

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF DECEMBER 15, 2015

Item 5, Report No. 17, of the Finance, Administration and Audit Committee which was adopted, as amended, by the Council of the City of Vaughan on December 15, 2015.

By approving the following:

- 1. That based on the results of the Stage 1 RFI15-500 Potential Public-Private-Partnership Opportunities at North Maple Regional Park and the recommendations of previous financial advisory reviews, that staff undertake a Park Master Plan process to clearly define the City's vision for development of the PPP lands and scope for potential recreation partnership opportunities on the balance of the parkland prior to proceeding with Stage 2RFP's for private partnership proposals; and***
- 2. That staff report back in February, 2016 with a draft Terms of Reference for the Park Master Plan process for Council review and approval;***
- 3. That staff continue parallel discussions with respondents A, B and C in respect of their respective visions for the North Maple Regional Park and bring back no later than Q2 2016 more fully developed P3 proposals for Council's review and consideration prior to any RFP process; and***
- 4. That the report of the Deputy City Manager, Planning & Growth Management and the Director of Parks Development, dated December 8, 2015, be received.***

**5 NORTH MAPLE REGIONAL PARK
RESULTS OF RFI 15-500
POTENTIAL PUBLIC-PRIVATE-PARTNERSHIP OPPORTUNITIES
AND PROPOSED GO-FORWARD PLAN
WARD 1**

The Finance, Administration and Audit Committee recommends:

- 1) That consideration of this matter be deferred to the Council meeting of December 15, 2015;**
- 2) That the presentation by the Director of Parks Development and C4, presentation material titled: "*North Maple Regional Park Results of RFI15-500 and Go-Forward Plan*", dated December 8, 2015, be received; and**
- 3) That Communication C1, Confidential Memorandum from the City Solicitor, dated December 3, 2015, be received.**

Recommendation

The Deputy City Manager, Planning & Growth Management and the Director of Parks Development, in consultation with the Chief Financial Officer & City Treasurer and the City Solicitor recommend:

- 1. THAT the summary and analysis of submissions received in response to RFI15-500 included in this report be received for information and that Council provide direction on a preferred go-forward plan for implementation of future phases of development at North Maple Regional Park.**

Contribution to Sustainability

Developing a long-term strategy to guide the planning and development of North Maple Regional Park (NMRP) demonstrates a coordinated and sustainable approach that is consistent with the priorities previously set by Council in Green Directions Vaughan, specifically:

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- Objective 2.2 To develop Vaughan as a City with maximum green space and an urban form that supports our expected population growth.
- Objective 2.3 To create a City with sustainable built form.
- Objective 3.1 To develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation.
- Objective 4.1 To foster a City with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage.

Economic Impact

Submissions received through the Stage 1 Request for Information (RFI) process confirm the market potential to generate funding for park development capital works and for park operations and maintenance (O&M) with the options previously presented to Council in September 2014 and June 2015. ***The submissions also confirm that aside from these sources (involving the sale/lease of City lands), no external sources of funding exist through conventional Public-Private-Partnership (PPP) approaches for the North Maple Regional Park project.***

Based on the submissions received, and as an alternative to conventional park development phased over a 15+ year timeframe, options for delivering the NMRP park project faster and at lower overall cost to the City involve extracting the value of a portion of the PPP lands along the Keele Street frontage in order to fund capital development costs. Additionally, revenues from the programming and permitting of park facilities, either by the City or through recreation partnership(s), will help to offset park O&M costs, however full offset funding is not anticipated based on traditional park revenue projections.

Communications Plan

Consultation with the community was essential to establishing the vision for NMRP. Continued community consultation including discussion with residents, user groups and stakeholders will continue to occur at various stages of implementation of the NMRP development.

The RFI process was advertised on the Bids and Tenders section of the City's website, Biddingo.com, Merx.com, P3 Canada, Ontario Public Buyers Association and Daily Commercial News. In addition, respondents to the previous NMRP Request for Expression of Interest process were also notified.

Purpose

The purpose of this report is to provide an overview of responses received through the Stage 1 RFI process and to obtain Council direction on a preferred go-forward plan for implementation of future phases of development at NMRP.

Key findings of this report include:

1. No viable conventional PPP opportunities were identified in response to RFI15-500
2. Confirmation of market interest in the private development of a portion of lands along the Keele Street frontage and potential interest in recreational partnerships

Background - Analysis and Options

Council at its September 10, 2015 meeting adopted the following recommendation from the Finance, Administration and Audit Committee meeting of September 8, 2015 (Item 16, Report No. 16, Recommendation 1 as amended):

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That a 2-Stage Public-Private-Partnership procurement process as outlined in this report be approved to identify potential interest in the North Maple Regional Park project, and that staff report back at the completion of Stage 1 for Council's consideration of all options for the future strategic use of the NMRP lands fronting Keele and/or other areas of the park for a potential Public-Private-Partnership, and long-term go-forward plan for the park.

Following direction from Council, RFI15-500 North Maple Regional Park Potential Public-Private-Partnership Opportunities was released on September 22, 2015 with a closing date of October 19, 2015. One (1) Addendum was issued on October 9, 2015 to extend the closing date to November 2, 2015 in response to questions from Respondents. The purpose of the RFI is to provide the City with information and clarity of market interest to inform the potential for and criteria desired in an RFP since the scope of PPP development options is not already defined.

A total of thirty-two (32) documents were picked up and four (4) responses submitted. Submissions were received from the following Respondents:

1. Buckingham Sports Properties Company, Toronto
2. Greenpark Group of Companies, Vaughan
3. HBNG Holborn Group, Vaughan
4. Ludus Theatrum Limited, Vaughan

Following the closing date, staff from Parks Development, Finance, Real Estate and Purchasing Services met with consultant John Davis from PPI Consulting (formerly Partnering and Procurement Inc.) to review the submissions to summarize the information provided for Council's consideration and direction. PPI is one of North America's leading procurement and project management consulting firms that specialize in supporting public sector clients with delivering fair and transparent procurement processes for complex projects.

The draft Terms of Reference for RFI15-500 approved by Council in September 2015 included a series of questions for Respondents to answer in order to assist the City in determining the potential market interest and viability of PPP opportunities for NMRP as an additional option to consider for the long-term go-forward strategy for park development. A copy of the final RFI15-500 document is appended as Attachment 1.

Summary of RFI Results

The following summary provides a high-level overview of the information received in the RFI submissions, based on responses to the questions listed in the RFI document. Optional Commercially Confidential Meetings (CCM's) were determined to not be required based on the information provided.

Submissions received through the Stage 1 Request for Information (RFI) process do not identify market potential for viable conventional PPP opportunities. However, the submissions received do confirm that the previously considered options to extract value from the private development of a portion of the PPP lands along the Keele Street frontage and for recreational partnerships are potential viable options for achieving Council's goals to advance NMRP faster and at a lower cost to the City than conventional park development.

Common themes of the RFI submissions:

- Interest and support for identified Option 3 Value Added Sale of Lands to purchase a portion of lands along the Keele Street frontage
- Significant interest to provide the services to develop the parkland assuming funding from use or sale of City lands was available

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- Creative conceptual responses including support for variances of identified Option 2 Recreation Partnership, for both indoor and outdoor recreational facilities;
- Potential conflicts with property or planning restrictions (i.e. easements, setbacks to adjacent uses, monitoring wells, and/or environmental restrictions)
- Sustained funding models were dependent on sufficient operating revenues at commercial rates
- Recommendation that any surplus revenues be retained in-trust to subsidize operations and lifecycle asset renewal (with City responsible to subsidize any potential short-falls)
- Desire for lands to be marketed with appropriate zoning and servicing in place
- Perception that the City will guarantee all risks associated with this project
- General lack of interest or commitment to provide operating and maintenance resources (outside of City sources) with emphasis on major interest in the design-build phases of the project
- Confirmation that with adequate funding in place the identified park development timeframe of 3-5 years could be achieved
- No philanthropic opportunities were identified

Options and Recommended Approach

As directed by Council, staff was asked to bring forward all options for consideration of the future strategic use of the PPP lands along the Keele Street frontage and a long-term go-forward plan for NMRP upon completion of the Stage 1 RFI process. The following options were identified in the previous report to the Finance, Administration and Audit Committee meeting of September 8, 2015 (Item 16 of Report No. 16). In addition to the three previously identified options, a new Option 4 Pursue Stage 2 Process for PPP Opportunities is provided based on the results of the Stage 1 RFI process.

