



**REQUEST FOR QUALIFICATIONS
FOR A MASTER DEVELOPER
OF THE TOWN CENTER DEVELOPMENT AREA**

SEPTEMBER 28, 2018

Modified November 5, 2018

December 14, 2018

January 14, 2019

Burns Harbor Redevelopment Commission
President, Eric Hull

Town of Burns Harbor
1240 N. Boo Road
Burns Harbor, IN 46304
(219) 787-9413

www.burnsharbor-in.gov

**REQUEST FOR QUALIFICATIONS FOR A MASTER DEVELOPER
OF THE TOWN CENTER DEVELOPMENT AREA**
Town of Burns Harbor, Redevelopment Commission

SUMMARY

The Burns Harbor Redevelopment Commission (the "Commission"), governing body of the Town of Burns Harbor, Indiana (the "Town"), and the Redevelopment District of the Town (the "Redevelopment District"), exists and operates under the provisions of the Redevelopment of Cities and Towns Act of 1953 which has been codified in IC 36-7-14, as amended from time to time.

The Commission is issuing this Request for Qualifications ("RFQ") from interested qualified developers to be designated as the Master Developer of the Town Center Development Area. The Commission is seeking RFQs from real estate developers who have experience with public/private development projects. The Commission is also interested in real estate developers that can show experience with and success in implementing large-scale real estate development plans for land uses that include, but are not limited to, retail and commercial services, professional offices, municipal facilities, educational facilities, hospitality, medical and residential mixed-use development projects or a planned unit development ("PUD").

A Master Developer shall be defined as a real estate development entity or entities acting as an agent of the Commission that will be responsible for the facilitation, implementation and inducement of private investment in the Town Center Development Area on a long-term comprehensive basis for the purpose of, but not limited to: coordinating development resources; land use planning, public and community involvement; assembling and the platting and subdivision land for desired developments; constructing facilities that meets the land use goals and objectives of the Master Development Implementation Roadmap (2015), Master Development & Revitalization Plan (2015), Master Development Reconnaissance and Strategic Market Assessment (2015), and the Comprehensive Plan Placemaking 2020 (2009); and the sale or leasing of property, all in an effort to increase the net assessed valuation of the District and to improve the quality of life in the Town. The Master Developer may consist, but is not limited to, an individual development company, a joint venture, or a consortium of real estate development partners.

The Commission in collaboration with the selected Master Developer is primarily interested in implementing the community and economic vision of developmental projects that: (i) creates a significant number of full-time positions with benefits related to residential, commercial service, retail, office and public civic improvements which may include destination and hospitality and medically-related facilities projects; (ii) creates a year-round, day and night level of activity in the Town Center Development Area; (iii) offers a mixed-use land use strategy or PUD approach to take advantage of this unique location within the Town, as a gathering place, social center and focus of Town activities; (iv) establishes municipal facilities that will provide public service delivery and engage the community alongside complementary private development as an impetus and catalyst for Smart Growth principles and sustainable development design elements consistent with the applicable Town plans and guidelines.

The most current RFQ document and Redevelopment Plans are available on the Town's website, www.burnsharbor-in.gov/159/Redevelopment-Commission. The Commission reserves the right to revise or amend this RFQ based on its needs or at any point in the process but agrees to provide adequate notice to all identified interested parties should it be amended or revised.

Interested real estate developers should contact Burns Harbor Redevelopment Commission Consultant Ms. Tina Rongers at (219) 616-7147 or tina@karnerblueera.com to request placement on the RFQ Mailing List to insure receipt of any amendments and other relevant information. All RFQ inquiries should be directed to Ms. Rongers and Commission President Mr. Eric Hull at ehull@burnsharbor-in.gov.

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I. BACKGROUND

The Town of Burns Harbor, Indiana offers low-cost of business and high-quality living within an hour of Chicago “Loop” and is only steps away from the Indiana Dunes National Lakeshore on Lake Michigan. Incorporated in 1967, the Town is a Duneland Area community of 1,700 residents and is home to one of the world’s largest steel producers, Arcelor Mittal, and the Port of Indiana-Burns Harbor, an international port.

Burns Harbor cherishes its small-town charm through a variety of neighborhoods and a mix of businesses. The Town is also a confluence of land-uses, intermodal transportation, interstates, highways, commuter rail, park systems, Lake Michigan, the East Arm of the Little Calumet River, top-quality schools and a responsive government. These assets are just a few of the reasons why residents and business owners chose Burns Harbor. At approximately 7 square miles, the Town has room to grow and diversify through real estate development.

In 2015, the Town of Burns Harbor Redevelopment Commission commissioned extensive master planning intended to vision its growth town-wide. That effort led to a set of development priorities being implemented. The first round of projects underway includes economic development incentivization, land acquisition, placemaking and trail development. See Appendix A: Burns Harbor Redevelopment Priorities Map.

