

REQUEST FOR INFORMATION
*From Potential Service Providers
And Customers
for
Innovation District Broadband Project*



**ILLINOIS
MEDICAL
DISTRICT**

RFI IMD 18-001

September 25, 2018

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Pre-Response Questions Due to IMD by October 15, 2018 (see Section 3.4 for details)

RFI Responses Due to IMD by October 31, 2018 at 3:00pm (see Section 3.5 for details)

SECTION 1: GENERAL INFORMATION AND INVITATION

The Illinois Medical District (the “IMD”) is requesting information from potential customers and suppliers (“Respondents”) as the IMD evaluates the viability of a dedicated, shared ultra-high-speed broadband network and related services to serve current and future stakeholders within the IMD boundaries and to continue the IMD’s advancement as an economic engine for Chicago and a global destination for health care innovation and services.

The IMD comprises 560 acres of medical research facilities, labs, a biotech business incubator, universities, and more than 40 healthcare related facilities on the near west side of Chicago. The IMD hosts the largest concentration of health care-related services in Illinois and is the leading center for medical innovation in the State. The IMD owns approximately 64 acres of land within District boundaries, of which 31 acres—mainly in the southern portion—are currently available for development. The IMD operates under a Planned Development zoning designation within the City of Chicago (PD30) in which it plays a key role in guiding development within the District and developing a strategy and plan for the future of the District.

The IMD is interested in **innovative approaches to funding, building, and providing services over an ultra-high-speed broadband network** that meet the current and future needs of its health care stakeholders and other customers in the IMD. The future direction of broadband-connected services may include demonstration projects and “smart city” services that advance the 24/7, work-live, high-tech nature of this health care-focused community. Private or public entities may express an interest in financially participating in the risks and rewards of building a dedicated broadband network and related services. The IMD seeks to work with entities that demonstrate an understanding of the IMD’s goals and mission as well as the context of existing and potential resources available to the IMD. We are interested in entities that demonstrate a capacity to fulfill and enhance the IMD leadership’s long-term strategic vision for the Illinois Medical District.

The IMD is also requesting **potential customers and stakeholders within the IMD boundaries** to respond with information regarding their **current and projected needs for broadband infrastructure and services**. The IMD will use responses to this RFI from stakeholders and potential customers to help determine the overall demand within the IMD for a shared broadband infrastructure and related services (such as Internet 2).

Respondents are asked to submit a written response to this RFI of no more than fifteen (15) pages in length, answering the questions listed in Section 3 of this RFI that respectively pertain to suppliers or customers.

Respondents to the RFI may be invited to meet with the IMD and stakeholders to discuss information presented in their responses. Based on the information collected through this RFI, and as the IMD develops a detailed assessment of stakeholder needs for broadband infrastructure and services, the IMD may issue solicitations including but not limited to Requests for Proposals and Requests for Qualifications to construct, manage and market a broadband network and related services.

SECTION 2: BACKGROUND AND VISION

2.1 About the IMD

The IMD is a political subdivision, unit of local government, and body politic and corporate that was formed by an act of the Illinois State Legislature in 1941 (70 ILCS 915/0.01, *et seq.*), as amended from time to time (the “Act”) for the purpose of:

- Administering, developing and zoning property within the District to attract and retain academic centers of excellence, viable health care facilities, medical research facilities, and emerging high technology enterprises;
- Attracting and facilitating both medically-related commerce and research and new business ventures for the economic vitality and general welfare of the District, the State of Illinois, Cook County, and the City of Chicago; and
- Serving as the leader in patient care and medical research by utilizing its diversity and unique assets to drive economic growth.

The IMD includes 560 acres of medical research facilities, labs, a biotech business incubator, universities, raw land development areas and more than 40 healthcare related facilities located less than two miles from downtown on the near west side of the City of Chicago. One of the largest medical districts in the U.S., the IMD is bounded by Congress Street on the north, Ashland Avenue on the east, Oakley Boulevard on the west, and the Union Pacific inter-modal yard on the south. The IMD is governed by a seven-member Board of Commissioners who work in concert with the IMD’s Executive Director to govern the District’s growth, development, and mission. The City of Chicago, Cook County, and the State of Illinois appoint representatives to the IMD Board of Commissioners.