Option 1. Conventional Approach to Park Development

This option includes development of the park in a phased approach where no debt is incurred and the DC Reserve remains in a positive balance. Full development of the park could not be fully completed in the short-term and would need to be phased over a longer period of time (i.e. up to 2031). Completion of the park development would also be subject to competing priorities such as the development of parks in the VMC and other intensification areas. The City would retain full ownership of the parkland and facilities and all associated user fee revenues.

Option 1.	Conventional Approach to Parkland Development
Revenue Potential:	Limited to user fees related to programming
Park Development Timing:	Phased Approach over 15+ years
Considerations:	<p>Advantages:</p> <ul style="list-style-type: none">• The City retains full ownership over all of the park lands• Retention of all user fee revenues• Control over design, budget, and quality• Retained control and maximized park frontage on Keele Street• Least conflict with ORM Conservation Plan• O&M costs are phased with marginal increase in property tax levy over time

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	Disadvantages: <ul style="list-style-type: none"> • Long-term park implementation scenario (over 15 years) • Limits development of other parks within the City due to limited funding sources
Summary:	This option is considered a viable option; however, funding the capital development of NMRP would compete with other park development priorities and full build-out of the park would take many years to deliver (i.e. up to 2031)

Option 2. Recreation Partnership

A recreational partnership is a partnership between a public entity and a private entity to provide recreational services such as hockey arenas or soccer facilities. These types of arrangements typically do not provide sufficient funding towards capital development of facilities and usually focus on operating and maintenance agreements for service delivery. The NMRP plan provides multiple opportunities for the City to consider recreational partnerships associated with the proposed park facilities, as well as the potential for consideration of other recreational partnerships (i.e. ice pads) based on the City's current and future needs and as substantiated through the RFI process. Further review of these opportunities can be undertaken through the Park Master Plan process.

Option 2.	Recreation Partnership
Revenue Potential:	Unlikely to significantly contribute to capital funding of the entire park, but may reduce O&M costs and provide future revenue
Park Development Timing:	Varies – Phased approach over 10 to 15 years depending on type and terms of partnership
Considerations:	Advantages: <ul style="list-style-type: none"> • May reduce to a limited extent the amount of DCs required to fund NMRP • May decrease O&M costs and could have access to additional revenue streams • Opportunity to develop a City-wide and potentially inter-city destination • Unlocks potential for integrated recreational destination associated with future mobility hub • The City's portion of O&M costs could be phased with marginal increase in tax levy over time Disadvantages: <ul style="list-style-type: none"> • Risks associated with short and long-term partnership commitments (i.e. economic and management commitments) • Portion of NMRP total area will be lost to the construction of PPP related facilities • Reduced park frontage to Keele Street and reduction in total parkland provision

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Summary:	This option was not considered advisable as a strategy to develop the entire park as per the recommendations of the Financial Advisory Review, however partial partnerships with non-for-profit partners may enrich the park programming while providing a platform to access funds and grants that otherwise would not be available to the City alone.
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Option 3. Strategic Positioning and Value-Added Sale of a portion of Lands

This option is based on a key recommendation of the Financial Advisory Review which identified the potential value-added sale of a portion of the PPP lands along the Keele Street park frontage as a strategy to generate funding to support capital development of NMRP. This recommendation was based on land values associated with Low-Density Residential development, however opportunities exist to explore potential land uses with higher densities or mixed-use scenarios (which may result in reducing the amount of land area to be sold), to be reviewed in conjunction with the proposed planning for the Block 27 Secondary Plan. Details for potential land use concepts and the City's desired vision for these lands can be explored through the Park Master Plan process. This option will give the City the greatest amount of certainty and control over end uses, in the least amount of time.

Option 3.	Strategic Positioning and Value-Added Sale of Lands
Revenue Potential:	Revenue from the sale of lands could facilitate most, if not all, the funding required to complete the entire NMRP plan, thus minimizing the need for DC's and 10% tax levy funding
Park Development Timing:	Full park development within 3-5 years
Considerations:	<p>Advantages:</p> <ul style="list-style-type: none">• Synergy with current Block 27 Secondary Plan process• Minimizes amount of parkland to be sold by maximizing land value potential• Opportunity to maximize public street frontage, views and access into the park• Increases potential to activate the park with greatest amount of City control to achieve a complementary and integrated development• Allows Parkland DC funding to be directed towards other priority projects• Potential taxation savings of \$3.5M (non-DC portion of \$35M estimated development costs)• Accelerates advancement of park development works• Potential opportunity for multiple development partner interests is possible depending on configuration and size of the parcel

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	<p>Disadvantages:</p> <ul style="list-style-type: none"> • Loss of strategic land holding that could be repurposed in the future for other purposes (e.g. institution, government accommodation, etc.) • The process of a transparent sale of lands may require some additional staff capacity or external resources (e.g. Fairness Commissioner) to ensure transparency and to manage any potential public criticism related to competitive disposition process. • Potential negative public perception of City's parkland being rezoned and earmarked for sale • Reduced park frontage to Keele Street • Reduction in total parkland provision per capita of active parkland at a city-wide level
Summary:	Due to the context of the current Block 27 Secondary Plan process and projected growth in this part of Vaughan, and the potential for significant returns on land value, this option is recommended to be given serious consideration in the context of a parks master planning exercise.

Option 4. Pursue Stage 2 Process for PPP Opportunities

This option is based on Council's request to further explore market interest and scope for potential PPP opportunities so that due consideration could be given to all options available to the City in addition to the identified three options. The results of the Stage 1 RFI15-500 process did not identify viable conventional PPP opportunities, however the submissions received did confirm market interest in Option 2 and Option 3. Further review of the potential of these options can be explored through the Park Master Plan process which is necessary to clarify the City's vision for these lands and scope of facilities prior to undertaking an RFP or series of RFP processes.

Option 4.	Pursue Stage 2 Process for Public-Private-Partnership Opportunities
Revenue Potential:	<p>Through the Stage 1 RFI process no external sources of funding were identified through a conventional public-private-partnership operating model but rather funding for capital park development could be generated through the sale or lease of lands.</p> <p>Potential capital funding for specific recreation partnerships were identified (e.g. ice pads), however no holistic recreational partnership opportunities were identified for the entire site.</p> <p>Funding for O&M could be provided through revenue from facility rentals and/or lease arrangements.</p>
Park Development Timing:	Full park development within 3-5 years

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Considerations:	<p>Advantages:</p> <ul style="list-style-type: none">• May capture additional market interest in the project with a Stage 2 RFP process <p>Disadvantages:</p> <ul style="list-style-type: none">• Information provided through RFI responses do not identify market potential for viable PPP opportunities• Third-party arrangement could complicate and delay the City's ability to advance park development• Restrictions on the balance of the parklands (e.g. ground water monitoring wells, ORM Conservation Plan) impact potential uses and implementation timeframe• Access and park frontage requirements may negatively impact PPP opportunities• Proceeding now with Stage 2 eliminates the other options which have been demonstrated to be more viable in meeting the City's objectives for the park including timely delivery of park development and viable funding source• Scope for Stage 2 RFP not yet defined
Summary:	<p>No viable PPP opportunities were identified through the Stage 1 RFI process. However based on the submissions received, confirmation was provided for market interest in the sale of lands along the Keele Street frontage and market interest in potential recreational partnerships on portions of the site.</p>

Next Steps and Go-Forward Plan

Based on the information received through the Stage 1 RFI process, direction is required before proceeding with a Stage 2 RFP process since no viable conventional PPP partnership opportunities were identified in Stage 1 and the scope for the future use of the Keele Street lands and/or recreational partnerships has not yet been clearly defined.

Submissions received in Stage 1 confirm that the previously identified options associated with extracting value from a portion of the PPP lands along the Keele Street frontage and the potential for recreational partnerships are viable options for helping the City achieve the goal of accelerating park development while reducing overall capital and O&M costs to the City. Undertaking a Park Master Plan process is necessary to establish the City's vision for the lands along Keele Street and to define the scope for potential partnership opportunities associated with development of a portion of the PPP lands and potential for recreation partnerships. Securing a variety of partnership opportunities through the master plan and park development process could allow the City to offset a portion of project risks to others while leveraging specific expertise in well-defined components of this project.

Staff is seeking Council's input and direction to determining a preferred go-forward plan for further implementation of NMRP based on all of the options described above.

