

Award of Negotiable Request for Proposals Doc4053424337 to Damen Shipbuilding 5 B.V. for Construction of Pax and RoPax Electric Propulsion Ferry Vessels for Toronto Island

Date: June 28, 2024

To: General Government Committee

From: General Manager, Parks, Forestry and Recreation Division and the Chief
Procurement Officer

Wards: All

SUMMARY

The City of Toronto provides year-round ferry services for residents, passengers and vehicles traveling to and from Toronto Island. Due to the aging ferry fleet, City Council initiated the Ferry Fleet Replacement Strategy with preliminary funding allocated in 2015, and directed Parks, Forestry and Recreation (PFR) to advance the strategy beginning with the construction of two new vessels. During the design process, in 2022, City Council established the objective of constructing fully electric vessels (rather than hybrid diesel-electric vessels).

The purpose of this report is to advise on the results of the Negotiated Request for Proposals (nRFP) Doc4053424337 for the provision of construction, delivery, commissioning and warranty of two new fully electric ferry vessels, and to seek authority for the General Manager, Parks, Forestry and Recreation to negotiate and enter into an agreement, and any ancillary or related agreements, with Damen Shipbuilding 5 B.V (Damen Shipbuilding) for a fixed period of four and a half (4.5) years from the date of award.

This nRFP was developed strategically to source two electric propulsion ferry vessels - one RoPax Vessel (vehicle and passenger vessel) and one Pax Vessel (solely passenger vessel) - by PFR and Purchasing and Materials Management Division's Category Management and Strategic Sourcing team and identified Damen Shipbuilding, a shipbuilder with significant Canadian and international industry expertise.

Damen Shipyards Galati (Romania) will be the location for construction. Delivery of the vessels is targeted to occur in the Q4 2026 (RoPax) and Q2 2027 (Pax). The new vessels will increase the City's ferry capacity by over 400 passengers per trip for the

RoPax (a 195% increase) and nearly 1,000 passengers per trip for the Pax (a 321% increase). The new vessels will significantly enhance passenger experience with contemporary ferry designs and amenities, reduce expected repair costs of the current fleet, and significantly reduce greenhouse gas emissions as the ferry fleet transitions from diesel to full electric propulsion.

Consideration of this report at July 2024 City Council is essential to preserve the current planned delivery schedule for the new vessels. The agreement is subject to City Council's approval of additional funds for the Ferry Fleet Replacement Capital Project in Parks, Forestry and Recreation's 2024 Capital Budget and 2025-2033 Capital Plan.

RECOMMENDATIONS

The General Manager, Parks, Forestry and Recreation and Chief Procurement Officer recommend that:

1. City Council authorize the General Manager, Parks, Forestry and Recreation to negotiate and enter into an agreement, and any ancillary or related agreements as necessary, with Damen Shipbuilding 5 B.V (Damen Shipbuilding), being the top-ranked supplier meeting the requirements outlined in the Negotiated Request for Proposals (nRFP) Doc4053424337 for the provision of construction, delivery, commissioning and warranty of two new fully electric ferry vessels (RoPax and Pax Vessels), for a fixed period of four and a half years from the date of award, in accordance with the terms and conditions as are satisfactory to the General Manager, Parks, Forestry and Recreation and the Chief Procurement Officer, and all in a form satisfactory to the City Solicitor, subject to approval of additional funds for the Ferry Fleet Replacement Capital Project in Parks, Forestry and Recreation's 2024 Capital Budget and 2025-2033 Capital Plan.

FINANCIAL IMPACT

The total potential contract award amount including contingency allowance is \$90,569,194 net of all applicable taxes and charges (\$102,343,189 including HST and all other charges \$92,163,212 net of Harmonized Sales Tax Recoveries).