Today, the Commission is seeking to advance a critical component of this vision through the development of the Town Center Development Area, a 32-acre site consisting of five parcels. See Appendix B: Boundary Map of the Town Center Development Area.

- The first and second parcel (64-03-33-301-006.000-024 and 64-03-33-301-008.000-024) is a vacant 3.8-acre site owned by the Town. This site is where the Town’s Founders established the community in 1967. It once housed the Westport Community Center, a social gathering place. Over the past three years, the Commission has invested in creating a sense of place through its placemaking initiative, Burns Harbor Food Truck Square, to which over 10,000 visitors attended last summer.
- The third parcel (64-03-33-301-010.000-024) is approximately 25.6-acres of agricultural land, actively farmed by a lessee to the Duneland School Corporation. The Town is under contract to purchase this parcel from the Duneland School Corporation, with final payment and full ownership by the Town to occur no later than February 2019.
- The fourth parcel (64-03-33-301-007.000-024) is an 0.11-acre strip of vacant land located between a portion of the first and third parcel boundary which the Town purchased a tax sale in October 2017 and is still in the redemption period. The Town expects to petition for a tax deed later this year.
- The fifth parcel (64-03-33-326-001.000-024) is 0.89 acres of vacant land between the third parcel and Stanley Street. The Commission recently purchased this parcel for bike trail development.

A major pipeline corridor with a diagonal easement (SW to NE) traverses this Town Center Development Area. Additionally, a grant-funded trail system called the Marquette Greenway Phase I is planned for the northern section of the Town Center Development Area with construction expected to begin in 2020. See Appendix C: Marquette Greenway Overall Plan.

II. SELECTION PROCESS

Overview

The Commission is requesting “Statement of Qualifications” for a Master Developer to partner with the Redevelopment Commission on behalf of the Town in the planning, implementation and development of the Town Center Development Area.

The Commission intends to select a Master Developer with a demonstrated record of accomplishment and development of desired land uses desired by the Commission as a result of redevelopment planning efforts. This RFQ process is being used to select a Master Developer in recognition of the need for sustained collaboration between the selected Master Developer and the Commission to formulate feasible projects that can successfully accomplish a wide range of goals and objectives for the Town Center Development Area.

The Master Developer will be responsible for the facilitation, implementation and inducement of private investment in the Town Center Development Area on a long-term comprehensive basis for the purpose of, but not limited to: coordinating development resources; land use planning, public and community involvement; assembling and the platting and subdivision land for desired developments; constructing facilities that meets the land use goals and objectives of the Master Development Implementation Roadmap (2015), Master Development & Revitalization Plan (2015), Master Development Reconnaissance and Strategic Market Assessment (2015), and the Comprehensive Plan Placemaking 2020 (2009); and the sale or leasing of property, all in an effort to increase the net assessed valuation of the District and to improve the quality of life in the Town.

The Master Developer will be responsible for working in partnership and closely with the Redevelopment Commission and the Town in order to implement a community and economic vision of developmental projects in the Town Center Development Area that: (i) creates a significant number of full-time positions with benefits related to residential, commercial service, retail, office and public civic improvements which may include destination and hospitality and medically-related facilities projects; (ii) creates a year-round, day and night level of activity in the Town Center Development Area; (iii) offers a mixed-use land use strategy or PUD approach to take advantage of this unique location within the Town, as a gathering place, social center and focus of Town activities; (iv) establishes municipal facilities that will provide public service delivery and engage the community alongside complementary private development as an impetus and catalyst for Smart Growth principles and sustainable development design elements consistent with the applicable Town plans and guidelines.

The Commission is interested in the Developer’s experience with similar projects and its willingness to coordinate the development with other developers within, adjacent to, or close to the Town Center Development Area to create a consistent, cohesive development. A potential Master Developer’s demonstrated performance in other similar urban settings and its comprehensive approach to coordination and collaboration with the Commission are important evaluation factors for this RFQ.

Master Developer Review Committee

A Master Developer Review Committee (MDR Committee) of the Commission consisting of Commission member(s) will serve as the RFQ review team to implement the review process to recommend a Master Developer-Select to the Commission.

Statement of Qualifications Review Process

The MDR Committee will review all the Statement of Qualifications that were submitted to the Commission in a timely manner based upon the time and date stamp of the RDC Secretary and/or Town Clerk-Treasurer.

Each Statement of Qualification will be evaluated and ranked according to the established evaluation criteria identified and documented in the RFQ. The MDR Committee at the discretion of the Commission reserves the right to accept or reject any or all Statement of Qualifications related to this RFQ. The MDR Committee may select a limited number or "short-list" of qualified interested real estate master developers for an interview, for which a time-period for interviews may be allotted, if deemed necessary.