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Relationship to Term of Council Service Excellence Strategy Map (2014-2018)

This report is consistent with the priorities established in the updated Term of Council Service Excellence Strategy Map, specifically:

- Continue to develop transit, cycling and pedestrian options to get around the City
- Invest, renew and manage infrastructure and assets
- Continue to ensure the safety and well-being of citizens
- Continue to cultivate an environmentally sustainable City
- Enhance civic pride through a consistent city-wide approach to citizen engagement

Regional Implications

Implementation of the NMRP plan, including potential PPP opportunities, will require York Region involvement and approval related to the location of the proposed driveway entrance(s) along Keele Street and associated transportation considerations, as well as input and approvals for site servicing requirements and capacity.

Conclusion

In September 2015 Council directed Staff to initiate a 2-Stage PPP process with an RFI as the initial stage, and to report back to Council upon completion of Stage 1. The results of RFI15-500 indicate that no viable conventional PPP opportunities exist, however the submissions received confirm the previous findings of the Financial Advisory Review that the development value of lands along the Keele Street frontage could be sufficient to fund the park development capital costs. Additionally, responses to RFI15-500 identified the potential for recreational partnerships, for which opportunities can be more clearly defined as park facilities and programs are detailed through a Park Master Plan process. Staff is seeking Council direction on a preferred go-forward plan for further implementation of NMRP based on the analysis provided in this report.

Attachment

1. RFI15-500 Potential Public-Private-Partnership Opportunities

Report prepared by:

Jamie Bronsema, Director of Parks Development, Ext. 8858
Martin Tavares, Manager of Parks & Open Space Planning, Ext. 8882
Gerardo Paez Alonso, VMC Project Manager, Parks Development, Ext. 8195
Asad Chughtai, Director of Purchasing Services, Ext. 8306
Paul Salerno, Senior Real Estate Manager, Ext. 8473
Howard Balter, Manager of Financial Planning & Analysis, Ext. 8338

(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.)

**NORTH MAPLE REGIONAL PARK
RESULTS OF RFI 15-500
POTENTIAL PUBLIC-PRIVATE-PARTNERSHIP OPPORTUNITIES
AND PROPOSED GO-FORWARD PLAN
WARD 1**

Recommendation

The Deputy City Manager, Planning & Growth Management and the Director of Parks Development, in consultation with the Chief Financial Officer & City Treasurer and the City Solicitor recommend:

1. THAT the summary and analysis of submissions received in response to RFI15-500 included in this report be received for information and that Council provide direction on a preferred go-forward plan for implementation of future phases of development at North Maple Regional Park.

Contribution to Sustainability

Developing a long-term strategy to guide the planning and development of North Maple Regional Park (NMRP) demonstrates a coordinated and sustainable approach that is consistent with the priorities previously set by Council in Green Directions Vaughan, specifically:

- Objective 2.2 To develop Vaughan as a City with maximum green space and an urban form that supports our expected population growth.
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Economic Impact

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Communications Plan

Consultation with the community was essential to establishing the vision for NMRP. Continued community consultation including discussion with residents, user groups and stakeholders will continue to occur at various stages of implementation of the NMRP development.

The RFI process was advertised on the Bids and Tenders section of the City's website, Biddingo.com, Merx.com, P3 Canada, Ontario Public Buyers Association and Daily Commercial News. In addition, respondents to the previous NMRP Request for Expression of Interest process were also notified.

Purpose

The purpose of this report is to provide an overview of responses received through the Stage 1 RFI process and to obtain Council direction on a preferred go-forward plan for implementation of future phases of development at NMRP.

Key findings of this report include:

1. No viable conventional PPP opportunities were identified in response to RFI15-500
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Background - Analysis and Options

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That a 2-Stage Public-Private-Partnership procurement process as outlined in this report be approved to identify potential interest in the North Maple Regional Park project, and that staff report back at the completion of Stage 1 for Council's consideration of all options for the future strategic use of the NMRP lands fronting Keele and/or other areas of the park for a potential Public-Private-Partnership, and long-term go-forward plan for the park.

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1. Buckingham Sports Properties Company, Toronto
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The draft Terms of Reference for RFI15-500 approved by Council in September 2015 included a series of questions for Respondents to answer in order to assist the City in determining the potential market interest and viability of PPP opportunities for NMRP as an additional option to consider for the long-term go-forward strategy for park development. A copy of the final RFI15-500 document is appended as Attachment 1.

Summary of RFI Results

The following summary provides a high-level overview of the information received in the RFI submissions, based on responses to the questions listed in the RFI document. Optional Commercially Confidential Meetings (CCM's) were determined to not be required based on the information provided.

Submissions received through the Stage 1 Request for Information (RFI) process do not identify market potential for viable conventional PPP opportunities. However, the submissions received do confirm that the previously considered options to extract value from the private development of a portion of the PPP lands along the Keele Street frontage and for recreational partnerships are potential viable options for achieving Council's goals to advance NMRP faster and at a lower cost to the City than conventional park development.

Common themes of the RFI submissions:

- Interest and support for identified Option 3 Value Added Sale of Lands to purchase a portion of lands along the Keele Street frontage
- Significant interest to provide the services to develop the parkland assuming funding from use or sale of City lands was available
- Creative conceptual responses including support for variances of identified Option 2 Recreation Partnership, for both indoor and outdoor recreational facilities;
- Potential conflicts with property or planning restrictions (i.e. easements, setbacks to adjacent uses, monitoring wells, and/or environmental restrictions)
- Sustained funding models were dependent on sufficient operating revenues at commercial rates
- Recommendation that any surplus revenues be retained in-trust to subsidize operations and lifecycle asset renewal (with City responsible to subsidize any potential short-falls)
- Desire for lands to be marketed with appropriate zoning and servicing in place
- Perception that the City will guarantee all risks associated with this project
- General lack of interest or commitment to provide operating and maintenance resources (outside of City sources) with emphasis on major interest in the design-build phases of the project
- Confirmation that with adequate funding in place the identified park development timeframe of 3-5 years could be achieved
- No philanthropic opportunities were identified

Options and Recommended Approach

As directed by Council, staff was asked to bring forward all options for consideration of the future strategic use of the PPP lands along the Keele Street frontage and a long-term go-forward plan for NMRP upon completion of the Stage 1 RFI process. The following options were identified in the previous report to the Finance, Administration and Audit Committee meeting of September 8, 2015 (Item 16 of Report No. 16). In addition to the three previously identified options, a new Option 4 Pursue Stage 2 Process for PPP Opportunities is provided based on the results of the Stage 1 RFI process.

Option 1. Conventional Approach to Park Development

This option includes development of the park in a phased approach where no debt is incurred and the DC Reserve remains in a positive balance. Full development of the park could not be fully completed in the short-term and would need to be phased over a longer period of time (i.e. up to

2031). Completion of the park development would also be subject to competing priorities such as the development of parks in the VMC and other intensification areas. The City would retain full ownership of the parkland and facilities and all associated user fee revenues.

Option 1.	Conventional Approach to Parkland Development
Revenue Potential:	Limited to user fees related to programming
Park Development Timing:	Phased Approach over 15+ years
Considerations:	<p>Advantages:</p> <ul style="list-style-type: none"> • The City retains full ownership over all of the park lands • Retention of all user fee revenues • Control over design, budget, and quality • Retained control and maximized park frontage on Keele Street • Least conflict with ORM Conservation Plan • O&M costs are phased with marginal increase in property tax levy over time <p>Disadvantages:</p> <ul style="list-style-type: none"> • Long-term park implementation scenario (over 15 years) • Limits development of other parks within the City due to limited funding sources
Summary:	This option is considered a viable option; however, funding the capital development of NMRP would compete with other park development priorities and full build-out of the park would take many years to deliver (i.e. up to 2031)

Option 2. Recreation Partnership

A recreational partnership is a partnership between a public entity and a private entity to provide recreational services such as hockey arenas or soccer facilities. These types of arrangements typically do not provide sufficient funding towards capital development of facilities and usually focus on operating and maintenance agreements for service delivery. The NMRP plan provides multiple opportunities for the City to consider recreational partnerships associated with the proposed park facilities, as well as the potential for consideration of other recreational partnerships (i.e. ice pads) based on the City's current and future needs and as substantiated through the RFI process. Further review of these opportunities can be undertaken through the Park Master Plan process.