Funding in the amount of \$81,820,480 is included in the 2024 Capital Budget and 2025-2033 Capital Plan for Parks, Forestry and Recreation for Ferry Fleet Replacement. Additional funds of \$10,342,732, funded by Development Charges, will be added to the project through a budget adjustment that will be brought to City Council through the Capital Variance Report for the Four Months Ended April 30, 2024. Both the Capital Variance Report and this staff report will be before Council at the July 24-26, 2024 meeting. The amended 2024 Capital Budget and 2025-2033 Capital Plan for the Ferry Fleet Replacement project for Parks, Forestry and Recreation is summarized in Table 1 below.

Table 1: Financial Impact Summary (net of HST Recoveries)

WBS Element	CPR126-45-08	CPR126-50-02	Total Contract
Date of Award to December 31, 2024	\$17,308,523	\$4,800,000	\$22,108,523
January 1, 2025 to December 31, 2025	\$25,967,717	\$8,200,000	\$34,167,717
January 1, 2026 to December 31, 2026	\$24,118,389		\$24,118,389
January 1, 2027 to December 31, 2027	\$11,768,583		\$11,768,583
Total (Net of HST Recoveries)	\$79,163,212	\$13,000,000	\$92,163,212

Any operational impacts of capital of the new ferry fleet will be included in future operating budget submissions for consideration.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as presented in the Financial Impact section.

DECISION HISTORY

At its meeting on May 1, 2024, General Government Committee approved an amendment to Purchase Order Number 6044203 with Concept Naval Experts Maritimes Inc. of \$1,302,500 net of applicable taxes and charges (\$1,325,424 net of Harmonized Sales Tax recoveries), revising the current purchase order from \$4,540,721 net of all applicable taxes and charges (\$4,620,638 net of Harmonized Sales Tax recoveries) to \$5,843,221 net of all applicable taxes and charges (\$5,946,062 net of Harmonized Sales Tax recoveries), and to extend the contract term from December 31, 2025 to March 31, 2027 for the completion of the contract.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.GG12.5>

At its meeting on February 14, 2024, City Council approved the 2024-2033 Capital Budget and Plan for Parks, Forestry and Recreation through item MPB15.1 (69) and additional funds of \$10,000,000 for Ferry Fleet Replacement.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.MPB15.1>

At its meeting on February 15, 2023, City Council approved the 2023-2032 Capital Budget and Plan for Parks, Forestry and Recreation through item MPB4.1 (98) and \$3,050,000 for Ferry Design and Infrastructure and \$10,950,000 for Ferry Fleet Replacement.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.MPB4.1>

At its meeting on February 17, 2022, City Council approved the 2022-2031 Capital Budget and Plan for Parks, Forestry and Recreation through item EX30.2 (177) and \$10,950,000 for Ferry Design and Infrastructure and \$28,942,000 for Ferry Fleet Replacement.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.EX30.2>

At its meeting on January 14, 2022, General Government and Licensing Committee approved an amendment to Purchase Order Number 6044203 of \$2,689,565 net of applicable taxes and charges (\$2,736,901 net of Harmonized Sales Tax recoveries), revising the Purchase Order value to \$4,540,721 net of all applicable taxes and charges (\$4,620,638 net of Harmonized Sales Tax recoveries) for the Provision of Design and Construction Support Services for the Delivery of Two Electric Ferries and Associated Shore-side Infrastructure, which confirmed the switch from hybrid to fully electric vessels.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.GL28.1>

At its meeting on February 19, 2020, City Council approved the 2020-2029 Capital Budget and Plan for Parks, Forestry and Recreation through item EX13.2 (197) and \$13,000,000 for Replacement of Ferry Boat Number 2.

<https://secure.toronto.ca/council/agenda-item.do?item=2020.EX13.2>

At its meeting of March 5, 2019, General Government and Licensing Committee approved an amendment to Purchase Order Number 6044203 of \$767,364 net of applicable taxes and charges (\$780,870 net of Harmonized Sales Tax recoveries), revising the Purchase Order value to \$2,041,720 excluding all applicable taxes and charges (\$2,077,654 net of Harmonized Sales Tax recoveries) for the inclusion of design modifications and an option for the design of a second passenger only vessel.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.GL2.7>

At its meeting on February 12, 2018, City Council approved the 2018 Capital Budget for Parks, Forestry and Recreation through item EX31.2 (20a.i.) and additional funds of \$1,500,000 for Replacement of Ferry Boat Number 1.