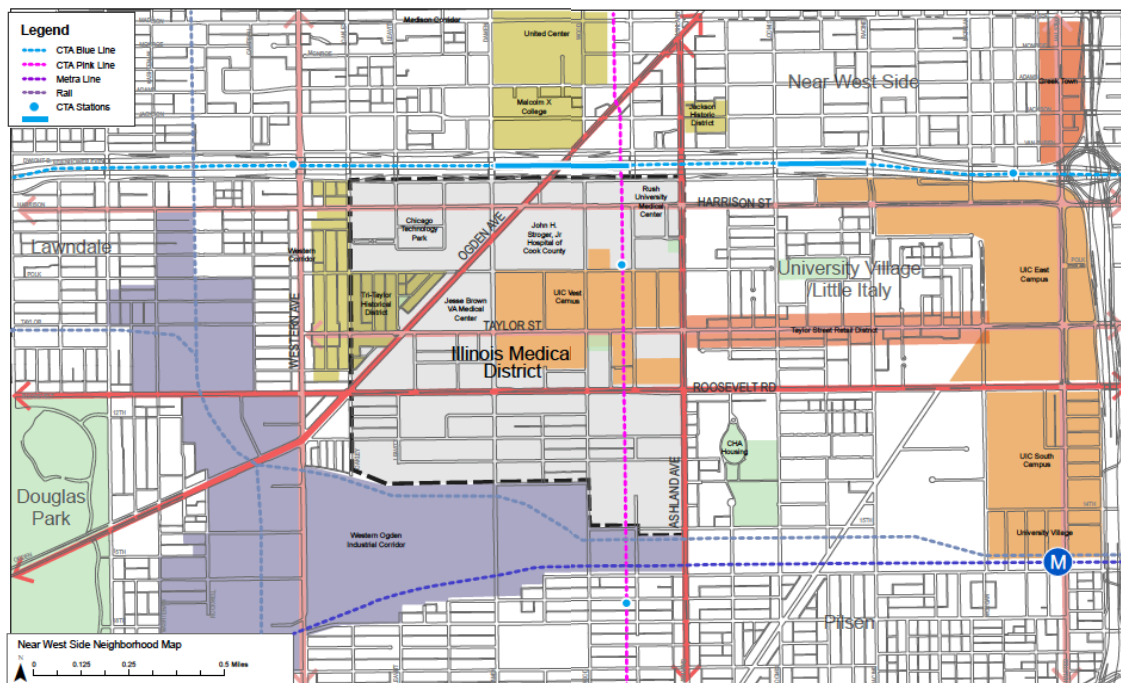
Major stakeholder organizations within the IMD boundaries include:

- Jesse Brown VA Medical Center
- The University of Illinois Hospital & Health Sciences System
- John H. Stroger Hospital of Cook County
- Rush University Medical Center

The IMD represents a valuable urban and economic development asset for the City, the County and the State. On an average day, the IMD hosts 29,000 employees, 8,000 medical students, and 50,000 visitors; taken together, the size and daily population of the IMD is equivalent to a mid-size city. With four major medical institutions anchoring the District, two medical universities, medical research and health care businesses, and a growing technology park, the IMD is unlike any other medical district in the U.S. and represents a rare opportunity for innovation and investment.

In addition to the 8,000 graduate students within the IMD, immediately east of the District lies the University of Illinois at Chicago campus which, with nearly 28,000 students and 1,800 medical faculty, continues to plan for significant expansion. Directly north of the IMD is Malcolm X Community College which, with the support of the IMD and its stakeholders, has refocused its curriculum toward medicine and healthcare training and to accommodate this has completed a major campus expansion.

The IMD enjoys direct rail transit access from O’Hare International Airport to the IMD Station on the Chicago Transit Authority (CTA) Blue Line. CTA and IDOT are currently working on joint plans to further improve accessibility, service and facilities through their Blue Line Study and I-290 Corridor improvement plans. The \$23M renovation of the IMD Blue Line Station will bring a new image and greatly improved rider experience to one of the key entry points into the District. This investment is supported by IMD Blue Line station ridership, which has increased by over 53% in the past 5 years.



2.2 IMD Strategic Planning

To support its efforts to continue to attract and retain high-value jobs and businesses, the IMD engaged in a multi-year strategic planning process that engaged stakeholders across the District as well as the greater Chicago and Illinois area, and produced a series of reports: (1) an economic impact study, which helped quantify the IMD's impact and potential within the area/region; (2) the 2016 IMD Master Plan and accompanying Design Guidelines (available at medicaldistrict.org/real-estate); and (3) a comprehensive strategic vision study to help identify strengths and weakness and put forth realistic goals to develop the District (currently in progress).