Option 2.	Recreation Partnership
Revenue Potential:	Unlikely to significantly contribute to capital funding of the entire park, but may reduce O&M costs and provide future revenue
Park Development Timing:	Varies – Phased approach over 10 to 15 years depending on type and terms of partnership

Considerations:	<p>Advantages:</p> <ul style="list-style-type: none"> • May reduce to a limited extent the amount of DCs required to fund NMRP • May decrease O&M costs and could have access to additional revenue streams • Opportunity to develop a City-wide and potentially inter-city destination • Unlocks potential for integrated recreational destination associated with future mobility hub • The City's portion of O&M costs could be phased with marginal increase in tax levy over time <p>Disadvantages:</p> <ul style="list-style-type: none"> • Risks associated with short and long-term partnership commitments (i.e. economic and management commitments) • Portion of NMRP total area will be lost to the construction of PPP related facilities • Reduced park frontage to Keele Street and reduction in total parkland provision
Summary:	<p>This option was not considered advisable as a strategy to develop the entire park as per the recommendations of the Financial Advisory Review, however partial partnerships with non-for-profit partners may enrich the park programming while providing a platform to access funds and grants that otherwise would not be available to the City alone.</p>

Option 3. Strategic Positioning and Value-Added Sale of a portion of Lands

This option is based on a key recommendation of the Financial Advisory Review which identified the potential value-added sale of a portion of the PPP lands along the Keele Street park frontage as a strategy to generate funding to support capital development of NMRP. This recommendation was based on land values associated with Low-Density Residential development, however opportunities exist to explore potential land uses with higher densities or mixed-use scenarios (which may result in reducing the amount of land area to be sold), to be reviewed in conjunction with the proposed planning for the Block 27 Secondary Plan. Details for potential land use concepts and the City's desired vision for these lands can be explored through the Park Master Plan process. This option will give the City the greatest amount of certainty and control over end uses, in the least amount of time.

Option 3.	Strategic Positioning and Value-Added Sale of Lands
Revenue Potential:	Revenue from the sale of lands could facilitate most, if not all, the funding required to complete the entire NMRP plan, thus minimizing the need for DC's and 10% tax levy funding
Park Development Timing:	Full park development within 3-5 years
Considerations:	<p>Advantages:</p> <ul style="list-style-type: none"> • Synergy with current Block 27 Secondary Plan process

	<ul style="list-style-type: none"> • Minimizes amount of parkland to be sold by maximizing land value potential • Opportunity to maximize public street frontage, views and access into the park • Increases potential to activate the park with greatest amount of City control to achieve a complementary and integrated development • Allows Parkland DC funding to be directed towards other priority projects • Potential taxation savings of \$3.5M (non-DC portion of \$35M estimated development costs) • Accelerates advancement of park development works • Potential opportunity for multiple development partner interests is possible depending on configuration and size of the parcel <p>Disadvantages:</p> <ul style="list-style-type: none"> • Loss of strategic land holding that could be repurposed in the future for other purposes (e.g. institution, government accommodation, etc.) • The process of a transparent sale of lands may require some additional staff capacity or external resources (e.g. Fairness Commissioner) to ensure transparency and to manage any potential public criticism related to competitive disposition process. • Potential negative public perception of City's parkland being rezoned and earmarked for sale • Reduced park frontage to Keele Street • Reduction in total parkland provision per capita of active parkland at a city-wide level
Summary:	Due to the context of the current Block 27 Secondary Plan process and projected growth in this part of Vaughan, and the potential for significant returns on land value, this option is recommended to be given serious consideration in the context of a parks master planning exercise.

Option 4. Pursue Stage 2 Process for PPP Opportunities

This option is based on Council's request to further explore market interest and scope for potential PPP opportunities so that due consideration could be given to all options available to the City in addition to the identified three options. The results of the Stage 1 RFI15-500 process did not identify viable conventional PPP opportunities, however the submissions received did confirm market interest in Option 2 and Option 3. Further review of the potential of these options can be explored through the Park Master Plan process which is necessary to clarify the City's vision for these lands and scope of facilities prior to undertaking an RFP or series of RFP processes.

Option 4.	Pursue Stage 2 Process for Public-Private-Partnership Opportunities
Revenue Potential:	Through the Stage 1 RFI process no external sources of funding were identified through a conventional public-private-partnership

	<p>operating model but rather funding for capital park development could be generated through the sale or lease of lands.</p> <p>Potential capital funding for specific recreation partnerships were identified (e.g. ice pads), however no holistic recreational partnership opportunities were identified for the entire site.</p> <p>Funding for O&M could be provided through revenue from facility rentals and/or lease arrangements.</p>
Park Development Timing:	Full park development within 3-5 years
Considerations:	<p>Advantages:</p> <ul style="list-style-type: none"> • May capture additional market interest in the project with a Stage 2 RFP process <p>Disadvantages:</p> <ul style="list-style-type: none"> • Information provided through RFI responses do not identify market potential for viable PPP opportunities • Third-party arrangement could complicate and delay the City's ability to advance park development • Restrictions on the balance of the parklands (e.g. ground water monitoring wells, ORM Conservation Plan) impact potential uses and implementation timeframe • Access and park frontage requirements may negatively impact PPP opportunities • Proceeding now with Stage 2 eliminates the other options which have been demonstrated to be more viable in meeting the City's objectives for the park including timely delivery of park development and viable funding source • Scope for Stage 2 RFP not yet defined
Summary:	No viable PPP opportunities were identified through the Stage 1 RFI process. However based on the submissions received, confirmation was provided for market interest in the sale of lands along the Keele Street frontage and market interest in potential recreational partnerships on portions of the site.

Next Steps and Go-Forward Plan

Based on the information received through the Stage 1 RFI process, direction is required before proceeding with a Stage 2 RFP process since no viable conventional PPP partnership opportunities were identified in Stage 1 and the scope for the future use of the Keele Street lands and/or recreational partnerships has not yet been clearly defined.

Submissions received in Stage 1 confirm that the previously identified options associated with extracting value from a portion of the PPP lands along the Keele Street frontage and the potential for recreational partnerships are viable options for helping the City achieve the goal of accelerating park development while reducing overall capital and O&M costs to the City. Undertaking a Park Master Plan process is necessary to establish the City's vision for the lands along Keele Street and to define the scope for potential partnership opportunities associated with

development of a portion of the PPP lands and potential for recreation partnerships. Securing a variety of partnership opportunities through the master plan and park development process could allow the City to offset a portion of project risks to others while leveraging specific expertise in well-defined components of this project.

Staff is seeking Council's input and direction to determining a preferred go-forward plan for further implementation of NMRP based on all of the options described above.

Relationship to Term of Council Service Excellence Strategy Map (2014-2018)

This report is consistent with the priorities established in the updated Term of Council Service Excellence Strategy Map, specifically:

- Continue to develop transit, cycling and pedestrian options to get around the City
- Invest, renew and manage infrastructure and assets
- Continue to ensure the safety and well-being of citizens
- Continue to cultivate an environmentally sustainable City
- Enhance civic pride through a consistent city-wide approach to citizen engagement

Regional Implications

Implementation of the NMRP plan, including potential PPP opportunities, will require York Region involvement and approval related to the location of the proposed driveway entrance(s) along Keele Street and associated transportation considerations, as well as input and approvals for site servicing requirements and capacity.

Conclusion

In September 2015 Council directed Staff to initiate a 2-Stage PPP process with an RFI as the initial stage, and to report back to Council upon completion of Stage 1. The results of RFI15-500 indicate that no viable conventional PPP opportunities exist, however the submissions received confirm the previous findings of the Financial Advisory Review that the development value of lands along the Keele Street frontage could be sufficient to fund the park development capital costs. Additionally, responses to RFI15-500 identified the potential for recreational partnerships, for which opportunities can be more clearly defined as park facilities and programs are detailed through a Park Master Plan process. Staff is seeking Council direction on a preferred go-forward plan for further implementation of NMRP based on the analysis provided in this report.

Attachment

1. RFI15-500 Potential Public-Private-Partnership Opportunities

Report prepared by:

Jamie Bronsema, Director of Parks Development, Ext. 8858
Martin Tavares, Manager of Parks & Open Space Planning, Ext. 8882
Gerardo Paez Alonso, VMC Project Manager, Parks Development, Ext. 8195
Asad Chughtai, Director of Purchasing Services, Ext. 8306
Paul Salerno, Senior Real Estate Manager, Ext. 8473
Howard Balter, Manager of Financial Planning & Analysis, Ext. 8338

Respectfully submitted,

JOHN MACKENZIE,
Deputy City Manager
Planning & Growth Management

JAMIE BRONSEMA,
Director of Parks Development



The City of Vaughan
Purchasing Services Depart.
2141 Major Mackenzie Drive
City Hall, Level 100
Vaughan, Ontario L6A 1T1

ADDENDUM NOTICE

ADDENDUM NO.: 1

TOTAL OF ONE (1) PAGE

BID NO. RFI 15-500

DESCRIPTION: NORTH MAPLE REGIONAL PARK
POTENTIAL PUBLIC-PRIVATE-PARTNERSHIP OPPORTUNITIES

THE additions, deletions and/or revisions as hereinafter specified, shall form an integral part of the bid document and shall be read in conjunction with the requirements set forth in the bid document.