Upon qualification and if deemed necessary with the MDR Committee, the MDR Committee may recommend a Master Developer-Select to the Commission for the development agreement negotiations and formal selection of the Master Developer.

The Commission anticipates entering into a formal master development agreement with the Master Developer. The nature and form of the final relationship between the Commission and the Master Developer regarding the comprehensive development of the Town Center Development Area will be subject to an agreement to be known as the "Master Developer Agreement" (the "MDA").

The Commission will work closely with the Master Developer-Select to negotiate and formalize the MDA. The MDA shall specify the respective roles and responsibilities of the Commission and the Master Developer which shall include, but is not limited to, the following: areas to be developed, a general timeframe for each proposed development, and any other specific requirements or details determined by the parties to the agreement. The process to approve a Master Developer shall not be complete or final until such time the MDA is approved by the Commission and the Master Developer-Select.

Evaluation Criteria

In that regard, the MDR Committee of the Commission will consider the following criteria in determining potential Master Developer's qualifications:

1. Responsiveness to the Request for Qualifications document is expected. The MDR Committee anticipates receiving a document that includes responses to all of the submittal instructions and contents.
2. Ability and history of successfully completing real estate development projects of a similar or comparable type, meeting project deadlines, experience in similar work environments, sensitivity to the needs of the public sector and community relations, and

an ability to attract quality property owners and tenants. Description of former mixed used projects should include dates of completion, nature of involvement both from a financial perspective and from a management and implementation perspective, implemented developments, sizes and uses, and references. In addition, provide data on the overall economic impact over time or actual and real spillover benefits that your developments have had on the towns or cities where they have been located is requested but not required.

3. The analytical skills the Master Developer intends to apply to the overall development of a master plan for the Town Center Development Area and how such analytical skills have been applied or used successfully on other similar or comparable projects.
4. Ability to provide excellence in site and architectural design consistent with the Master Development Implementation Roadmap (2015); Master Development & Revitalization Plan (2015); Master Development Reconnaissance and Strategic Market Assessment (2015); the Comprehensive Plan Placemaking 2020 (2009); and, other pertinent guiding documents and Plans of the Town.
5. Performance data, reference and qualifications of principal(s), project manager(s), and other key personnel that would be assigned to the Master Developer. In addition, include similar information for any other firms or entities that are contemplated to be a part of this development team, including, but not limited to architecture firms, planners, construction firms, construction management firms, marketing firms, etc., their primary representatives on the team and their qualifications.
6. Description of the type of partnership structure with the Commission and the Town that the Master Developer believes would allow for a win-win governance agreement. Also, describe what types of outcomes the applicant would seek to achieve or to avoid with proper relationship structuring.
7. Description of the types of business and professional connections and relationships that permit the Master Developer to bring added value to the relationship over and above what other development groups might be able to provide to implement a master development plan.
8. Description of added services that the Master Developer will provide or arrange to be provided for any start-up businesses that the group may bring into the Town Center Development Area.
9. Description of the number and types of businesses (including revenue and full-time employment estimates) that the Master Developer team anticipates for development as a result of implementation of a master development plan for the Town Center Development Area, and the number of and types of businesses that it has a high degree of confidence it can attract.
10. Description of the degree to which the redevelopment efforts proposed by the Master Developer will expand meaningful job opportunities for residents of Burns Harbor and

attract new residents to Town.

11. Evidence of the Master Developer's financial capacity to successfully undertake a master development plan and project of this scope and magnitude, such as connections to equity markets, ability to finance complicated mixed-use projects, and success in implementation of public/private ventures.
12. Description of the financial leverage opportunities that the Master Developer will bring to the Town in the form of federal and state programs, grants, and other financial resources that will be brought to bear.
13. Ability to describe the mechanism for financial partnerships with existing owners and tenants to retain them as players in the Town Center Development Area and to improve and expand their role as par to the overall development process.
14. Description of the mechanism(s) or structure(s) that will be put in place in the Town Center Development Area to provide additional revenue to existing taxing districts and town departments. The Commission is particularly interested in ways to fund additional services during the existence of the allocation area period (for the purpose of utilizing tax increment financing).
15. Evidence of adequate and appropriate insurance and performance bonding capacity.
16. "Wow" factors, including but not limited to, a creative vision as part of the master development planning process and final product, the proposed design, creativity in the submitted design, and alternatives for improvements in cost or time.
17. The ability of the Master Developer to complete successfully projects that are of a financial benefit and/or incremental value (tangible and intangible) to the Commission and the Town as well as for the Master Developer.
18. Description of the proposed infrastructure improvements and public enhancements that would be contemplated and/or included as part of the master development plan or project, such as underground utilities, expanded high speed internet, development of improved municipal facilities, including the identification of any costs that must be borne by the Commission or the Town or other overlapping taxing units to implement such public capital improvements.
19. Description of the responsibilities the Master Developer may or will avoid because these behaviors or practices are short sighted and deleterious to the master plan development process or implementation to the Commission or the Town.
20. Description of the kind of data the Master Developer will collect to determine the overall economic impact the proposed master plan will have on the Town Center Development Area and/or the Town and describe what your economic impact expectations are for a twenty-five (25) year period.