The economic impact study estimated that the IMD annually contributes nearly \$3.5 billion to the local economy, ranking the IMD as one of region's major economic engines, on par with the annual impact of Chicago's McCormick Place and Navy Pier convention and tourist destinations.

In July 2016, the IMD Board passed a resolution adopting the 2016 IMD Master Plan and Design Guidelines. The 2016 Master Plan is the first major planning effort undertaken by the IMD since 1997. Key recommendations in the plan include:

- Create an urban, walkable, cohesive Medical District.
- Encourage urban style development through a mix of land uses and reduced setback requirements.
- Identify locations for infill retail development to provide services and amenities for employees, patients, residents and visitors to the IMD.
- Develop a District-wide coordinated parking effort aimed to ensure that parking needs are met efficiently.
- Implement an IMD Shuttle to connect the District's employees, patients, and visitors to the public transit stops, healthcare institutions, and employment centers in the IMD.
- Create a network of open space that builds upon the existing public realm and activates underutilized sites.
- Strengthen gateways into the IMD to improve the District's identity and create a sense of place.
- Transform Harrison Street into the "Main Street" of the IMD that compliments the redevelopment efforts of the IMD, Cook County/Cook County Health and Hospitals System, and Rush University Medical Center.

Zoning for the IMD is addressed in Section 8 of the District's Act and is administered under Planned Development #30 ("PD30"). PD30 addresses permitted uses, setbacks, density, parking, and signage as well as other aspects of development. The IMD, under PD 30, is subdivided into 18 sub-areas, each with different allowable uses and density/floor-area-ratio (FAR) requirements. The IMD has begun the preliminary steps to amend PD30, which is essential to implementing the 2016 IMD Master Plan and fostering urban development within the IMD. The proposed changes will include increasing density in various sub-areas, revising setback requirements, eliminating land coverage maximums, and expanding allowable uses.

The Illinois Medical District owns approximately 64 acres of land within the District. These IMD assets are concentrated in the northwest and south portions of the District. The IMD properties are either maintained by the IMD, or by tenants through space and ground lease agreements. Tenants include government agencies, non-profit organizations, and private businesses. Approximately 31 out of the 64 acres owned by the IMD are vacant and available for development. The development parcel sizes range from approximately 3.1 to 3.7 acres. Nearly all of development parcels are located south of Roosevelt Road.

The IMD has recently engaged in a series of meetings with its stakeholders, individually and as a group, to advance District-wide parking and shuttle bus projects, and is in discussions with the CTA to provide shuttle bus services. These projects, along with the high-speed broadband project addressed in this RFI, would be provided as shared services, in which IMD stakeholders would obtain services from or through the IMD to replace services they currently purchase individually. These projects should result in lower overall costs, improved coordination and less congestion for the IMD as a whole.

2.3 Existing Broadband Services and Infrastructure

Many factors are driving an increased demand for bandwidth—on both internal networks and external connections—in all entities across the District:

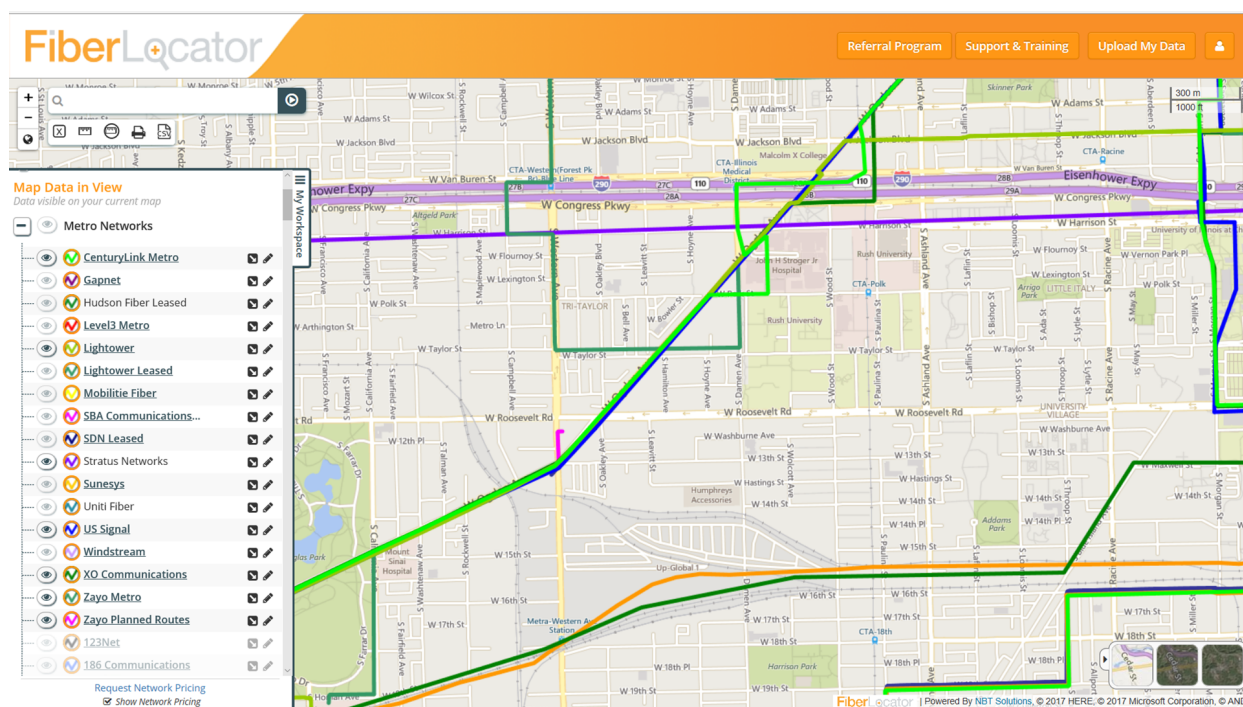
- Increased use of the Internet
- Increased use of Internet 2
- Increased number of WiFi access points, mobile usage, and deployment of mobile applications
- Increased use of cloud computing and hybrid applications
- Increased deployment of Voice-over-Internet-Protocol (VoIP) telephone service
- Increased video streaming

The leading commercial internet service providers within the IMD are AT&T and Comcast, while the leading public provider is the Illinois Century Network (ICN), a service of the State of Illinois that serves educational and governmental entities in Illinois. Additionally, a number of commercial providers offer access to dark fiber and services over their proprietary fiber and/or wireless networks that traverse the IMD area. The map on the next page includes information on commercial fiber maintained by the Illinois Century Network as of late 2017 (note that recent mergers and acquisitions in the fiber industry may affect ownership of the mapped segments):

The Illinois Century Network provides internet access and on-network services as a primary or secondary provider to several entities within the IMD boundaries. The ICN has intergovernmental agreements in place with the Chicago Transit Authority, Illinois Department of Transportation, and Illinois Toll Highway Authority that provide for reciprocal use of the fiber assets of these entities for governmental and educational purposes, and help the ICN provide diverse connections to the internet and Internet 2 as well as on-network connections among its customers.

While the IMD as a highly urbanized area should be well served by existing providers, there are large areas of the District that are not adjacent to fiber connections. Thus the "last mile" connection is very much an issue within the IMD, despite its proximity to downtown Chicago and its density of development. The presence of Interstate 290 (Eisenhower Expressway) directly to the north of the IMD, the Union Pacific inter-modal yards to the south, and the

urban built environment in general all contribute to the difficulty and cost of building new fiber infrastructure within the District.



2.4 IMD Broadband Project: History and Vision

Successful innovation districts in the U.S. have demonstrated that a high-speed broadband network is a critical success factor in attracting new technology-oriented businesses. For tech firms, high-speed, low-cost, reliable broadband service is as important a utility as electricity and water. And for existing stakeholders, an IMD network can provide competitive primary or secondary internet services, a diverse connection to the Internet and Internet 2, and other services like on-network ultra-high speed video and data communications that could support telemedicine, remote learning and electronic health record applications.

New leadership at the IMD beginning in 2015 embraced the concept of a District-wide ultra-high-speed dedicated broadband network as an important part of the District's new strategic marketing vision. A plan was presented to the IMD Commission in 2016, proposing a phased approach to the project beginning in the northeast quadrant of the IMD and progressing to the west and south of the IMD, using recurring revenues from contracts with customers to finance future construction. Revenue generation is a key consideration for IMD projects partly because the District does not generate tax revenue, nor is it supported by other governmental revenues. The IMD's annual budget and financial plan is based on fee and rent revenue it receives from leased properties and services it provides to stakeholders.

