implement aspects of the DMAF Project.

Ultimate Recipient Agreements

The Federal government requires that an Ultimate Recipient Agreement be entered into with each organization that will incur costs that are to be eligible for reimbursement by City of Surrey, using Federal funds. On May 27, 2019, the City received the terms and conditions that must be included in each Ultimate Recipient Agreement from Infrastructure Canada, and staff, if authorized by Council, will prepare final agreements with each of the three organizations listed below. Letters of support have been received from all organizations and all organizations remain interested in developing agreements with City of Surrey. Each Ultimate Recipient contributes funding, and these contributions are included in Figure 1.

Third-Party Financial Contributions

In addition to the Ultimate Recipient Agreements, the City's DMAF Project leverages additional third-party financial contributions listed in Table 2 below for each applicable asset. The City will remain open to additional third-party financial contributions to support implementation of specific assets and the current ones are identified in Table 2 below.

Table 2: Third-Party Funding Partners Not Subject to an Ultimate Recipient Agreement

Assets	Financial contribution	Contribution Status
1. Colebrook Dyke Upgrades	Government of British Columbia	Confirmed
4. 152 Street Upgrades	Fortis Energy of BC TransLink	Subject to Surrey – Fortis Energy of BC Operating Agreement. Within Surrey’s annual allocated Major Road Network & Bike Upgrade funding.
6. King George Boulevard Bridge and Nicomekl River Sea Dam	Government of British Columbia (Ministry of Transportation and Infrastructure)	To be confirmed
i. Foreshore Enhancements and Dyke in Delta	Government of British Columbia through City of Delta	Confirmed

The Ministry of Transportation and Infrastructure (“MoTI”) previously contacted the City about the potential download and transfer of the King George Boulevard Bridges over the Nicomekl River, and staff from both agencies have been working towards the details of a contribution agreement.

The MoTI Regional District has agreed that the Provincial funding contribution towards a bridge replacement would be based on a ‘like-for-like’ replacement that was upgraded to current standards. Unfortunately, MoTI must obtain Treasury Board approval for this, and thus have not yet been able to formally commit the funding. In order to secure their funding commitment on the bridge replacement, it is recommended that a letter from the Mayor regarding the King George Boulevard Nicomekl Bridges be sent to the Minister of Transportation and Infrastructure. The letter should include details on the overall DMAF program and request formal commitment to the agreed to funding, as well as potentially increasing the Provincial funding contribution beyond 11%.

Partnership Opportunities

In support of the City’s application submission, over 20 letters of support were received. Approximately half of them referenced innovative nature-based solutions. As the project moves into implementation, ongoing in-kind support is required from third parties. Where appropriate, staff will develop partnerships to assist with aspects of the DMAF Project. Table 3 below lists the organizations that have provided letters of support and have, or are actively securing, funding to be involved in specific assets. These organizations can provide support through scientific input, involvement in the environmental assessment process, or First Nations consultation. These organizations have access to separate soft cost funding that can assist the City in delivering specific assets.

Table 3: Partnership Opportunities

Assets	In-kind Support
5. Nicomekl Riverfront Park	National Research Council of Canada
12. Campbell River Pedestrian and Emergency Access Bridge	City of White Rock
13. i. Foreshore Enhancements and Dyke in Delta	BC Stewardship Centre Ducks Unlimited Canada Department of Fisheries and Oceans
13. ii. Foreshore Enhancements in Surrey	Lower Fraser Fisheries Alliance Municipal Natural Assets Initiative National Research Council of Canada Natural Resources Canada South Coast Conservation Land Management Program West Coast Environmental Law

Timeline

The size and scope of many of the assets are considerable within the DMAF Project. Many of the works are shovel ready and have completed or are in the final stages of property and permit acquisition, while others are contingent on acceptance of a project description under the Provincial Environmental Assessment Act before detailed design will commence. As the Federal DMAF program ends on March 28, 2028 and all final reporting must be completed before this date, construction timelines have been established to complete all works in 2027 to ensure the City is able to receive reimbursement for all eligible expenses. The anticipated construction timeline for the components of the DMAF Project are listed in Table 4 below.