<https://secure.toronto.ca/council/agenda-item.do?item=2018.EX31.2>

At its meeting on August 3, 2016, Bid Committee adopted item BD94.11 to award Request for Proposal Number 9117-15-0142 for the total design and construction support services for the construction of a new City of Toronto Marine Services passenger and vehicle vessel and an optional second ferry for a total potential contract award, including all options, of \$1,274,356 net of all applicable taxes and charges (\$1,296,785 net of HST recoveries) to Concept Naval Experts Maritimes Inc.

<https://secure.toronto.ca/council/agenda-item.do?item=2016.BD94.11>

At its meeting on March 10, 2015, adopted Parks, Forestry and Recreation's 2015 Capital Budget through item EX3.4 (23a.i.) and \$11,000,000 for the Replacement of Ferry Boat Number 1.

<https://secure.toronto.ca/council/agenda-item.do?item=2015.EX3.4>

COMMENTS

Background

The City of Toronto's Parks, Forestry and Recreation division (PFR) operates a fleet of five ferry vessels providing year-round ferry services to and from Toronto Island. Under

the 1993 Toronto Islands Residential Community Stewardship Act, the City of Toronto is mandated to provide year-round transportation to and from Toronto Island.

The City's ferry fleet includes four primary vessels, the Ongiara, the William Inglis, the Sam McBride, and the Thomas Rennie, and one heritage vessel, the Trillium. Together, this fleet transports approximately 1.4 million passengers and over 5000 vehicles annually. While ferry service is maintained year-round, more than 80 per cent of passenger volume takes place from May-September.

The Ferry Fleet Replacement Project

In recent years, growing passenger numbers and pressure on Toronto Island Park have stretched the fleet towards its operating limits. As the vessels age, the risk of unexpected failure and substantial and unexpected repair costs continues to increase. In the past year, the City has experienced two ferry vessels being in dry dock for extended repairs impacting service capacity.

The City has incurred notable costs in recent years to maintain the fleet. While all the vessels are well maintained, the vessels in the City's existing fleet are between 61 and 114 years old. The Ongiara undertook significant and unexpected repair work in late 2023, costing \$5.4 M in state of good repair funding.

Additionally, while the marine industry has made significant advancements in areas such as accessibility, design and energy efficiency, the age of the vessels has limited the City's ability to benefit.

Increasing the capacity and reliability of the fleet is central to the outcome of improving the passenger experience and improving access when traveling to and from Toronto Island Park.

To address these challenges, the City is advancing the Ferry Fleet Replacement Strategy. In 2016, the City awarded a contract to Concept Naval Experts Maritime Inc. for the design of the new vessels. In 2019, PFR received Council direction to pursue a "dual design" fleet replacement option, which included a passenger-only vessel design, and to explore hybrid and fully electric options rather than diesel-only vessels. This led to the direction in 2022 to fully electrify the vessels and develop the necessary shoreside infrastructure, in keeping with the Council-adopted TransformTO Net Zero Strategy. These substantial changes in the replacement strategy resulted in additional stakeholder engagements and purchase order amendments.

The first phase of the Ferry Fleet Replacement Strategy has been advanced through the issuance in July 2023 of the Negotiated Request for Proposals (nRFP) for the construction and delivery of two new vessels. The objective was to obtain a year-round passenger and vehicle vessel with a capacity of 650 passengers and 14 vehicles (or 1,300 passengers with no vehicles onboard) that will replace the Ongiara (capacity: 220 passengers and 10 vehicles). The Ongiara is the only vessel in the City's ferry fleet that can carry vehicles and is the only vessel certified to operate in icy water conditions through the winter months.

In addition, the nRFP sought to procure a new passenger vessel with a capacity of 1,300 people will replace the Inglis (capacity: 309 passengers).