In 2016-17 the IMD engaged in discussions with the ICN, evaluating the potential for partnering with the ICN to construct, own, operate, and/or maintain the proposed network. The IMD and ICN met with major stakeholders within the IMD to determine their critical unmet needs for broadband services. The IMD assisted stakeholders with evaluating available broadband services during this period, helping the not-for-profit Chicago Center for Arts and Technology (ChiCAT) obtain affordable high-speed broadband services for its new facility in the IMD to support innovative community-based after-school technology and digital arts education.

During this period the IMD also met with several private sector broadband service and dark fiber providers, and determined that a Request for Information (RFI) would be the best vehicle to gauge the interest and capacity of providers and customers, learn more about the future direction of the broadband market in general—and within

Chicago and the IMD specifically—and inform the IMD’s vision and plan.

2.5 Purpose of the RFI

The RFI is not itself a procurement, but rather a public process to solicit ideas and information from interested parties to inform a future direction, which may include future procurement(s).

The goals in issuing this RFI are as follows:

- Understand the benefits to stakeholders of a District-wide high-speed broadband network
- Understand how the IMD can reduce broadband deployment costs by using existing assets, leveraging partnerships, and coordinating with other infrastructure improvements
- Understand the challenges of constructing, operating and maintaining a District-wide broadband network
- Identify potential sources of public and private investment in the network and viable financial models
- Serve as a forum to connect providers and customers

The IMD is **interested in innovative approaches to funding, building, and providing services over an ultra-high-speed broadband network** that meet the current and future needs of health care and other high tech customers in the IMD. Private or public entities may express an interest in financially participating in the risks and rewards of building a dedicated broadband network. The IMD seeks to work with entities that demonstrate an understanding of the IMD’s goals and mission as well as the context of existing and potential resources available to the IMD. We are interested in entities that demonstrate a capacity to fulfill and enhance the IMD leadership’s long-term strategic vision for the Illinois Medical District as a leader in patient care and medical research.

The IMD is also requesting **stakeholders and potential customers within the IMD boundaries** to respond with information regarding their **current and projected needs for broadband infrastructure and services**. The IMD will use responses to this RFI from stakeholders and potential customers to help determine the overall demand within the IMD for a shared broadband infrastructure and related services (such as Internet 2).

SECTION 3: RFI QUESTIONS AND PROCESS

3.1 How to Respond to the RFI

Respondents are asked to submit a written response to this RFI of no more than fifteen (15) pages in length (not including cover page). The response should include answers to all of the relevant questions in sequence that are listed in Section 3 of this RFI for suppliers or customers of broadband services. (The response should clearly state whether the respondent is submitting as a potential supplier or customer.) The response may be submitted by email (PDF attachment) and/or in writing (no more than ten standard 8 1/2" x 11" letter size single-sided pages, not including the cover page) to the IMD at the address listed below, prior to the due date and time listed below.

Respondents may request confidential treatment of any portion of their response (see below discussion of public records). Any such request must be included in the response, and a PDF copy of a redacted response must also be included. Requests for confidential treatment will not supersede the IMD's legal obligations under Illinois Freedom of Information Act ("FOIA") (5 ILCS 140) or other applicable law.

Responses must identify the name of the Respondent's entity, the name of the contact person, and that person's contact information (address, phone, email).

3.2 RFI Questions for Service Providers

The following questions should be answered by broadband service providers and other interested parties (not customers).

General

- 1) Provide a brief overview of your organization, including the name of the organization, the nature of your business, years in operation, your name, title and affiliation with the organization, address of the organization and your contact information (phone, email). Indicate in what capacity you are responding: broadband services provider (last-mile); broadband services provider (middle-mile); dark fiber only; other interested party (please specify).
- 2) Please indicate whether and where you currently provide service within the IMD, the City of Chicago, and/or the State of Illinois.
- 3) Please describe your experience, capabilities, and qualifications in the broadband sector, including networks your organization has designed, built, maintained, or operated.
- 4) Please describe the assets and capabilities that might lead you to participate in the expansion of broadband access in the Illinois Medical District, including, but not limited to, fiber, conduits, towers, poles and other physical infrastructure.