21. Ability to meet development schedules and performance standards, including deadlines, benchmarks for the development of other similar or comparable projects, including the perceived ability to meet the stated development scheduled identified in the Statement of Qualifications submitted in response to this RFQ.

III. MASTER DEVELOPER RESPONSIBILITIES

The development responsibilities of the Master Developer will be formally defined and detailed in the MDA to be negotiated between the Commission on behalf of the Town and Master Developer-Select. A detailed description of the anticipated responsibilities of the Master Developer is provided below and includes, but is not limited to:

- I. Coordinating development resources; land use planning, public and community involvement; assembling and the platting and subdivision land for desired developments;
- II. Constructing facilities that meets the land use goals and objectives of the Master Development Implementation Roadmap (2015), Master Development & Revitalization Plan (2015), Master Development Reconnaissance and Strategic Market Assessment (2015), and the Comprehensive Plan Placemaking 2020 (2009); and
- III. The sale or leasing of property, all in an effort to increase the net assessed valuation of the District and to improve the quality of life in the Town.

Due Diligence

The Master Developer will be responsible for due diligence activities that may include, but are not limited to: (i) conducting a market study, (ii) reviewing the Town's comprehensive plan and zoning code for consistency, and (iii) making recommendations and investigating further development issues and/or investment matters that may affect the master planning and development process in consultation with the Commission, the Town and other key stakeholders in the overall development of the Town Center Development Area.

Community Relations

The Master Developer must commit to working collaboratively and cooperatively with identified key stakeholders and the property owners in the Town Center Development Area. These activities include but are not limited to: (i) conducting strategic community meetings, (ii) creating and maintaining a comment process for community involvement in the overall planning, (iii) creating and maintaining channels for public information and comment, and (iv) working with elected and appointed officials of the Town and the local media.

Master Planning

The Master Developer will be responsible for developing a "Town Center Development Area Master Development Plan" that exemplifies and implements the vision(s) of the Commission and the Town for the Town Center Development Area and complements other Town initiatives. The Town Center Development Area Master Development Plan will be prepared in consultation

and collaboration with the Commission, the Town and other key stakeholders in the Town Center Development Area.

Development Schedule

The Master Developer in collaboration with the Commission will be responsible for developing detailed schedules for the numerous land use planning and architectural design, financing, construction and maintenance activities associated with implementing the Town Center Development Area Master Development Plan. This activity includes coordination with the Town departments, boards and commissions, consultants, architects, engineers, contractors and property management functions.

Implementation

The Master Developer will be responsible for developing a comprehensive development plan and strategy for the development of the Town Center Development Area consistent with the goals and objectives of the Commission and the Town, securing the financing for projects, assisting individual tenants in securing financing, getting any and all approvals from the Town, Porter County, the state of Indiana or the federal government and coordinating preliminary development negotiations.

Land Use and Development Approvals

The Master Developer will be responsible for any Town, Porter County or State of Indiana or federal permits or regulatory approvals for development of sites within the Town Center Development Area. This includes any required environmental site assessments and documentation, reports and approvals, building permits, and any similar necessary requirements. The Commission may assist the Master Developer in these efforts.

Financing Infrastructure and Development Costs

The Master Developer will be responsible for developing both publicly and privately financed structures. The Master Developer will be responsible for financing the entire cost of the proposed project(s) of a private nature. These costs include all pre-development and development costs such as infrastructure, public communications, entitlements, environmental, traffic, soil, or other studies, design and construction costs, and off-and-on-site work, including all utilities. Requirements of the Master Developer include, but are not limited to, the following: 1) master planning; 2) securing building permits; 3) financing and developing infrastructure; 4) any and all financial structuring; and, 5) vertical development and/or sale and assignment of development rights. The Commission may assist the Master Developer with negotiations on public/private partnership incentives to be incorporated into any development agreement(s) to be approved by the Commission.

Construction

The Master Developer will be responsible for the construction of all necessary off-site and on-site improvements including, but not limited to, infrastructure such as utilities and roads; building cores and shells; tenant improvements; fixed furniture, fixtures, and equipment; and landscaping consistent with Master Development Implementation Roadmap (2015); Master Development & Revitalization Plan (2015); Master Development Reconnaissance and Strategic Market Assessment (2015); and the Comprehensive Plan Placemaking 2020 (2009), and other plans and guidelines of the Town. The Master Developer will be required to comply with all applicable state and federal regulations concerning prevailing wage and other labor-related issues. In addition, the Master Developer will be responsible for negotiating all development agreements with third-party developers.