Once delivered, these two vessels will provide a combined capacity increase of over 1,400 additional passengers compared to the existing vessels, representing a 3.7 times increase in capacity or approximately 400-1000 additional passenger spaces per trip.

Delivery of the new vessels is targeted to occur in Q4 2026 and Q2 2027. The vessel design established through this process can inform and potentially accelerate procurement of additional replacement vessels in the future. The construction of additional vessels beyond the two addressed in the recommended contract award is not presently funded in the City's capital budget and plan.

Integration of new electric vessels at Jack Layton Ferry Terminal will require the construction of new shoreside infrastructure for vessel charging and other modifications in advance of the first vessel arriving. These modifications will be advanced through a planned capital project and a separate procurement process. No infrastructural changes are required at the Toronto Island ferry landings.

The Ferry Fleet Replacement Strategy is aligned with the goals and recommended actions of the Toronto Island Park Master Plan, scheduled for Council's approval in July 2024. Operation of the two vessels to and from the Island will greatly improve access and connections, enhance the visitor experience and support four-season enjoyment of the park.

Public and Stakeholder Engagement

The design process benefited immensely from community input, with the final design informed by multiple rounds of consultations with local stakeholders.

The City worked closely with the local Councillors to identify key stakeholders and consulted with these stakeholders throughout the design process, including modification of the Pax vessel design. Feedback was collected at various locations and obtained using formats including community open houses, local design charrettes, and pop-ups.

Below is a timeline and summary of the consultation process:

- April 2017: the new ferry plans were presented to Toronto Island community representatives.
- October 2018: A subsequent Fleet Assessment study recommended a mix of Pax and RoPax vessels Interested public and business stakeholders were also invited to provide input on the make-up of the ferry fleet, that led to the preferred mix of passenger/vehicle vessels and passenger-only vessels that replicates the existing vessel mix.
- December 2019: The conceptual designs were presented for community input.
- November 2022: City staff obtained feedback from the Toronto Island residents representatives and the local Councillor to discuss the general arrangement of the Pax and RoPax vessels .
- April 2023: City staff presented the Pax modifications in response to stakeholder comments .

The following major themes were identified through the consultation process and have been incorporated into the final vessel designs:

- Increased capacity
- Improved passenger flow
- More frequent and reliable service
- Improved open space on the vessel
- Improved accessibility
- Climate-friendly

Construction, Delivery and Commissioning

The construction and delivery of the new ferry vessels will be managed through a comprehensive and systematic approach to ensure efficiency and quality. The detailed design and planning phase is nearing completion, followed by the construction phase in Europe. Building and testing the vessels in Europe allow the City to leverage advanced shipbuilding technologies and expertise in European shipyards and reduce overall construction costs due to economies of scale and more efficient production processes.

The estimated timeline for bringing the two vessels service is as follows:

- Design Finalization: Q3 2024
- Construction Start: Q4 2024
- Construction Completion: Q2 2026
- Testing and Certification: Q2 2026
- Delivery to JLFT: Q4 2026 for RoPax, Q2 2027 for Pax
- Operational Commencement: four weeks after vessel arrival

The new vessels will be integrated into the existing ferry fleet with minimal disruption to current services. Ahead of the arrival of the two new vessels, PFR will complete recruitment and comprehensive training programs for the crews.

Information about the new vessels and any changes to schedules or services will be communicated to passenger via public information campaigns.

There are several stipulations in the contract in case of any issues during the vessel testing and integration period. These include but not limited to requiring the vendor to meet specific performance metrics before final acceptance of the vessels, a comprehensive warranty period for defects at no cost to the City, and financial penalties for delays or failures to meet the terms in the contract.

Vessel names are required by Transport Canada to be submitted with the vessel registration prior to the go-live dates. The new fleet will be named in adherence to the City's Property Naming and Commemorative Framework and will undergo a review process, including public engagements. This approach ensures the names reflect the values and culture of the City.