THE Addendum shall take precedence over all requirements to the aforementioned information in which it may prove to be at variance.

1. BID CLOSING DATE HAS BEEN EXTENDED TO

**MONDAY, NOVEMBER 02, 2015
15:00:00 Hours (3:00:00 p.m.) Local Time**

THIS Addendum has been issued by the City of Vaughan and is in effect this 9th day of October, 2015.

Scott Wigmore, CPPB
Buyer
Purchasing Services Department
Tel: (905) 832-8555, Ext. 8040
Email: scott.wigmore@vaughan.ca

/AC



THE CORPORATION OF THE CITY OF VAUGHAN

REQUEST FOR INFORMATION

RFI 15-500

**NORTH MAPLE REGIONAL PARK
POTENTIAL PUBLIC-PRIVATE-PARTNERSHIP OPPORTUNITIES**

SEALED Submissions, with the **submission label provided by the Owner affixed to your envelope**, shall be stamped and received by the Purchasing Services Department, City Hall, 2141 Major Mackenzie Drive, Level 100, Vaughan, Ontario, L6A 1T1, no later than 15:00:00 hours (3:00:00 p.m.) local time, on

MONDAY OCTOBER 19, 2015

Late responses shall not be accepted

Request For Information documents may be obtained from the Purchasing Services Department, located at the above address, between 08:30 and 16:30 hours (8:30 a.m. to 4:30 p.m.), local time, Monday to Friday or contact Purchasing Services at 905-832-8555.

If further information is required contact the following:

Scott Wigmore, CPPB
Buyer
Purchasing Services Department
Tel: (905) 832-8555, Ext. 8040
Email: scott.wigmore@vaughan.ca

Questions about this RFI will be accepted via email only to the Purchasing Contact above. Deadline for questions is 15:00:00 hours (3:00:00 p.m.) local time, on Friday October 9, 2015.

This is not a Request for Proposals. The information received will be used to determine market trends and to assist in defining the scope of any future proposal. The issuance of this Request for Information does not bind City of Vaughan to proceed with a formal Bid or with a contract. The Corporation of the City of Vaughan reserves the right to cancel this Request for Information any time.

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DEFINITIONS

The following definitions apply to the interpretation of the Request For Information Documents;

1. **"Addenda or Addendum"** means such further additions, deletions, modifications or other changes to any Request For Information Documents.
2. **"Authorized Person"** means
 - i. For a Respondent who is an individual or sole proprietor, that person.
 - ii. For a Respondent which is a partnership, any authorized partner of the Respondent.
 - iii. For a Respondent which is a corporation:
 - a) Any officer or director of the corporation; and
 - b) any person whose name and signature has been entered on the document submitted with the Information, as having been authorized to participate in the completion, correction, revision, execution, or withdrawal of the submission, whether that person is or is not an officer or director.
 - iv. For a Respondent that is a joint venture, the submission shall be signed by a person for and on behalf of each joint venture or, if they warrant that they have the authority vested in them to do so, one person so authorized may sign on behalf of all joint ventures.
3. **"Blackout Period"** means the period of time the submissions being, Request For Information, is issued up to including the date the submission are being reviewed by the City.
4. **"City"** means the City of Vaughan.
5. **"Closing Time"** means the time on the Purchasing Services Department Bid Punch Clock, specified in Document 1, Instructions to Respondents, Deadline for Submissions.
6. **"Designated Location"** means the Purchasing Services Department, 2141 Major Mackenzie Drive, Vaughan, Ontario, L6A 1T1.
7. **"Request For Information (RFI)"** a document issued by the City, in response to which Respondents are invited to provide information in relation to the questions posed by the City.
8. **"Owner"** means either one of the Corporation of the City of Vaughan or Vaughan Public Library, as the case may be, and as identified in the Call for Request For Information Documents.
9. **"Regional Park"** means the certain lands located in the City of Vaughan in the Regional Municipality of York described as part of Lots 27 and 28 concession 3 (Township of Vaughan).
10. **"Respondent"** means the legal entity making a submission in response to this RFI.

1. INTRODUCTION

This Request For Information ("RFI") is being issued by the Corporation of the City of Vaughan for the purpose of gathering information about the marketplace to assist in the determination of potential options for the development of North Maple Regional Park. Respondents are asked to provide the information requested below. Document I contains instructions to Respondents regarding the RFI process and terms. Document II contains general information, project background, park vision. Document III and IV include submission forms and questions for Respondents input.

The City of Vaughan is committed to seeking innovative and cost effective ways to do business.

2. OBTAINING THE RFI DOCUMENT

RFI documents may be downloaded from the City's Bids and Tenders website at <http://bids.vaughan.ca> on or after Tuesday September 22, 2015.

3. SUBMISSION OF INFORMATION

Information must be submitted in the format specified in this RFI in a sealed envelope with the submission label provided by the Owner affixed to the submission envelope, without any exterior covering. Submissions received by Facsimile will not be accepted. Submissions delivered in person or by a courier service after the closing time or submissions that are failed to be delivered to the designated location by the courier or the Respondent on time shall not be considered.

4. ACCEPTANCE OF TERMS

Each Respondent acknowledges that the receipt of a submission does not create any contractual obligation on the part of the City.

5. FREEDOM OF INFORMATION

In accordance with the Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA"), any personal information Respondents provided in a submission is collected under the authority of the Municipal Act and will be used exclusively in the review process. All submissions and associated documentation submitted become the property of the City upon receipt. Pursuant to MFIPPA, the City may be required to disclose any such information in response to an access request. To assist the City in responding to an access request, Respondents are advised to identify in their submission any specific scientific, technical, commercial, proprietary, or similar confidential information, and explain why the disclosure of such information would cause them harm. Entire submissions are not to be identified as confidential since information collected will be used to develop a report to Council for consideration of the potential for pursuing partnership opportunities.

6. CLARIFICATION

It is the responsibility of the Respondent to seek clarification of any matter that they consider unclear before submitting a response. The City is not responsible for any misunderstanding of the RFI on the part of the Respondent. Inquiries regarding the RFI should be directed not later than 15:00:00 hours (3:00:00 p.m.) local time, on Friday October 9, 2015 to:

Purchasing Services Department
Email: scott.wigmore@vaughan.ca

Any information, response to queries and/or changes to the requirements of this RFI will be posted in the form of an addendum and all plan takers will be by facsimile and/or courier and issued by the Purchasing Services Department.

Verbal clarification will not be interpreted to change the terms of the RFI.

No employee or agent of the Owner is authorized to amend or waive the requirements of the RFI document in any way unless the amendment or waiver is signed by the City of Vaughan designate. Under no circumstances shall the Respondents rely upon any information or instructions from the City of Vaughan employees, or its agents unless the information or instructions are provided in writing in the form of Addenda issued by the Purchasing Services Department.

7. RESPONDENT'S COST

All costs and expenses incurred by the Respondent relating to the submission, presentation and any discussions with the Owner will be borne by the Respondent. The Owner is not liable to pay such costs or expenses or to reimburse or compensate Respondents under any circumstances, including the rejection of any or all of the submissions. The Owner will not accept responsibility for any delays or costs associated with subsequent meetings or interviews.

8. ACCURACY OF INFORMATION

The Respondent acknowledges that the information provided is to the best of its knowledge, complete and accurate.

9. OWNERSHIP

All materials and information prepared, conceived or produced and delivered to the Owner in response to this RFI shall become the property of the Owner.

10. COSTING / FINANCIAL INFORMATION

Any costing / financial information provided by Respondents is for general information purposes and is not intended to be binding on Respondents.

11. CONFLICT OF INTEREST

Each Respondent must declare in their submission any situation that may be a conflict of interest or that may appear as a potential conflict of interest in submitting a response or undertaking the service. If a conflict of interest does exist, the Owner may, at its discretion, refuse to consider all or portions of the submission.

12. GOVERNING LAW

This RFI process shall be governed by and in accordance with the laws of the province or territory within which the City is located and the federal laws of Canada applicable therein.

13. OTHER MATTERS

This RFI is not a procurement document and shall not constitute a solicitation or procurement document for any design, operation, partnership or services. The City reserves the right to change or cancel the request at any time during the RFI and does not guarantee any subsequent process.

1. PURPOSE

This Request For Information (RFI) is being issued by the City of Vaughan for the purposes of gathering information from parties interested and capable of assisting the City in the realization of the City's vision for the North Maple Regional Park (NMRP).

