

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 27, 2014

Item 8, Report No. 21, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on May 27, 2014.

**8 VAUGHAN METROPOLITAN CENTRE DEVELOPMENT FACILITATOR
DRAFT TERMS OF REFERENCE**

The Committee of the Whole recommends approval of the recommendation contained in the following report of the Executive Director, Office of the City Manager, dated May 13, 2014:

Recommendation

The Executive Director in consultation with the Commissioner of Engineering and Transportation, Commissioner of Planning and Interim City Manager recommends:

1. That the Vaughan Metropolitan Centre, Development Facilitator, Draft Terms of Reference for Request for Proposal (Attachment 1) be approved as the basis for the preparation and issuance of the final Terms of Reference, for the Request for Proposal.

Contribution to Sustainability

Green Directions Vaughan embraces a Sustainability First principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations. The VMC and other intensification corridors are a fundamental building block of the City's growth management strategy and are essential to the long-term economic vibrancy of the City as a major employment centre.

Economic Impact

The costs associated with retaining a Development Facilitator in the amount of \$475,000 was identified and approved in the 2014 budget. The development of the VMC is a very complex and integrated project and to implement the building of the VMC in the manner intended, resources are required.

Communications Plan

The RFP for this project will be advertised using Biddingo.com, OPBA website, and on the City Webpage.

Purpose

Consideration and approval of this report will allow Staff to issue the formal RFP and Terms of Reference as expeditiously as possible as to meet Council meeting deadlines. In addition, to fulfill Recommendation 1 in Item 1, Report No. 3, of the Finance, Administration and Audit Committee, which was adopted, as amended, by the Special Council of the City of Vaughan on February 18, 2014 states; "That as the Vaughan Metropolitan Centre (VMC) is identified by Council as one of the City's highest priorities, Council endorse Staff, with the assistance of a consultant if needed, to prepare and report back to Council with a Terms of Reference for a Vaughan Metropolitan Centre Development Facilitator no later than May 2014."

Furthermore, the purpose of this report is to seek Council approval to proceed with the Draft Terms of Reference for the Vaughan Metropolitan Centre Development Facilitator subject to input received at the Committee meeting and minor adjustments by staff.

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Background - Analysis and Options

At the Council meeting of February 18, 2014, Council adopted Item 1, Finance Report No. 3, recommendations contained in Communication C2, Funding Request: Vaughan Metropolitan Centre Development Implementation and Facilitation.

The vision of the new downtown is a vibrant, modern urban centre for residents and businesses that encompasses all amenities of urban lifestyle from inspiring multi-use office towers, residences, open green space and urban squares, pedestrian shopping areas and restaurants, to walking and cycling paths. All coexisting with some of the most technologically advanced sustainable buildings in the world. With approximately 179 hectares (442 acres) of development opportunities, it includes:

- Projected office development: 1.5 million sq.ft.
- Projected retail development: 750,000 sq.ft.
- Minimum of 12,000 residential units
- Population potential: 25,000 new residents
- Employment potential: 11,000 jobs of which 5,000 will be office jobs

Why a Development Facilitator

Senior Management has identified that given that the planning of the new downtown is well underway and that a considerable amount of time and resources have been spent on plans and studies that have yielded valuable information, the intention of a Development Facilitator will be to take on an implementation leadership role in helping to attract and leverage investment to create the vibrant downtown City Council wants to achieve by working in concert with landowners, relevant agencies and Ministries of the Province, the Region, City Manager and Senior Management Team. Given the timelines associated with the planning requirements of many of the VMC projects and the need to focus on maximizing the value of the VMC to the City, it is advantageous to locate the Facilitator within the City Manager's Office to ensure a distinct separation from one particular Commission of the City in terms of internal administrative and operational responsibility. As such, Senior Management proposes that the Development Facilitator report directly to the Executive Director, Office of the City Manager.

Over the course of the past three years, much success has been achieved on a development-by-development basis, such as; VMC Subway Station, EXPO City, and SmartCentres KPMG Office Development. This work aligned with Council's objectives will ensure that when the subway begins operation in the next 24-36 months the initial form of development is in place.