Ferry Design

The design of the new ferry vessels focused on their respective functional requirements, performance and build quality for optimal benefits. The criteria focused on passenger safety, accessibility, propulsion innovation, and an overall arrangement and accommodations of each vessel that satisfies users and day to day operational needs while meeting regulatory requirement for class certification and vessel registration.

The new vessels boast specific design features aimed at enhancing passenger experience and operational efficiency. These are listed under Achieved Benefits below.

The exterior designs of the RoPax and Pax renderings are depicted in Figures 1 and 2.



Figure 1: RoPax (passenger/vehicle vessel)

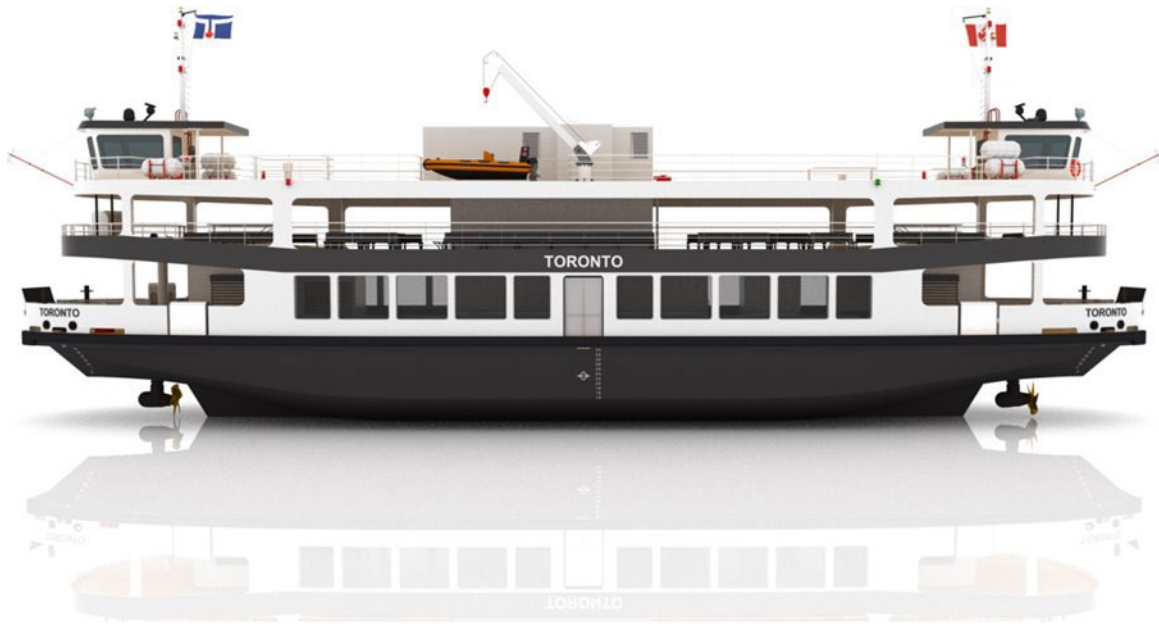


Figure 2: Pax (passenger vessel)

Achieved Benefits

As a result of executing the Ferry Replacement Strategy through this strategic sourcing process, the City secured various financial and non-financial benefits, some of which include:

Vessel Performance:

- Greater start/stop speeds, allowing improved efficiency getting in and out of loading areas
- Optimizing the enclosed area on the main deck, allowing for energy savings
- Fewer automated sliding doors, reducing construction and maintenance costs while simplifying operation

Service Improvements:

- Expanded capacities for passengers and vehicles that will reduce overall wait times
- Improved accessibility features
- Accessible washrooms (AODA and regulatory accessibility requirements)
- Upper deck fully open
- Improved travel comfort with enclosed areas for shelter and onboard temperature control
- Seating available on main and upper decks
- More outdoor space on both ends of the vessel

Boarding & Movement on Board:

- Ramp modifications width modified from 2.13m to 3.35m on Pax and RoPax, allowing for more efficient boarding and passenger flow

- Improved passenger flow within the vessels
- Independent access to the Upper Deck from Main Deck and a longer transition zone at each vessel's end, allowing for better flow of pedestrian movement and traffic

Environmental Benefits:

- The electrification of the ferry vessels represents a significant step towards green, efficient urban transportation, and highlights the City's commitment to sustainable practices and greenhouse gas reduction through the TransformTO Net Zero Strategy and other City initiatives.
- Replacing diesel-powered ferries and fully electrifying the whole ferry fleet is expected to result in an approximately 2,800 tonnes of greenhouse gas emissions reduction, equivalent to removing 600 cars from the road, and save over \$1 million in fuel costs annually once all four vessels are replaced.