The North Maple Regional Park is located on approximately 200 acres east of Keele Street, between Teston Road to the south and Kirby Road to the north.

Based on community consultations and studies performed by external consultants, the City has developed a vision for development of the park that sees a balanced approach to park development consistent with the City's Active Together Master Plan (ATMP), the City's strategic plan for Parks, Recreation and Libraries. This NMRP vision is outlined below with references to the various consultants' reports and supporting materials outlined in Section 3 *Implementation Challenges*.

Council is seeking input from parties that have the demonstrated resources, capability and experience to work with the City to realize the City's vision for the NMRP. Through this RFI effort, information is sought to determine options, including but not limited to potential private public partnership opportunities, for the development or the development and operation of the park.

NOTE: *This RFI is not restricted only to opportunities associated with the identified PPP lands located along the Keele Street frontage of the park. Information from Respondents regarding potential opportunities for the whole park offering is welcome.*

2. BACKGROUND

2.1. The NMRP Vision

NMRP is envisioned to become a signature park for Vaughan residents and visitors. The NMRP Vision was developed with the support of the community over a number of years. In 2013, a revised NMRP Vision was established with community input and received by Council to guide future park development. A copy of the NMRP Vision Plan is available (refer to Document II Section 5 *Supporting Materials*). The NMRP Vision identifies the community's desire for a balanced approach to park design and development; an approach that includes park facilities for both active and passive uses and for all levels of ability, ages and interests and that is sensitive to the natural environment of the park.

Accordingly, the NMRP Vision proposes a balance of active and passive park facilities through the establishment of 5 planned zones:

Park Zone	% of Total Park Area
Sports Facility Area	25%
Active Area and Play Zone	18%
Picnic Area	12%
Woodland Gardens and Naturalization	30%
Lands for potential PPP	15%

The balanced approach to park planning and development aligns with the strategic goals and objectives of the ATMP. The purpose of the ATMP with respect to parkland is to identify current needs and facility provision strategies that are consistent with the City's commitment to providing safe, accessible, and community-responsive parks and facilities that appeal to a wide range of interests and abilities. In particular, the 2013 update of the ATMP specifically identifies, as an emerging theme, City-wide community interest in finding the proper balance between providing spaces for structured sports activities and spaces for less formal, self-scheduled activities (e.g. picnic areas, trails, off-leash areas, etc.).

The ATMP also identifies a sense of urgency expressed by the community associated with defining infrastructure requirements to meet the growth pressures of intensifying development and emerging new communities. The ATMP identifies and recommends that comprehensive community planning shall ensure that sufficient land is set aside for parks and open spaces, adequate funding is allocated, and partnership opportunities explored so that the delivery of programs and services to the community can be made in a timely fashion.

Of critical importance is the aspect of funding and the City's ability to support the development of all identified and necessary facilities. Should City funding not be sufficient to meet identified needs, as is the case with NMRP, the delivery of projects to the community will be delayed unless alternative sources of funding are identified and explored.

Strategies identified by the ATMP to assist with implementation and financial considerations include:

- Encourage partnerships and sponsorships in the provision and delivery of facilities and services;
- Consider alternative funding and cost-sharing approaches to achieve capital and operating cost recovery levels; and,
- Conducting feasibility studies, business plans, site assessments and/or public engagement prior to developing or expanding major projects to ensure alignment with community needs, partnership opportunities and financial capabilities.

2.2. Potential Options for realizing the NMRP Vision

Several options have been identified to Council to provide the funding necessary to develop the NMRP and realize the vision for the park in a timely manner. These options are summarized below and detailed in various reports provided through the reference materials.

Identified options include:

- Option 1: Conventional Approach to Park Development – through which the funding for the park development and operations would come from existing City funds and funding methods appropriate for park development.
- Option 2: Recreation Partnership – through which capital funding and operating funding would be provided through the City in collaboration with other parties to co-fund the development or parts thereof (e.g. for development of sports specific facilities within the overall park lands).
- Option 3: Strategic Positioning and Potential Value-Added Sale of Lands – through which funding for the NMRP site would be raised through sale of part of the allocated PPP lands.

In addition to these options the City is interested in reviewing potential opportunities for development of the NMRP through a public private partnering type of arrangement that meets

the City's vision for timely development of the area for the benefit of the community through an effective funding approach.

2.3. The NMRP Site

The NMRP site is located on approximately 200 acres east of Keele Street, between Teston Road to the south and Kirby Road to the north. As illustrated in Figure 2.3-1: NMRP Site, the property logically falls into two areas:

1. The Park Lands area of approximately 160 acres on the east of the property; and,
2. The "PPP" lands consisting of approximately 36 acres on the west of the property adjoining Keele Street.

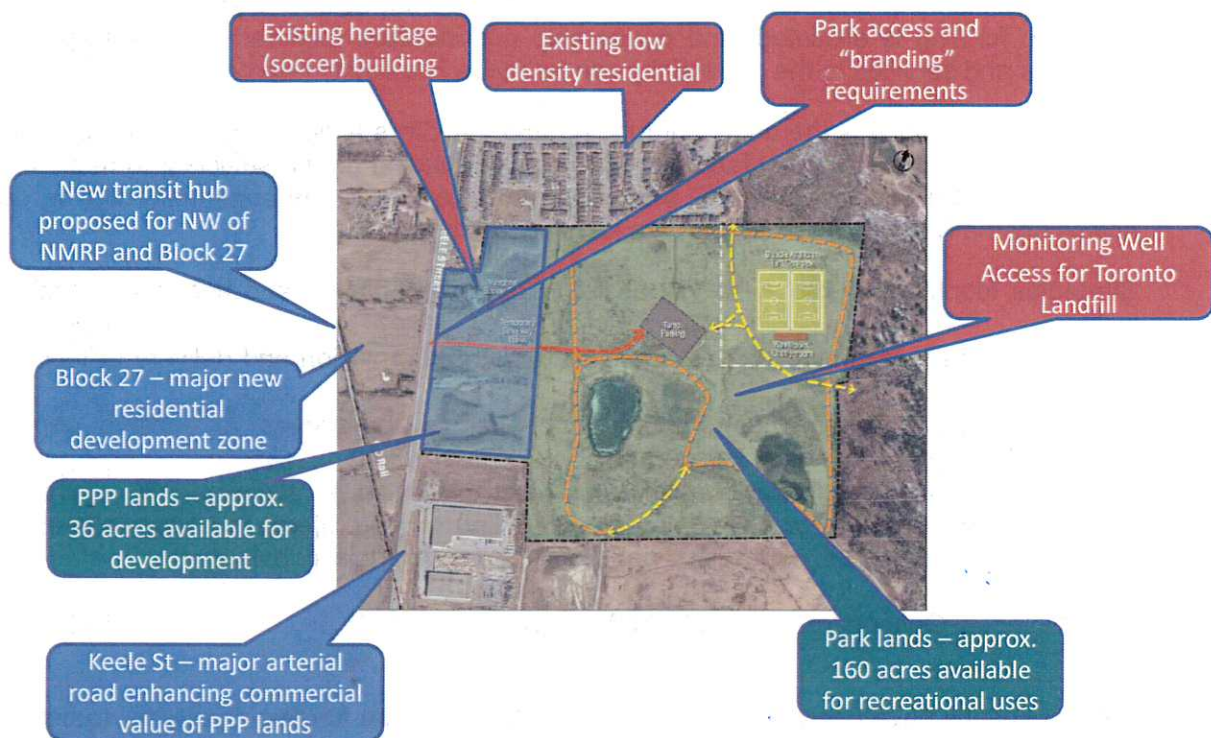


Figure 2.3-1: NMRP Site

Other site considerations include, but are not limited to:

1. Block 27 – major planned development zone across Keele from the NMRP lands.
2. Proposed major transit hub development based on existing rail corridor.
3. Limitations based on existing zoning (i.e. a Zoning By-Law amendment, and related planning application process will be required with any type of envisioned facility and/or park initiative).
4. Limitations based on Title conditions (e.g. service and access easement to access ground monitoring wells that form part of a Toronto Landfill monitoring program, repurchase agreement registered on title; please refer to Section 5.3 for more details).

A list of available additional materials is listed in Section 5 *Supporting Materials*.

NOTE: *This RFI is not restricted only to opportunities associated with the identified PPP lands located along the Keele Street frontage of the park. Information from Respondents regarding potential opportunities for the whole park offering is welcome.*

3. IMPLEMENTATION CHALLENGES

Due to the size and scope of work envisioned for North Maple Regional Park, which is currently estimated to cost in excess of \$35M, funding for capital development based on a conventional approach using Development Charge (DC) funding is not affordable in the short-term and requires the project to be phased over many years, possibly spanning 15 years or more. In addition, costs associated with operations and maintenance (O&M) are anticipated to range between \$800k and \$1.2M per year, to be determined through the detailed park design.