Table 4: Anticipated Construction Timeline

Assets (as depicted in Appendix “V”)	Construction Timeline
1. Colebrook Dyke	2020-2024
2. Colebrook Drainage Pump Station	2025-2026
3. Sea Dam Serpentine River	2025-2027
4. 152 Street Road and Raising	2022-2028
5. Nicomekl Riverfront Park	2021-2027
6. King George Boulevard Bridge and Nicomekl River Sea Dam	2021-2025
7. Crescent Beach Storm Sewer System	2021-2027
8. Dyking Lower Reaches of Nicomekl and Serpentine	2023-2027
9. Serpentine SRY Rail Link Bridge and Surrey Dyking Crossing	T.B.D.
10. Burrows Drainage Pump Station	2020-2020
11. Stewart Farm Sanitary Pump Station	2021-2022
12. Campbell River Pedestrian and Emergency Access Bridge	T.B.D.
13. i. Foreshore Enhancements and Dyke in Delta – Upgrade existing Boundary Bay Dyke and pilot Living Dyke	2019-2023
ii. Foreshore Enhancements in Surrey – Construct foreshore enhancements in front of Colebrook Dyke	2021-2027

A variety of consulting services and construction contracts will be required to deliver the above assets. Procurement of the various contracts will be conducted in phases. The first consulting contract to initiate the Provincial Environmental Assessment required for several of the assets is anticipated to be brought for Council consideration through a Corporate Report in Fall 2019.

Coastal Flood Adaptation Strategy Linkage

During development of CFAS Phase 4, *How will we do it?* the Federal government announced the DMAF Program, which aligned well with the objectives of CFAS and other City priorities for infrastructure upgrades. Securing the Federal investment through the DMAF Project has been a critical part of Phase 4. The CFAS is preparing to commence Phase 5, *Reporting Back*, the final phase. The details of the CFAS are outlined in a separate Corporate Report to also be presented to Council at the July 22, 2019 Regular Council Meeting.

The DMAF Project establishes foundational works that are required no matter what long-term direction is taken to adapt to sea level rise beyond 2030. While the construction of and improvement to the 13 assets in the DMAF Project represent a small portion of the total list of actions being considered under CFAS, it addresses many of the actions identified for implementation between 2020 and 2030 and ensures that all 13 assets are in a state of good repair.

Next Steps

The successful delivery of the DMAF Project will require considerable staff resources, and several of the assets will be contingent on either securing statutory rights-of-way or land acquisition. Appropriate staff resources are under review and will be monitored throughout the DMAF Project, along with the progress made in securing statutory rights-of-way or land acquisition, and will be reported to Mayor and Council periodically and at least on an annual basis along with any recommendations necessary to successfully deliver the DMAF Project. It may be necessary to explore land expropriations in isolated cases to deliver specific assets within the anticipated timelines outlined in Table 4. The anticipated timelines set out in Table 4 will be updated annually.

Review by Legal Services

Legal Services has reviewed the general form of the Contribution Agreement and has no concerns.

SUSTAINABILITY CONSIDERATIONS

Implementation of the DMAF Project supports the objectives of the City's Sustainability Charter 2.0. In particular, the DMAF works relate to the Sustainability Charter themes of Infrastructure, Built Environment and Neighbourhoods, Ecosystems, and Public Safety. Specifically, the DMAF Project supports the following Desired Outcomes ("DOs"):

- Energy and Climate DO6: The City anticipates changing weather patterns and sea level rise as a result of climate change, and implements appropriate infrastructure, land use planning and emergency response solutions that will be resilient over the long term; and,
- Neighbourhoods and Urban Design DO9: All aspects of planning, design and construction include climate change impacts, greenhouse gas mitigation, adaptation and resiliency strategies;
- Green Infrastructure DO12: Surrey protects ecosystem services and manages natural assets in order to create resiliency to adapt and thrive in a changing climate.
- Emergency Preparedness and Prevention DO8: The community's critical infrastructure and systems are designed to withstand climate change impacts and natural events and disasters, and include emergency response and reconstruction plans.

FUNDING

The work will be conducted in phases, and necessary funding for the phases of work between 2019 and 2023 is available for the City's portion of the DMAF Project within the Approved 5-Year Financial Plan. City funds for the remaining phases of the DMAF Project between 2024 and 2028 will be requested from Council and, once approved, will be included in future 5-Year Financial Plans.

CONCLUSION

Based on the above discussion, the Engineering Department, the Finance Department and the Parks, Recreation & Culture Department recommend that Council authorize the necessary next steps to execute the Contribution Agreement to initiate the DMAF Project and facilitate the City to receive funding from the Federal government.