Management

The Master Developer will be responsible for long term management, leasing and maintenance of the development. This may include the establishment of public/private partnerships to maintain the public realm.

IV. STATEMENT OF QUALIFICATION REQUIREMENTS

An interested qualified Master Developer shall provide an appropriate response to this RFQ titled "Statement of Qualifications." The Statement of Qualifications must include the following to be deemed responsive for evaluation.

One (1) original and ten (10) copies of the bound Statement of Qualifications to be mailed to the Commission and one (1) copy of the complete Statement of Qualifications in electronic.pdf format (Adobe Acrobat) emailed to marge@burnsharbor-in.gov that must include, at a minimum, the following:

1. Cover. Must contain at a minimum a reference to the Town of Burns Harbor Redevelopment Commission RFQ Title as "Statement of Qualifications," the proposer's name, address and contact information and contact representatives address, telephone, facsimile, electronic email address and the date.
2. Transmittal Letter. The Transmittal Letter shall be no longer than two pages in length and shall contain:
 - a. The name, title, address, telephone number(s), fax number(s) and email address of the individual(s) with authority to bind the proposer during the period in which the MDR Committee is evaluating the Statement of Qualifications. Such individual(s) shall sign the Transmittal Letter.
 - b. The address and legal form of the proposer. If a joint venture is being proposed, provide the above information for all participating firms.
 - c. Statement that the submitted Statement of Qualifications in response to the RFQ will remain in effect for and not be withdrawn for 90 days after the due date.
 - d. Statement acknowledging receipt of every Addendum that the Commission may issue to the RFQ.

- e. Statement that, if selected as the Master Developer-Select, proposer will negotiate in good faith with the Commission on behalf of the Town.
3. Table of Content. The Table of Contents shall include the numbered items contained under IV. Statement of Qualifications Requirements.
4. Statement of Qualifications.
- a. *Section 1.* Overview of the proposer and Master Developer and/or team.
 - i. Background information. A concise description of the proposer, including organizational structure, subsidiary companies, identification of principals or parent companies, length of time in business, office locations and size, and overall number of personnel by discipline. If the proposer is a joint venture, the proposer shall furnish this information for each entity forming the Joint Venture and clearly indicate the reason for the Joint Venture as it directly applies to this RFQ. An organization chart must be included showing all key Master Developer team members, the firm association and the relationship in providing master development services.
 - ii. Real Development Existing Commitments. This section should include existing real estate development commitments, including the name and a description of the development, when a particular project was initiated and completed, or an anticipated completion date and public/private investment committed or anticipated.
 - b. *Section 2.* Experience Record. Examples of real estate development projects, representing other high-visibility mixed use projects in downtowns, waterfront locations or similar and comparable development environments, familiarity with the state of Indiana or other similar municipal development processes, working with stakeholder groups and designing for maximum sustainability. A list of similar or comparable real estate development projects including reference contacts and contact information must be included.
 - c. *Section 3.* Organization and Master Development Experience. This section should include a description of the proposer's organization and management plan, which shall be established to perform the contract services. The organization and management plan shall clearly identify the project manager and key personnel associated with the proposed development. If the proposer is a Joint Venture, the company or firm affiliation of each staff must be identified. The proposer shall detail the role of each team and team member, including how the team will accomplish the following activities: planning the development; construction; long term ownership, management and maintenance; proposed lease structure; and tenant selection. Resumes of all key personnel shall be included in an APPENDIX titled "Master Development Team Resumes."
 - d. *Section 4.* Vision and Summary of the Development of Town Center Development Area. This section should include the responder's approach to master planning and how this approach is consistent with, or otherwise would

enhance opportunities, identified in the Master Development Implementation Roadmap (2015), Master Development & Revitalization Plan (2015), Master Development Reconnaissance and Strategic Market Assessment (2015), and the Comprehensive Plan Placemaking 2020 (2009), other plans and guidelines of the Town and/or due diligence findings as elements for success; and, the team's prior relationship with mixed use, urban development, especially in the context of the Smart Growth and/or sustainable development. It should also include examples of land use, adaptability, phasing strategies and other considerations that may benefit the Town.

- e. *Section 5. Financial Capability.* This section should include: A brief description of the proposer's ability to finance the project through completion and examples of potential financial structures other similar or comparable real estate development projects. Indicate how these types of relationships would contribute to the overall value you would bring to Town. Please note that at the Commission's discretion, the MDR Committee may request a copy of audited financial statements of the respondent and principal participants in the business entity to be formed as a Master Developer during the selection process. An estimated cost for producing the Town Center Development Area Master Plan as the Commission may subsidize a percentage of the fees.