Financial Benefits:

- In addition to environmental benefits, replacing the diesel-powered ferry fleet with fully electric vessels will allow the City to realize substantial financial savings. This includes \$815,600 in annualized operational savings and \$642,800 in annualized fuel savings. The costs of the new vessels are projected to be paid back by these savings within a 20-year period. Additional revenue is anticipated as a result of increased passenger numbers resulting from increased ferry capacity. It is important to note that, supporting the operation of electric ferry vessels will require shore-side work for the appropriate charging and supporting infrastructure to be in place prior to the delivery of the first vessel in 2026.
- The Ongiara and William Inglis, the two vessels to be replaced, were commissioned in 1963 and 1939 respectively. While all the vessels are well maintained, the vessels in the City's existing fleet are ageing. The new vessels will improve the reliability of the City's ferry fleet and reduce the risks and costs of unexpected repairs and service disruptions. Recent unexpected repair costs include significant repair work to the Ongiara in late 2023, costing \$5.4M. The average dry dock costs for vessels over a 5-year period between 2018-2023 was \$1.835 M. Passenger ferries must undergo dry docking on a five-year rotation for safety inspections and any required repairs. Dry docking removes a ship from operations. Any deficiencies or damages noted at dry dock or through inspection must be resolved to keep the boats certified for safe operation. Planning efforts to bring the new vessels into service include a phase out plan addressing the whole fleet that allows for a transition to optimize operational effectiveness and service provision. Considerations include assessment of infrastructure needs and compatibility, crew requirements, vessel condition assessments and service provision operational review.

Awarding of Contract for Electrical Propulsion Ferries

In July 2023, the City issued a Negotiated Request for Proposals (nRFP) Doc4053424337 for the construction of up to two fully electric ferry vessels. The scope of work to be delivered as set out in the nRFP included construction, delivery,

commissioning and warranty of two new fully electric ferry vessels (RoPax and Pax Vessels).

Fairness Monitor

In preparation of the nRFP, a Fairness Monitor (P1 Consulting Inc.) was retained to monitor and ensure the fairness of the procurement process. The Fairness Monitor's scope of work included the following:

- addressing any concerns relating to accountability/fairness (monitoring the level of openness, transparency, and competitiveness of the procurement process),
- independent assurance of integrity of the procurement process with a signed attest statement for the RFP,
- preparing a Final Attestation Report for the City that may be provided to Council as part of any required staff report to Council on a particular procurement,
- presenting report findings to City Council members, if required, and
- providing evidence and testifying in relation to any legal claim that may arise from the procurement process, if required.

The fairness monitor's report is included as Appendix A: Fairness Monitor Attestation Report.

Evaluation of Supplier Proposal Submissions

Proposals were received from the following two (2) suppliers:

- Damen Shipbuilding 5 B.V.
- Heddle Shipyards

A formal selection committee consisting of Parks, Forestry and Recreation staff and Purchasing and Materials Management Division reviewed and evaluated the submitted proposals with PMMD supervision. All staff involved participated in an evaluation training facilitated by a Fairness Monitor and signed and submitted a Non-Disclosure and Declaration of Conflict of Interest Agreement.