Today, Staff across all commissions continue to be focused on more than 20 city initiated projects in the VMC that are dependent on each other to varying degrees – all having multiple sub-projects. These include; the VMC Secondary Plan, Black Creek Renewal Project, Public Parking Strategy, and VMC Streetscape and Open Space Masterplan to name but a few.

Since 2010 staff in the various City departments have been contributing to work in the VMC by initiating and completing policy and infrastructure projects to set the stage for development. Since 2011 the Commissioner of Planning has, with support of other Commissions, and external agencies and stakeholders, prepared and implemented a VMC Implementation Plan that has helped create the platform for major redevelopment and construction that is now underway and visible. The outcome of this effort has been regularly communicated to stakeholders and Council through presentations at the VMC Subcommittee of Council and other external presentations.

From 2014 onward, it is expected that the development effort will continue and will require a primary point of contact for day-to-day activity and to act as a principle point of contact for the landowners to advance the City's interests including optimizing value of planned investments.

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A Development Facilitator will play a vital role in the City's ability to move to the next development phase of the VMC and to align city projects with landowner and agencies (transit agencies, school boards) development plans.

Upon resolution of the VMC Secondary Plan OMB appeals and processing of additional development applications there is a substantial body of work involving cooperation of stakeholders driving toward the development of the VMC. This includes working with stakeholders to plan and design City and public infrastructure such as the proposed community center, Library, and schools, taking into account market realities and development phasing.

In addition, it would be advantageous to have an expert with City building experience to help advise and monitor the work of consultants engaged by the City and Staff across all commissions. This expert could help staff refine and develop business cases and more detailed plans. Such expertise would also help address the current Staff burden associated with coordination of consultations with the public and stakeholders, as well as internal departments and the various external public agencies.

Deliverables and Outcomes

The Development Facilitator will be tasked with clear deliverables including development of an updated VMC Implementation Plan that benefits from input from Council and stakeholders. The updated VMC Implementation Plan will be informed by extensive consultation with stakeholders and by detailed cost benefit analysis. The Development Facilitator will oversee and report to Council regularly on VMC project management from the City's perspective. As well, given the complexity of issues in creating a comprehensive plan for the VMC, the role requires the Development Facilitator (group/individual) to have a proven track-record of development experience in implementing transit oriented development in a downtown context. The Facilitator will need to have the knowledge, skill set and approach to move City projects forward expeditiously and in a way that leverages City and public sector investments while recognizing the City's fiduciary duty, existing City processes and obligations under legislation and the dynamics of multiple landowners with competing interests and varying timelines for development.

One specific project that the Development Facilitator will be tasked with advancing will be to prepare options and financial implications for implementing future planned City projects such as the Library and community center that may include co-development of City of Vaughan facilities with landowners or public agencies so as to achieve the Council endorsed objective of Community uses and schools within the VMC. This may include assessing the opportunity to co-locate the library and community centre near or on lands proposed for the bus transit terminal.

Other specific projects may involve continued collaboration with partners toward funding and construction of phases of the Black Creek Renewal project pending the outcome of facilitation/OMB mediation processes and the completion of the environmental assessment, as well as the identification of a strategic priority that will serve as a key catalyst for development in the downtown.

A one-time funding request of \$475,000 was approved, which will be used over a three to four year period for the purpose of retaining and utilizing a Development Facilitator for the VMC.

Relationship to Vaughan Vision 20|20 Strategic Plan

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved. In particular, this report addresses Vaughan Vision 2020 Goal: Plan & Manage Growth & Economic Vitality.

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Regional Implications

Retaining a Development Facilitator for the Vaughan Metropolitan Centre is relevant to the Region's Official Plan and its Centres and Corridors Strategy and Office Market study. These documents identify that the Region's Centre's (VMC) are critical to the success of the economic and social development of the Regional Municipality of York. A Development Facilitator for the VMC would work with the Region of York and York Region Rapid Transit staff to explore opportunities for co-location.

Conclusion

Therefore, it is recommended that staff be directed to proceed with the finalization of the Draft Terms of Reference and to issue the Requests for Proposal to retain a Vaughan Metropolitan Development facilitation in the approved budget amount of \$475,000. The funds will be used to execute a multi-year contract with a Development Facilitator through a public competitive procurement process in accordance with the consolidated purchasing policy.