V. SUBMITTAL INSTRUCTIONS

A Statement of Qualifications shall be delivered for submission to:

Mrs. Marge Falbo
Redevelopment Commission Secretary
Town of Burns Harbor
1240 N. Boo Road
Burns Harbor, IN 46304

For a Statement of Qualification to be considered by the MDR Committee, a sealed envelope or packet clearly labeled "Statement of Qualifications: RFQ Response for a Master Developer of the Town Center Development Area" must be delivered in a timely manner and must include one (1) original and ten (10) copies of the bound Statement of Qualifications and one copy of all materials submitted in an electronic .pdf (Adobe Acrobat) sent to marge@burnsharbor-in.gov.

Statement of Qualifications in response to this RFQ will be accepted by delivery or in person at the Receptionist Desk at the Town Hall through but no later than 4:00 p.m. (CST) on Wednesday, November 14, 2018.

Any questions concerning the Commission's specifications to the RFQ process shall be directed to Redevelopment Commission Consultant Tina Rongers at (219) 616-7147 or tina@karneruleera.com and Commission President Eric Hull at ehull@burnsharbor-in.gov. A copy of all the questions submitted and responses will be distributed to all identified interested parties via electronic mail (email) only.

VI. SCHEDULE

The Commission intends to proceed in accordance with the schedule below. The Commission reserves the right to alter the schedule at any time in the process but agrees to provide adequate notice to all respondents should the schedule be amended or revised.

Request for Qualifications Published	September 28, 2018
Commission Appoints MDR Committee	October 10, 2018
Statements of Qualifications Due	November 14, 2018
MDR Committee Review Period	November 21, 2018 January 09, 2019
MDR Committee Short List Interviews, If Necessary	November 28, 2018 Not applicable
MDR Committee Selection of Master Developer-Select	December 12, 2018 February 13, 2019 February 6, 2019
Commission Negotiation of Master Development Agreement with Master Developer-Select	January 02, 2018 March 13, 2019
Finalize the Master Developer Agreement	January 09, 2019 April 10, 2019
Press Conference on Finalization of the Master Developer Selection Process	January 09, 2019 May 8, 2019

VII. TERMS AND CONDITIONS

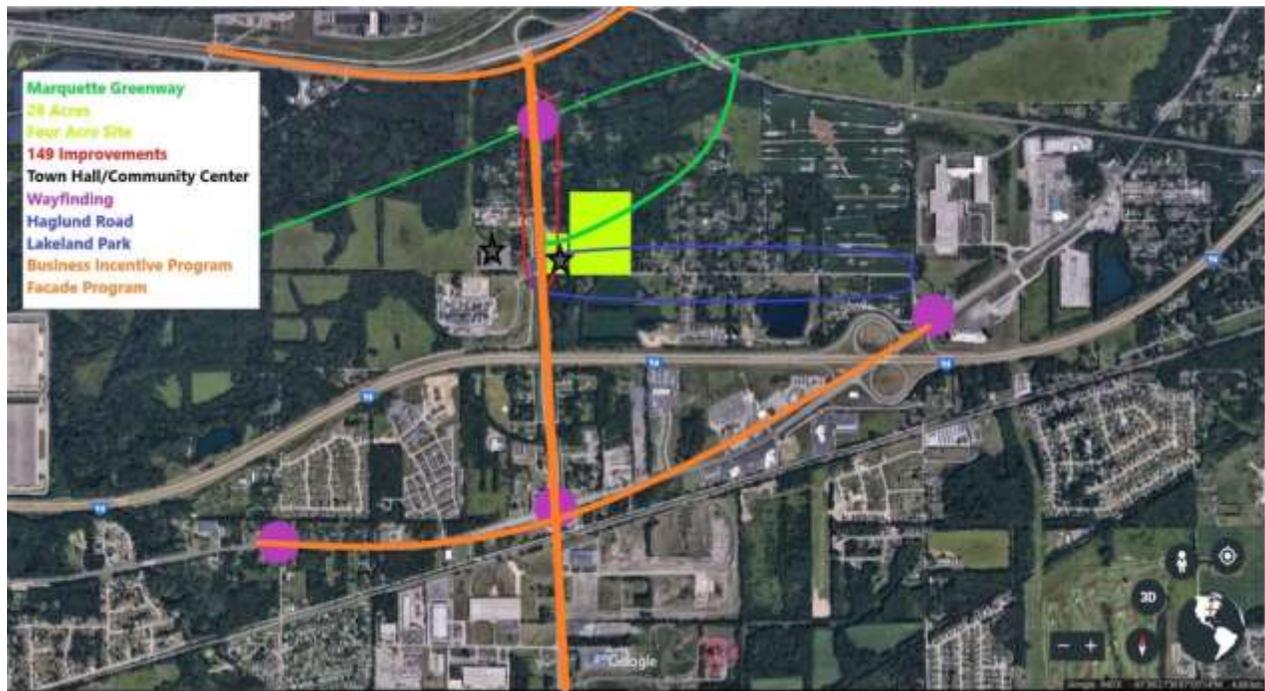
The Commission reserves the right to reject any and all submitted Statement of Qualification responses and/or to waive technicalities as deemed to be in the best interest of the Commission. The MDR Committee and the Commission reserve the right to request additional information from a respondent(s) as deemed necessary to analyze responses. In the event it becomes necessary to revise any part of this RFQ, addenda shall be created and emailed to registered firms who have provided an accurate email address. If desired, a hard copy of any addenda will be provided upon request. The Commission and the Town are not liable for any cost incurred by any entity that may submit a Statement of Qualifications. The contents on this submittal may be included in any contractual obligations if a contract ensues from the process as part of the MDA negotiations. Reimbursement will not be made by the Commission for any costs incurred prior to a formal notice to proceed should an award of contract result from this solicitation.