Evaluation Stages

The Evaluation Committee was responsible for reviewing the responses received from the two (2) suppliers. Under the supervision of PMMD and the Fairness Monitor, the proposals were evaluated in accordance with the evaluation process described in the nRFP. This process consisted of five (5) stages:

- Stage 1: Mandatory Submission Requirements
- Stage 2: Rated Criteria Evaluation (Technical Evaluation)
- Stage 3: Pricing Evaluation
- Stage 4: Commercially Confidential Meeting (CCM) and Best-and-Final-Offer (BAFO)
- Stage 5: Contract Negotiations

Stage 1: Mandatory Submission Requirements

In Stage 1, each supplier was required to submit responses to a list of mandatory requirements. Suppliers that did not satisfy the mandatory submission requirements were issued a rectification notice which identified the deficiencies and provided an opportunity to rectify the shortcoming(s) by a specified date. As a result of this

compliance review, both suppliers met the mandatory submission requirements and advanced to Stage 2: Rated Criteria Evaluation (Technical Evaluation).

Stage 2: Rated Criteria Evaluation (Technical Evaluation)

In Stage 2, each supplier's technical proposal submission was evaluated against non-price related criteria, including past experience, operational capabilities, and engineering competencies. The proposals were scored out of 130 points and required a minimum 70% (91 out of 130) in order to pass. Both suppliers successfully exceeded the scoring thresholds and moved on to the Stage 3: Pricing Evaluation.

Stage 3: Pricing Evaluation

In Stage 3: Pricing Evaluation, the pricing submission for each supplier was evaluated and analyzed. The proposal with the lowest cost received the highest score allocated for this stage and all other Supplier's Proposals received a pro-rated score against the lowest priced supplier's proposal accordingly. Both suppliers provided a completed pricing form as per the nRFP requirements. This stage did not require a minimum score, and as a result both suppliers proceeded to Stage 4: CCM & BAFO.

Stage 4: Commercially Confidential Meeting and Best-and-Final-Offer

In Stage 4A, the City met with each supplier to conduct Commercially Confidential Meetings. The purpose of the CCMs were to allow each supplier to improve their Proposal in the areas open to resubmission through BAFO. Suppliers were encouraged to obtain information that would help them refine their technical and/pricing proposals as well as to identify potential changes that may enable the Work to be done in a more efficient/cost effective manner.

In Stage 4B, suppliers were requested to submit their Best and Final Offer after the CCM period by submitting a revised version (in part or in full) of their technical proposal and/or pricing proposal. The BAFO submissions were evaluated and scored by the evaluation team. Based on revised scoring following the CCM and BAFO process, Damen Shipbuilding was identified as the highest-ranked supplier and was invited to Stage 5: Contract Negotiations.

Stage 5: Contract Negotiations

The City entered into direct contract negotiations with Damen Shipbuilding beginning on March 4, 2024 with a focus on various topics, including, but not limited to:

- Transportation and delivery methods and schedule
- Warranty and personnel requirements
- A review and adjustment of proposed response times and service levels;
- Clarification of scope assumptions and technical specifications;
- Cost clarification and reduction for ancillary fees;
- Alignment on terms and conditions for administrative fees, % markups; termination, financial guarantees etc; and
- Reduction of risk to both the contractor and the City.

Following successful negotiations, key terms such as the refund guarantee, City's rights upon termination of the contract for cause and insurance on the vessels during

construction have been agreed upon in principle. Legal teams from both parties will finalize the agreement with detailed legal terms by the end of July or early August.

Conclusion and Next Steps

The proposal from Damen Shipbuilding was the highest-ranking proposal, meeting the technical requirements alongside a negotiated financial proposal deemed satisfactory to the City.

The anticipated construction delivery of the first vessel (RoPax) to Toronto's Inner Harbour is Q4 2026 with the second vessel (Pax) scheduled to arrive in Q2 2027. Concurrently, the City is proceeding with the design, tender and construction of the shoreside infrastructure, which will be in place prior to the delivery of the first vessel. The City continues to maintain the remaining vessels and consider the case for replacements as allowed through operational and budgetary considerations.

CONTACT

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SIGNATURE

Howie Dayton
General Manager, Parks, Forestry and Recreation

Geneviève Sharkey
Chief Procurement Officer

ATTACHMENTS

Attachment 1: Fairness Monitor Attestation Report