Attachments

Attachment 1: Vaughan Metropolitan Centre, Facilitation and Implementation, Draft Terms of Reference, Request for Proposal (RFP)

Report prepared by:

Tim Simmonds
Executive Director, Office of the City Manager

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

COMMITTEE OF THE WHOLE – MAY 13, 2014

VAUGHAN METROPOLITAN CENTRE DEVELOPMENT FACILITATOR DRAFT TERMS OF REFERENCE

Recommendation

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Tim Simmonds
Executive Director, Office of the City Manager

Respectfully submitted,

Tim Simmonds
Executive Director, Office of the City Manager

DRAFT – Terms of Reference

Vaughan Metropolitan Centre Development Facilitator

Response Guidelines

Interested firms should prepare and submit a detailed response to the posted request for proposals (RFP) that includes: team members that will form part of your project team, relevant work experience, your proposed methodology for fulfilling the RFP requirements, (including a proposed project critical path, budget and a matrix indicating breakdown of time allocated to each team member that would be involved in the project). The following sections should be addressed in your response and will be evaluated by the COV team to determine a winning proponent for the RFP.

1. Firm Experience:

Describe your working knowledge of downtowns and cities including real estate development, economic development, stakeholder management and implementation of mixed-use development projects. Please include only printed marketing materials that you feel will help us better understand your firm's specific relevant qualifications. Please limit this section to a maximum of six (6) pages.

2. Stakeholder Engagement Experience:

Please describe three (3) relevant examples of large-scale downtown development stakeholder engagement processes where your organization was responsible for the coordination and management of in depth discussions that resulted in demonstrable consensus building among the key stakeholders that helped advance a City's downtown development goals and objectives. Your examples must demonstrate a clear and measurable outcome beyond facilitation on its own. Examples can include contracts being signed between parties, Council approval of proposals, and/or results oriented brick and mortar development projects completed as a result of your work. A minimum of one example must be from outside of Canada. Each example should not exceed two pages in length.

3. Relevant Project Experience:

Please describe three (3) quality mixed-use projects that your team worked on within the past five years, which involved services similar to the services required in this RFP. For each of these projects include the name of the client, contact person, his/her title and role on the project. Identify personnel on the team proposed for this project that also worked on each of the projects listed, and his/her respective roles on those projects. A minimum of one (1) project example must be from outside of Canada. Your examples should not exceed 2 pages in length.

4. Implementation & Activation Experience:

Describe three (3) examples where your team has been able to implement quality mixed-use environments in a challenged development scenario. Evidence of the ability to provide creative yet implementable solutions and recommendations for downtown redevelopment are critical. Discuss the

project management strategy and business planning approach created to achieve the vision for each of the development scenarios. Your examples should include actual results in the form of development projects completed and/or development decisions made that resulted in projects moving forward toward implementation. A minimum of one (1) project example must be from outside of Canada. Your examples should not exceed two (2) pages in length.

5. References:

Please provide a minimum of three (3) references, with at least one reference for a large-scale project in the province of Ontario and one reference located outside of Canada. Please include, name of person, title, phone number and email address for each reference.

6. Project Understanding , Proposed Methodology and Scope of Work

Please describe your project understanding and proposed project management approach for the Vaughan Metropolitan Centre, highlighting critical milestones and deliverables as outlined in each of the areas described below. Resourcing strategies and a clear description of team member roles and level of involvement are key points of discussion.

The successful proponent will be required to effectively manage multiple areas of focus. Please provide COV with a breakdown of your work methodology and associated workplan based upon the following five (5) areas of focus as well as to provide an understanding of your approach to project management:

- A: Stakeholder Engagement
- B: Strategic Direction and Background Analysis
- C: Business Plan and Financial Modeling
- D: Implementation Strategies
- E: Project Management

A: Stakeholder Engagement

It is the belief of COV that in order to achieve a successful outcome for the VMC, the development facilitator will be responsible for taking a leadership position in managing stakeholder engagement and coordination to advance the goals and objectives of the VMC ultimately reporting to the project lead, Executive Director, Office of the City Manager. Please describe how your team will approach stakeholder engagement; including a detailed breakdown of key objectives, scope, process, deliverables, and timing.