The City has previously assessed and evaluated the challenges of implementing the NMRP plan through various initiatives and reports within the last several years.

In 2014 a Financial Advisory Review was completed by Grant Thornton (for a copy of this report, please refer to Section 5 - Available Information). The Grant Thornton review considered the financial implications of various delivery models and financial arrangements associated with a public-private partnership or other delivery models. The results of this review were presented to Council in September 2014 and at this time the consultant identified there are likely limited opportunities associated with PPP's to assist with implementation of NMRP and in particular, no precedent examples of infrastructure PPP's for park projects of this size and scope. Accordingly, the Grant Thornton report recommended that an alternative approach be considered involving the sale of a portion of parkland identified for PPP opportunities. A value-added sale of land (sale after designations for highest and best use are in place) is estimated to generate funding that could be sufficient to assist the City in being able to deliver the development of the entire NMRP faster. Following presentation and discussion of this report, Council requested City Staff to further review the consultant's findings and prepare a due diligence report that further evaluated viable options.

In June 2015 a follow-up due diligence report was prepared by City Staff and presented to Council (for a copy of this report, please refer to Section 5 - Available Information). In this report Staff reviewed the recommendations made by Grant Thornton and provided further information and evaluation of 3 options: 1) Conventional Approach to Park Development, 2) Recreation Partnership, and 3) Value added Sale of Lands. The report also included a description of the current planning context (general city policies and current parallel planning processes such as Block 27 Secondary Plan and North Vaughan New Communities Transportation Master Plan) that may have an impact on the park. The report also included a description of the approved NMRP Phase 1 design and construction project, and a general Action Plan for NMRP with potential timelines of further reports, design and construction foreseen for the implementation of NMRP. Following the presentation and discussion, Council requested that Staff conduct additional due diligence and develop criteria for undertaking a PPP procurement process to provide information on potential market interests for PPP opportunities associated with NMRP and the potential magnitude of financial benefit to the City.

4. INTENT

4.1. Goals and Objectives

The goal of this RFI is to provide information to help scope potential development opportunities for NMRP that would assist in achieving the City's objective to accelerate the design and construction of NMRP and reduce the Park's construction capital, operations and maintenance cost to taxpayers, in keeping with the overall park vision.

The main objectives of the suggested development opportunities should include, but not be limited to:

- 4.1.1. Ensure that the City can develop a partnership where clear benefits can be demonstrated to both the City and the taxpayer
- 4.1.2. Alleviate the capital and operating burden to the City and taxpayers
- 4.1.3. Generate an economically sustainable model for the operation and maintenance of the park
- 4.1.4. Ensure that the partnership model consistent with the City's vision for NMRP
- 4.1.5. Ensure that the partnership model aligns with the broader City strategic plans for the area
- 4.1.6. Provide pragmatic Return on Investment opportunity for potential private partners

4.2. RFI Process

This RFI process includes the following opportunities for Respondent feedback:

- Questions related to the RFI content
- Respondent submissions in response to the RFI
- Optional meetings with Respondents

4.3. RFI Schedule

The RFI process will be governed according to the following schedule. Although every attempt will be made to meet all dates, the City reserves the right to modify or alter any or all dates at its sole discretion by Addendum.

Release of RFI	September 22, 2015
Deadline for Questions to be submitted by Respondents	October 9, 2015
Issuance of Addendum	October 13, 2015
Closing Time	October 19, 2015
Review of Information	Week of October 19, 2015
Optional Commercially Confidential Meetings	Week of November 9, 2015
Report to FAA Committee	November 16, 2015

5. SUPPORTING MATERIALS

The City will use its best efforts to make available any relevant municipal reports, background information, data, drawings, plans, surveys and any other materials relevant to the project

through the various procurement stages. A list of known background information is identified below and available background information can be downloaded from the designated RFI website. Through this RFI, the City is asking Respondents to identify any other information that may be required in future procurement processes associated with this project.

The following background & supporting documents are available as attachments with the RFI document.

5.1. General Documents

- 5.1.1. City of Vaughan "Active Together Master Plan for Parks, Recreation, Culture and Libraries";
- 5.1.2. City of Vaughan Pedestrian and Bicycle Master Plan;
- 5.1.3. Existing Zoning Requirements (these include but are not limited to: By-Law No. 1-88, Exception 9(756), Schedule E-838)
- 5.1.4. OPA 535 Maple Valley Plan
- 5.1.5. City of Vaughan Official Plan Volume 1 and 2 (including Section 12.3 Keele Valley Landfill Area -area specific policy)
- 5.1.6. Green Directions Vaughan
- 5.1.7. Vaughan Vision 2020
- 5.1.8. Planning Application Forms

5.2. NMRP Initiatives, Reports and Drawings

- 5.2.1. North Maple Regional Park Due Diligence and Long Term Strategy - Staff Report – June 15, 2015 (Finance, Administration and Audit Committee)
- 5.2.2. Geotechnical Report (McClymont & Rak Engineers, Inc. March 2015)
- 5.2.3. Grant Thornton Financial Advisory Review (August 21, 2014)
- 5.2.4. NMRP Community Consultation Report; March 2013 (Monteith Brown Planning Consultants)
- 5.2.5. NMRP Community Meeting Presentation;
- 5.2.6. Regional Park Location Map; L-1
- 5.2.7. Ortho Aerial Photograph, L-2
- 5.2.8. 2010 Survey (with easement); L-3
- 5.2.9. Existing Servicing; L-4
- 5.2.10. City of Vaughan Parks Development Design Standards (available upon request, in Autodesk-Autocad format - *dwg* file);
- 5.2.11. City of Vaughan CPTED Guidelines

5.3. NMRP agreements and licenses

5.3.1. Land Transfer Instrument NO. YR1462352 – (with registered access easement)

5.3.2. Agreement NO. YR1462451 – Repurchase agreement

5.3.3. Develin House License to Vaughan Soccer Club

5.4. Block 27 Secondary Plan Background Information

5.4.1. Parks, Open Space and Community Service Draft Report, May 2015 (Macaulay Shiomi Howson Ltd.)

5.4.2. Cultural Heritage Resources Assessment, May 2015 (Archaeological & Cultural Heritage Services)

In addition to the above information, Respondents are encouraged to review Oak Ridges Moraine Conservation Plan, Ontario Regulation 140/02: Oak Ridges Moraine Conservation Plan, Oak Ridges Moraine Conservation Act, 2001, S.O. 2001, c.31, OPA 332 Consolidated Vaughan Planning Area (Maple) and OPA 604 City of Vaughan Oak Ridges Moraine Conformity Bylaw are recommended.

6. SUBMISSION REQUIREMENTS

Respondents are to include at minimum the following information:

- a) Company Information: Please complete page 1 Document III of this request, sign and attach with your response.
- b) Response to Questionnaire: Respond to the questions found in Appendix A. Respondents should provide responses below each question.
- c) Copies of Submission: **One Original** hard copy and a digital copy of the Submission is required to be submitted.

7. COMMERCIALLY CONFIDENTIAL MEETINGS

Upon receipt of response(s) to this RFI the City will review the submissions and may conduct, at the City's discretion, a Commercially Confidential Meeting (CCM) with individual Respondents if deemed necessary. Only select respondents to this RFI will be provided the opportunity to participate in these meetings, at the full and absolute discretion of the City. If required, the CCM's are planned to begin the week of November 9, 2015, however the CCM's schedule may vary.

A CCM creates the opportunity for experienced parties to meet with the City to take part in an open exchange of information, in order to better understand potential options for the development of the NMRP and the nature and impact of potential park development, partnership and funding models. CCM's will be bilateral meetings between the City, its representatives and advisors and individual Respondents and their representatives and advisors. The intent of the CCM is to allow the City and Respondents to further discuss the information provided by them, with the confidence that any information discussed in the CCM will not be shared with other respondents (potential competitors). This process will assist the City to clarify information received through the submissions and in preparing the RFP.

It should be noted that participating or not participating in these respondents' meetings does not affect the eligibility of any respondent to participate in any subsequent RFP(s) issued by the City for the development of the NMRP or parts thereof.

The City reserves the right to consider some, all or none of the feedback received through the RFI responses and through any subsequent respondent meetings in making decisions concerning what, if any, of the material provided will be used in formulation of the NMRP development strategy.