Scott Neuman, P.Eng.
Acting General Manager,
Engineering



Laurie Cavan
General Manager,
Parks, Recreation & Culture



Kam Grewal, CPA, CMA
General Manager, Finance

YY/MO/cc

Appendix "I" - (Appendix available upon request)

Appendix "II" - (Appendix available upon request)

Appendix "III" - (Appendix available upon request)

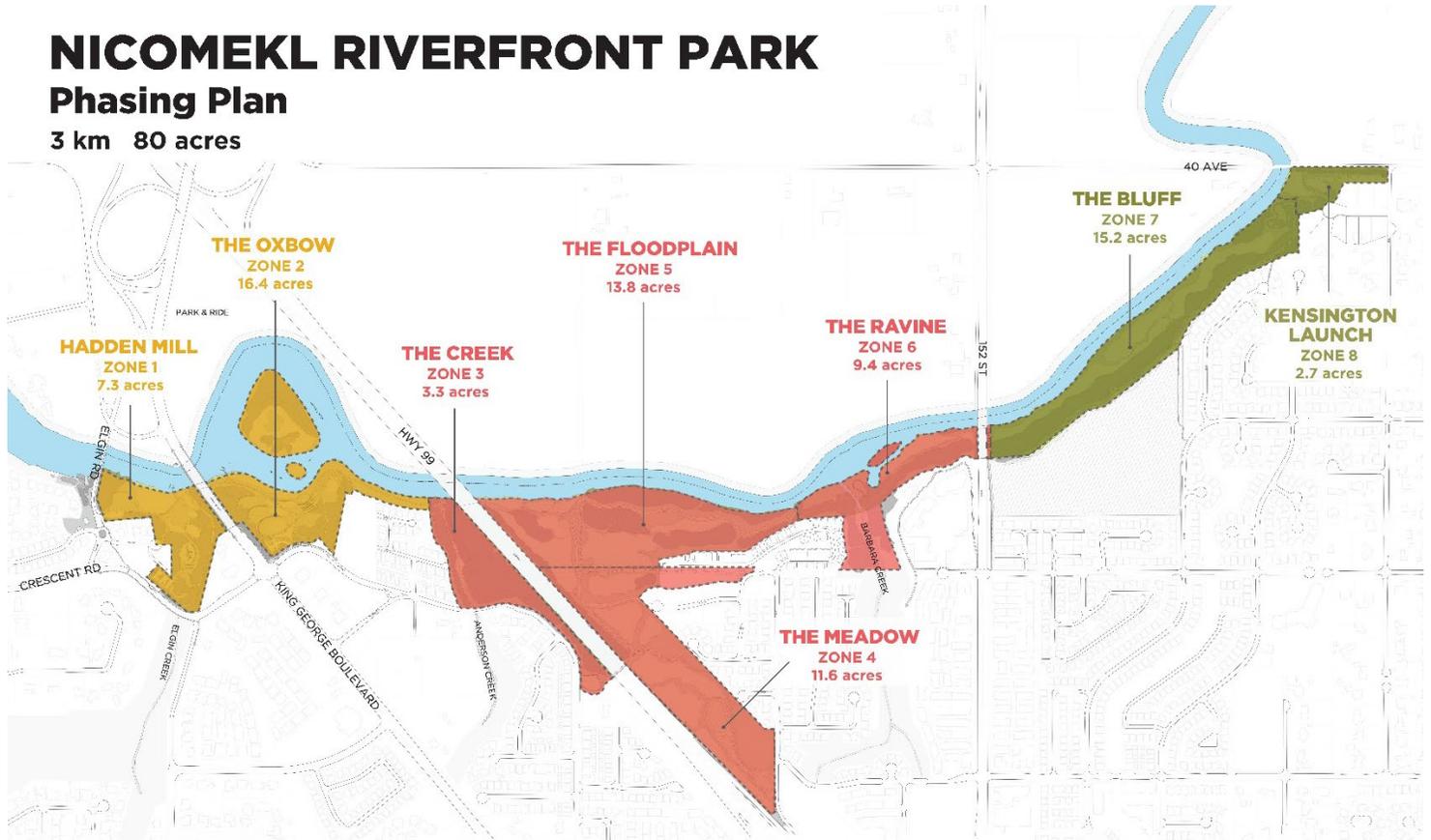
Appendix "V" - (Appendix available upon request)

Appendix "VI" - (Appendix available upon request)

Nicomekl Riverfront Park Phasing Plan

NICOMEKL RIVERFRONT PARK Phasing Plan

3 km 80 acres



Phase 1: Hadden Mill & Oxbow
(23.7 acres)

Phase 2: Creek, Meadow, Floodplain and Ravine
(38.1 acres)

Phase 3: Bluff and Kensington Launch
(17.9 acres)