Strategic

- 1) Given the IMD's strategic direction, existing broadband availability and stakeholder needs, describe your recommended approach for deploying and managing a very high speed community (innovation district) broadband network (e.g., public-owned, private-owned, public-private partnership). How would IMD stakeholders benefit from this approach to broadband deployment and operations?

- 2) What are the potential opportunities or challenges to be explored in such a project? Discuss challenges of constructing, operating and maintaining a District-wide broadband network. Please provide details of potential pitfalls, problems or unintended consequences that may arise from implementation of the suggested strategy.
- 3) What is the optimal form of organization of the IMD's customers/stakeholders? Discuss your experience and the relative benefits or challenges of working with a single organization; a cooperative, multi-partner organization; and/or many individual customers when serving a geographically small, cohesive community or innovation zone.

Financial

- 1) Identify potential sources of public and private investment in the network, and describe viable financial models for a district-wide IMD broadband project. What sources of capital would be available for funding the IMD project?
- 2) What is the primary financial metric by which you assess project buildout acceptability (e.g., IRR, payback period)? What return threshold or weighted cost of capital would you be seeking in connection with this project, and over what timeframe would you expect the return to be achieved?
- 3) Discuss how the IMD could reduce broadband deployment costs by using existing assets, leveraging partnerships, and coordinating with other infrastructure improvements.
- 4) What assumptions would you make with regard to adoption ("take rates") in the IMD? How did you develop these assumptions?

Technology

- 1) Provide a description of the technology that you would recommend to meet the goals and objectives of the IMD broadband project.
- 2) Highlight any recent or emergent technology trends or developments that will have a positive (or negative) effect on the IMD broadband project.

Timeline

- 1) Please provide comments relative to a timeline for meeting the project goals, along with key milestones. Explain how you would prioritize which areas should be constructed first, and why. What steps should the IMD take to enable participating providers to meet that timeline?
- 2) Construction can often be delayed or impacted due to "make ready" issues, pole attachment complications, and other core infrastructure issues, such as access to rights-of-way and trenching. Please share your concerns about any such issues that could delay or adversely impact network construction. If you have encountered delays in this area, please detail your experience and how you addressed these challenges. What approaches would be most useful to minimize these concerns?
- 3) Are there any regulatory requirements that you believe would pose challenges for achieving the goals of the Program? If, as a provider, you have encountered regulations – at the federal, state, or local level – that slow down, or increase the cost of, broadband deployment, please describe your experience. Are there any specific government requirements or processes that would cause you to decline to participate?
- 4) Please provide any other comments and/or recommendations relative to the timeline for achieving project goals.

Procurement

- 1) What information would you need from the IMD and its stakeholders to prepare a viable and cost-effective proposal?
- 2) What else should the IMD include in an RFP to ensure a financially and technologically viable and sustainable broadband program for the IMD and its stakeholders?
- 3) Incumbent broadband providers may have an advantage in developing competitive bids due to their embedded infrastructure and resulting lower costs. What measures could we take to promote competition among all potential providers?

3.3 RFI Questions for Potential Customers and Stakeholders

The following questions should be answered by potential IMD broadband customers (not by service providers).

General

- 1) Provide a brief overview of your organization, including the name of the organization, the nature of your organization, years in operation, your name, title and affiliation with the organization, address of the organization and your contact information (phone, email). Indicate in what capacity you are responding: not-for-profit stakeholder within the IMD; public sector stakeholder within the IMD; private sector stakeholder within the IMD; other potential customer (please specify).
- 2) Please describe at a high level your organization's current and planned use of broadband services.
- 3) How would you be interested in participating with other IMD stakeholders in expanding broadband access throughout the Illinois Medical District?

Strategic

- 1) Given the IMD's strategic direction, existing broadband availability within the IMD and your organization's own strategic plans and capital development initiatives, do you have any recommendations or suggestions for the deployment and management of a community (innovation district) broadband network (e.g., public-owned, private-owned, public-private partnership). How would IMD stakeholders benefit from this approach to broadband deployment and operations?
- 2) Please provide any additional ideas and suggestions that could assist the IMD in its efforts to plan and deliver optimal, cost-effective broadband access to stakeholders.