THE CORPORATION OF THE CITY OF VAUGHAN

REQUEST FOR INFORMATION

RFI 15-500

**NORTH MAPLE REGIONAL PARK
POTENTIAL PUBLIC-PRIVATE-PARTNERSHIP OPPORTUNITIES**

THIS INFORMATION IS SUBMITTED BY: _____

ADDRESS: _____

_____ POSTAL CODE _____

TELEPHONE _____

FAX NO: _____

E-MAIL ADDRESS (if applicable) _____

RESPONDENTS H.S.T. NO.: _____

THAT Addendum/Addenda No. ____ to ____ inclusive relating to the said Request for Information have been received and the Respondent hereby accepts and agrees to the same as forming part and parcel of the said Request for Information.

NAME OF AUTHORIZED PERSON(S): _____
(print)

SIGNATURES _____

POSITION(S) OF THE PERSON(S): _____
(print)

IF RESPONDENT IS A JOINT VENTURE REFER TO THE DEFINITION OF AUTHORIZED PERSON AND SIGN ONE OF THE APPLICABLE OPTIONS ABOVE.

APPENDIX "A" QUESTIONS FOR RESPONDENTS

PDF ATTACHMENTS OF SUPPORTING MATERIAL AS PER DOCUMENT II
SECTION 5

APPENDIX 'A'

Questions for Respondents

1. GENERAL INSTRUCTIONS

1.1. Respondents are asked to reply to the questions listed below in Section 2 *Questionnaire*. Each question should have a separate answer and responses should refer to the question number. Please label this portion of the response submission as **Binder 1**.

For clarity purposes, respondents are asked to prepare their answers following the questionnaire's order.

1.2. Responses to this RFI may also include literature, specification sheets, handouts, manuals, white papers, presentations, and any other information that the respondent deems relevant. Please label this portion of the response submission as **Binder 2**.

1.3. Respondents should not feel compelled to answer all questions.

NOTE: *This RFI is not restricted only to opportunities associated with the PPP lands. Information from Respondents regarding potential opportunities for the whole park offering is welcome.*

2. QUESTIONNAIRE

The City specifically requests that Respondents answer the RFI questions below by providing examples of lessons learned or other materials that would inform and assist the City in developing the NMRP implementation strategy going forward.

Question 1: Company Overview

- a) Please provide an overview of your organization, including specifically any business units within your organization that are experienced in the development of parkland or recreational facilities as envisioned for the NMRP. Please identify the location and scale of operations within the Province.
- b) What is your team composition? Is this a single vendor or consortium approach?
- c) Please describe what funding, development or other relevant contributions that your organization could bring to the NMRP initiative.
- d) Please identify any public private partnering or similar forms of development initiative that you have been engaged in over the past 10 years.

Question 2: Summary of your proposed approach for development of NMRP

Please identify how your organization would propose to use the NMRP lands to implement the City's park vision. Specifically:

- a) What would be your preferred use of the land and why – e.g. recreational development, commercial development, other use?

- b) How much of the land and which portions would be the focus for your proposed approach – e.g. the PPP lands, the parklands, the whole site?
- c) What would be the minimum/maximum amount of land used by your proposal?
- d) How should the City develop the balance?
- e) How would your proposed approach assist the City in realizing its vision for the NMRP as outlined above?
- f) How would your approach encompass community engagement, public and stake holder consultation processes?
- g) How would your proposed approach accommodate the Vaughan Soccer Club and the heritage building on the site?
- h) How much of the lands would need to be owned vs. leased?

Question 3: Review of City Identified Options for development of NMRP

The City has considered a range of options for the development of the park as outlined in Document II Section 2.2 and in the supporting documentation. These preliminary options include:

- Option 1: Conventional Approach to Park Development – through which the funding for the park development and operations would come from existing City funds and funding methods appropriate for park development.
- Option 2: Recreation Partnership – through which the funding and operating funding would, be provided through the City in collaboration with other parties to co-fund the development or parts thereof (e.g. for development of sports specific facilities within the overall park lands).
- Option 3: Strategic Positioning and Potential Value-Added Sale of Lands – through which funding for the NMRP site would be raised through sale of part of the allocated lands (identified as the PPP lands in this RFI).

With respect to these options please identify which, if any, of these options would be viable from your perspective for your organization to participate with the City in the development of the NMRP. Please specifically identify:

- a) Where your organization would participate – e.g. in development of the PPP lands, in development of recreational facilities, or other arrangement.
- b) How your organization would contribute – e.g. in design of the overall NMRP effort, in development of a specific portion of the lands – e.g. PPP lands, recreational facilities, on-going operation and administration of the lands in whole or in part.
- c) What your organization would contribute to the development effort in terms of funding, resources or other contributions.
- d) What conditions would need to be in place for your organization to commit to participation – e.g. complementary City funding, zoning provisions, or other.
- e) Why your organization would not participate in any of the above options.

Question 4: Potential Public Private Partnering Opportunities

As indicated above, the City is interested in reviewing potential opportunities for development of the NMRP through a public private partnering type of arrangement that meets the City's vision for timely development of the area for the benefit of the community through an effective funding approach.

With respect to potential public private partnering opportunities for the development of the NMRP:

- a) Where your approach is a P3 type of approach, please outline the partnering model, features and potential benefits of your proposed P3 approach to the City and the level of funding or commitments required from the City.
- b) Where your approach is not a P3 based approach please identify any key factors that influenced your decision not to propose a P3 approach (e.g. size, return on investment potential, timeframes, park-focused development).
- c) What factors would have to be addressed / changed to enable viable P3 opportunities in the NMRP initiative?

Question 5: Timing and Expectations

As indicated above, the City is interested in a timely approach to developing the NMRP. As set out in the park vision, the City seeks a development program that sees development of the park completed over the next 5 years with development funding be affordable to the City.

With respect to timing and expectations:

- a) What is realistic in terms of timing of whole project (planning, permitting, implementation) and how could a deal be structured to enable the City to develop the NMRP in a timely manner?
- b) What information would you need to develop a solid plan for development?
- c) What would you need to meet the City's goal of developing the park within 5 years and how could this be achieved?
- d) How will the required park frontage & public access (options to provide a window/access to the park from Keele Street) be accommodated?
- e) How do other City-building considerations impact potential uses (e.g. affordable housing, community centres, post-secondary institutions, etc.)?

Question 6: Funding Opportunities and Business Model

As indicated above, the initial estimates to develop the NMRP are in the range of \$35M with annual operating costs estimated to be in excess of \$800k/year. The City is seeking to access partner funding and/or financing to reduce cost associated with capital investment and/or operating expenditures.

- a) How could you assist with this and how would this level of funding be provided through your proposed approach (i.e. sale of land, long term lease, no sale, other)?
- b) What business model would you propose to fund the capital cost \$35M and what would be the ROI approach associated with the proposed funding approach?
- c) What business model would you propose to fund the ongoing O&M yearly cost for the next 25 years?
- d) What minimum lease period do you need for your business model?
- e) What do you see as potential revenue sources?
- f) What impact does the potential mass transit developments have on the funding opportunities and potential business case for development (optimum use)?
- g) What kind of developments have you implemented that:
 - i. Cover 100% of the capital cost
 - ii. Covers most but not all of the capital cost

- iii. Contribute some – how much?
- h) Any restrictions on investment / ownership?
- i) Servicing infrastructure coming to the area is earmarked for 2025; what are you prepared to do to overcome this challenge? How would you service the project?

Question 7: Potential going forward requirements

Please provide any additional comments, considerations or business models you think are relevant in the development of our NMRP Strategy. If the City were to proceed with a formal procurement process with respect to the NMRP initiative:

- a) What information do you need to proceed with a complete proposal?
- b) What information would you need to complete due diligence for a potential bid?



SUBMISSION LABEL

IMPORTANT

Please complete and affix this submission label onto the front of the envelope/box containing your submission.

FROM: _____

SEALED SUBMISSION

DELIVER TO:

**CORPORATION OF THE CITY OF VAUGHAN
PURCHASING SERVICES DEPARTMENT
2141 MAJOR MACKENZIE DRIVE, LEVEL 100
VAUGHAN, ONTARIO L6A 1T1**

BID NO.: RFI 15 - 500

DESCRIPTION: NORTH MAPLE REGIONAL PARK POTENTIAL PUBLIC-PRIVATE-PARTNERSHIP OPPORTUNITIES

CLOSING DATE: MONDAY OCTOBER 19, 2015

CLOSING TIME: 15:00:00 Hours (3:00:00 p.m.) Local Time

For Purchasing Services Office Use Only