VIII. CONFLICTS OF INTEREST/NON-COLLUSION

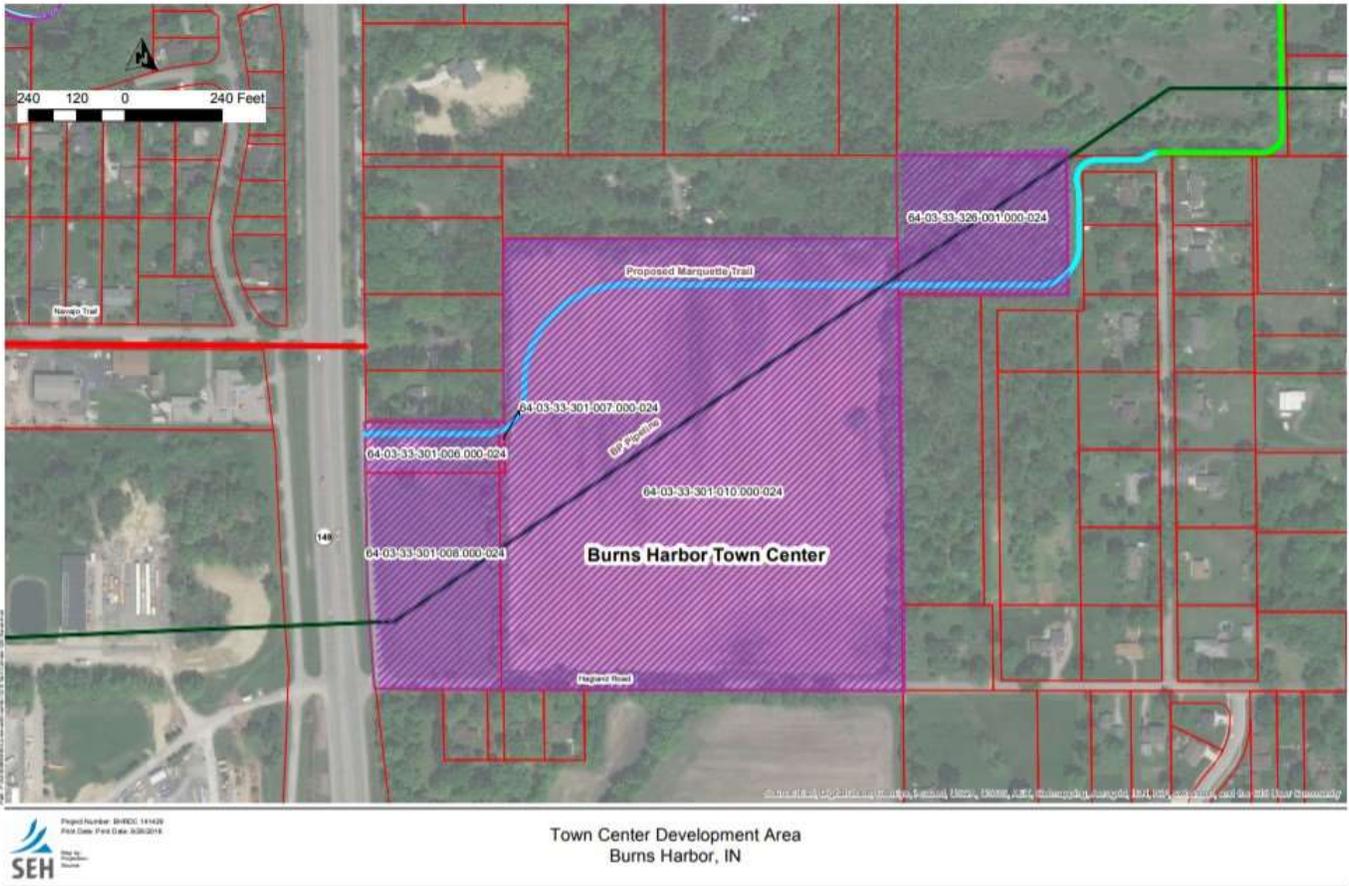
It is important that respondents avoid conflicts of interest. A typical conflict of interest is a situation where the proposer's private interest would interfere with its loyalty or responsibilities to the Commission or raises question about such interference. Accordingly, during the term of any agreement between the Commission and proposer that results from this RFQ, or while proposer is either performing services or receiving payment pursuant to any such agreement,