B: Strategic Direction and Background Analysis

Building upon the vision for the VMC as outlined in the Secondary Plan, the successful proponent will be required to articulate a business plan and implementation strategy for the VMC. Please describe how your team will approach undertaking background analysis and articulating a strategic direction that will guide the business plan and implementation strategy process, with a view to leveraging and maximizing use of in-progress and completed city studies

and reports already executed as part of the first development phase. Please include a detailed breakdown of key objectives, scope, process, deliverables, and timing.

C: Business Plan & Financial Model for the VMC

In order to effectively advance an achievable and developable plan for the VMC, the successful proponent will be required to prepare a business plan(s) and associated financial models for the VMC project. Please describe how your team will approach preparing business plan(s) and financial models in the following areas for the VMC:

- i. Retail Market Assessment
- ii. Residential Market Assessment
- iii. Office Market Assessment
- iv. Parkland acquisition, park development and park operations

Please include a detailed breakdown of key objectives, scope, process, deliverables and timing.

D: Implementation Strategies

To effectively advance the goals and objectives of the VMC it will be important for the successful proponent to articulate how implementation strategies will be developed. Following effective outreach, analysis and business planning/financial modeling, please describe how your team will articulate implementation strategies that will address at minimum the following areas:

- i. Investment Strategy
- ii. VMC structured development deals
- iii. Development Phasing
- iv. Economic Development & Business Attraction
- v. One (1) Priority Project (to continue to galvanize development activity in the VMC)
- vi. A Development Framework

E: Project Management

Provide a detailed timeline and critical path that outlines your approach as well as how you plan to work with the COV on all matters relating to the project. Please identify the Project Manager that will be assigned to this project as well as specific personnel assigned to major project tasks, their roles in relation to the work required and percent of their time on the project. Please include resumes of individuals proposed for this project.

Budget, Timetable, Process and Scoring –

Budget

A total budget of \$475,000 inclusive of expenses but exclusive of HST has been appropriated for this RFP project.

Evaluation Criteria

1. The Proposal will be evaluated on the basis of the following criteria:

Qualifications and Experience: 40%

- Capability of the Development Facilitator;
- Qualifications and expertise;
- Skills consistent with the needs of the project;
- Relevant Experience and history of success in similar studies;
- Implementation & Activation Experience;
- Demonstrated success in stakeholder engagement.

Quality of the Proposal: 20%

- Complete and comprehensive submission;
- Demonstrated understanding of the project requirements;
- Organization and clarity of presentation;
- Introduction of innovative ideas and concepts;
- Skill in communicating the project plan and innovative ideas and concepts;
- Preliminary identification of partners/stakeholders;

Project Understanding , Proposed Methodology and Scope of Work: 35%

- Work program and scheduling of major milestones and meetings;
- Outlined Approach to sections A through E.
- Timelines consistent with study requirements;
- Ability to commit to the timing objectives for the completion of the study;

Financial: 5%

- Proposal Fee;
- Appropriate allocation of resources by phase of study;
- Ability to meet the study budget.

2. SHORT-LIST DISCUSSIONS/INTERVIEWS/PRESENTATIONS REQUIREMENT

The City may create a short list of Proponents based on the evaluation results. The Short listed Proponents may be further evaluated on a score of 25.

- The City reserves the right to incorporate discussions/interviews/presentations (the “Interview”) into the Proposal evaluation process at the short-list stage. The City, at its sole discretion, may

interview short-listed Proponents and may ask them to make a short formal presentation to the City. (Presenters will be required to supply their own presentation equipment and materials.)

- The Interview will serve as the mechanism for further evaluation of Proposals of short-listed Proponents at an in-depth and more detailed level in order to establish the finalist for Preferred Proponent status. The further detailed evaluation will take into account, discussions, presentations and clarifications with/by short-listed Proponents and analyses by the City, together with such other considerations as the City, in its sole discretions, deems necessary to complete its assessment of the short-listed proposed solutions. Bonus points to a maximum of 25 points will be awarded in addition to the score obtained through the Evaluation Criteria.
- Short-listed Proponents must be prepared to answer questions on their Proposals and shall cooperate with the City with respect to Interview scheduling and any other requirements imposed by the City.
- The City reserves the right to limit interviews to a number of the top scoring Proponents as determined by the City regardless of the number of Proponents who qualified for the short list and the scoring point spread thereof.
- The City reserves the right to augment the short list at any time.