Broadband Usage

- 1) Please detail the primary drivers of your organization's broadband usage, including but not limited to:
 - Use of cloud computing applications
 - Real-time data streaming (e.g., telemetry, other real-time monitoring)
 - Wifi (public or non-public)
 - Wayfinding and other mobile or location-based applications
 - On-network or internet-based live streaming
 - Asynchronous video (e.g., remote learning)
 - Internet 2

- 2) Please provide additional detail on the expected growth in your organization's use of broadband services over the next five to ten years. Are there any special projects you are considering that would require the expansion of broadband services? At this point how are you planning to meet the projected broadband needs of your organization over the next five to ten years? Would a collaborative approach to broadband access be of interest to your organization?

Procurement

- 1) What information do you suggest the IMD include in an RFP to ensure a financially and technologically viable and sustainable broadband program for the IMD and its stakeholders?
- 2) Please indicate your willingness to participate with the IMD and other stakeholders in reviewing responses to this RFI and planning a collaborative approach to broadband access within the IMD.

3.4 Pre-Response Questions to IMD

Prior to responding to this RFI, service providers and potential customers may submit questions in writing to the IMD. Every effort will be made to respond to questions in a timely manner. Questions may be submitted no later than end of day October 15, 2018, to the following email address:

gwass@medicaldistrict.org

Include as subject line: Questions Regarding 2018 Broadband RFI

The IMD will respond to any questions submitted by the question due date on its website, *medicaldistrict.org*, no later than October 22, 2018.

3.5 Response Due Date and Time

Responses must be received by October 31 2018, by 3:00 p.m. central time, by email and/or mail at the below address(es):

Email

gwass@medicaldistrict.org

Include as subject line: Response to 2018 Broadband RFI

Mail

Response to 2018 Broadband RFI
Illinois Medical District Commission
2100 W. Harrison St., Chicago, IL 60612

3.6 Next Steps

Respondents to the RFI may be invited to meet with the IMD and stakeholders to discuss information presented in

their responses. Based on the information gathered through this RFI, and as the IMD develops a more detailed assessment of stakeholder needs for broadband infrastructure and services, the IMD may issue solicitations including but not limited to Requests for Proposals and Requests for Qualifications to construct, manage and market the network and related services.

3.7 Public Records and Requests for Confidential Treatment

Responses become the property of the IMD and will not be returned to Respondents. Responses may be available to the public under the FOIA (5 ILCS 140) and other applicable laws and rules. Respondents may request that certain information be treated as exempt. The IMD reserves the right to review such requests on a case-by-case basis. A request for confidential treatment will not supersede the IMD's legal obligations under the FOIA (5 ILCS 140). IMD will not honor requests to exempt entire responses. Respondents must identify the specific grounds in FOIA or other law or rule that support exempt treatment. If you request exempt treatment, you must submit an additional copy of the response with exempt information deleted. This copy must tell the general nature of the material removed and shall retain as much of the response as possible. Respondents will be responsible for any costs or damages associated with our defending your request for exempt treatment. Respondents agree the IMD may copy the response to facilitate review, or to respond to requests for public records. By submitting a response, all Respondents warrant that such copying will not violate the rights of any third party.

3.8 Submittal Will Not Result in a Contract

The RFI process will enable the IMD to evaluate available broadband services and determine customer needs. Respondents do not develop a right to an award by submitting a response, nor do Respondents have right to a contract based on our posting a business on any IMD web site notice. IMD is not responsible for and will not pay any costs associated with the preparation and submission of a response. Submittal of a response to this RFI will not result in a contract.

3.9 Governing Law, Policies and Forum

This RFI was prepared in accordance with the IMD Procurement Policy. A copy of this Policy is available at <http://www.medicaldistrict.org/doing-business/procurement-guidelines>.

Illinois law and rule govern this RFI. Respondents must bring any action relating to this RFI or any future RFP or contract in the appropriate court in Illinois. IMD will not consent to binding arbitration.

NON-DISCRIMINATION POLICY: *In compliance with the State and Federal Constitutions, the Illinois Human Rights Act, the U.S. Civil Rights Act, and Section 504 of the Federal Rehabilitation Act, the IMD will not discriminate on the basis of any protected class when making selection decisions for employment, contracts, or any other IMD activity.*

In this document the IMD may be referred to as "District", "we," or "us". The person submitting a response may be referred to as "Respondent," "Contractor," "Vendor," "Firm," "Organization," "Entity," or "You".

Interested Respondents are responsible for periodically visiting the IMD website for any and all notification, updates and addenda (<http://www.medicaldistrict.org/request-for-proposals-rfps/>)