proposer will not accept work, enter into a contract, accept an obligation, or engage in any activity, paid or unpaid, inconsistent or incompatible with proposer's obligations, or the scope of services to be rendered, to the Commission under the agreement, or that creates an actual or potential conflict of interest with the Commission. The respondent shall warrant that, to the best of its knowledge, there is no other contract or duty on proposer's part that conflicts with or is inconsistent with the services to be provided the Commission pursuant to the RFQ. The respondent, upon signing an agreement with the Commission, shall submit to the Commission such form as the Commission shall designate, a Non-Collusion Affidavit.

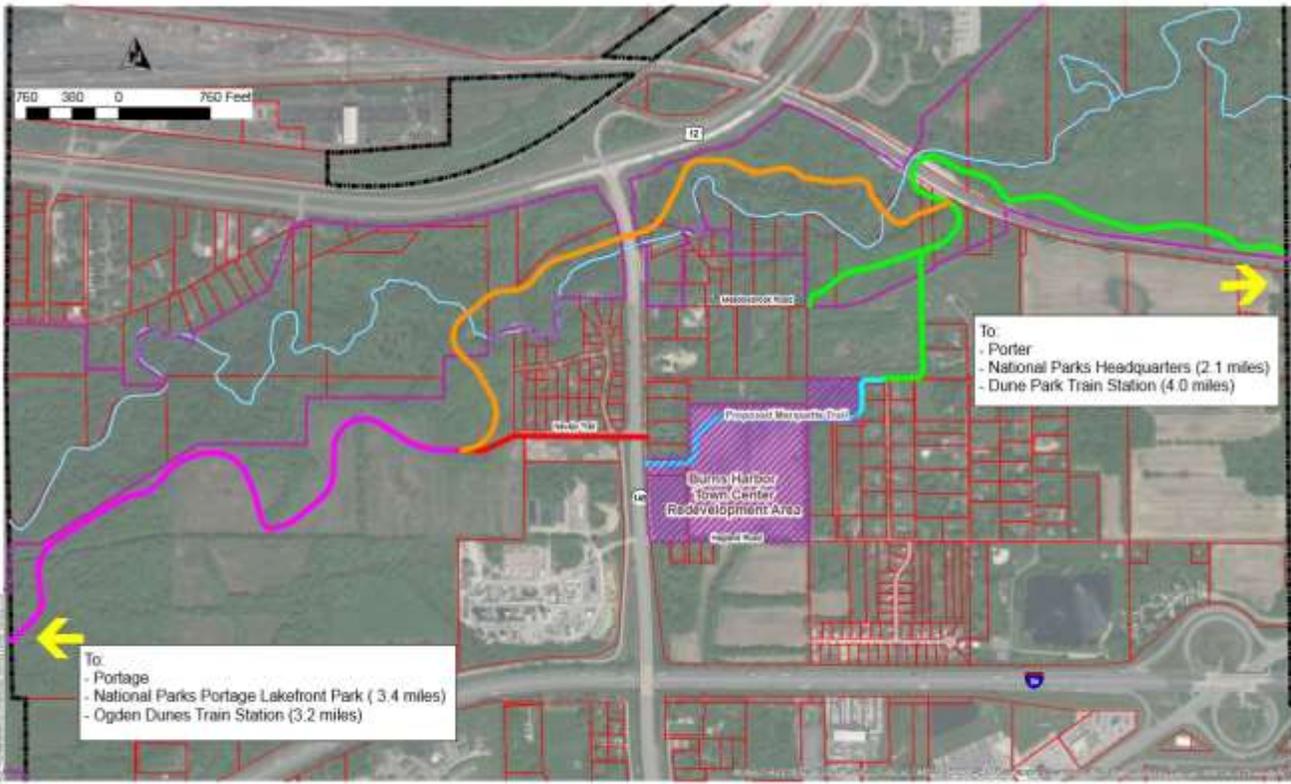
**APPENDIX A:
BURNS HARBOR REDEVELOPMENT PRIORITIES MAP**



**APPENDIX B:
BOUNDARY MAP OF THE TOWN CENTER DEVELOPMENT AREA**



APPENDIX C: MARQUETTE GREENWAY OVERALL PLAN



Marquette Greenway Trail - Overall Plan
Burns Harbor, IN