

# Pier 8 Land Solicitation Process: Proposed RFP Evaluation Criteria Framework and Scorecard

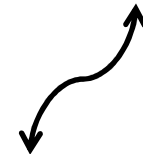
Presented to:  
West Harbour Development Sub-committee

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# Pier 8 Land Solicitation Process: Timeline Recap / Recast

- **Nov. 2, 2016:** GIC Report 16-028 (PED 14002(c))
  - Authority granted to prepare RFQ and carry out through to shortlist of no more than 5 Prequalified Proponents
  - Requirement to return to GIC to consider RFP evaluation criteria
- **Apr. 18, 2017:** RFQ launched
- **June 30, 2017:** RFQ Submission Deadline
- **July 10, 2017:** Target GIC to fulfill criteria approval requirement
- **Sept. 1, 2017:** RFQ shortlist to be announced
- **Nov. 1, 2017:** Release RFP to Prequalified Proponents
- **Feb. 28, 2018:** RFP Submission Deadline
- **April/May 2018:** Preferred Proponent(s) identified
  - Council approval of negotiation strategy and authority to commence negotiations



# Peer Reviews

- Looked at same peer examples from PED 14002(c):
  - City of Victoria, Dockside Lands
  - City of Vancouver, Southeast False Creek
  - National Capital Commission, Lebreton Flats
- Lessons learned:
  - Potential trade-off between qualitative elements and financial bids:
    - Need to decide where the City wants to allocate weightings
    - “Two-envelope” system vs. holistic scoring
    - Be transparent about proportionate allocation to pricing and methodology
  - In addition to conceptual plan and financial bid, the question of how implementation will be conducted is an important consideration
  - Evaluating financial bids is objective, evaluating development plans is subjective
  - Make a distinction between articulating desired outcomes and prescribing specifications

# Solicitation Process



- Key team members
- Track record
- Financial capacity
- How do values align with the City's?

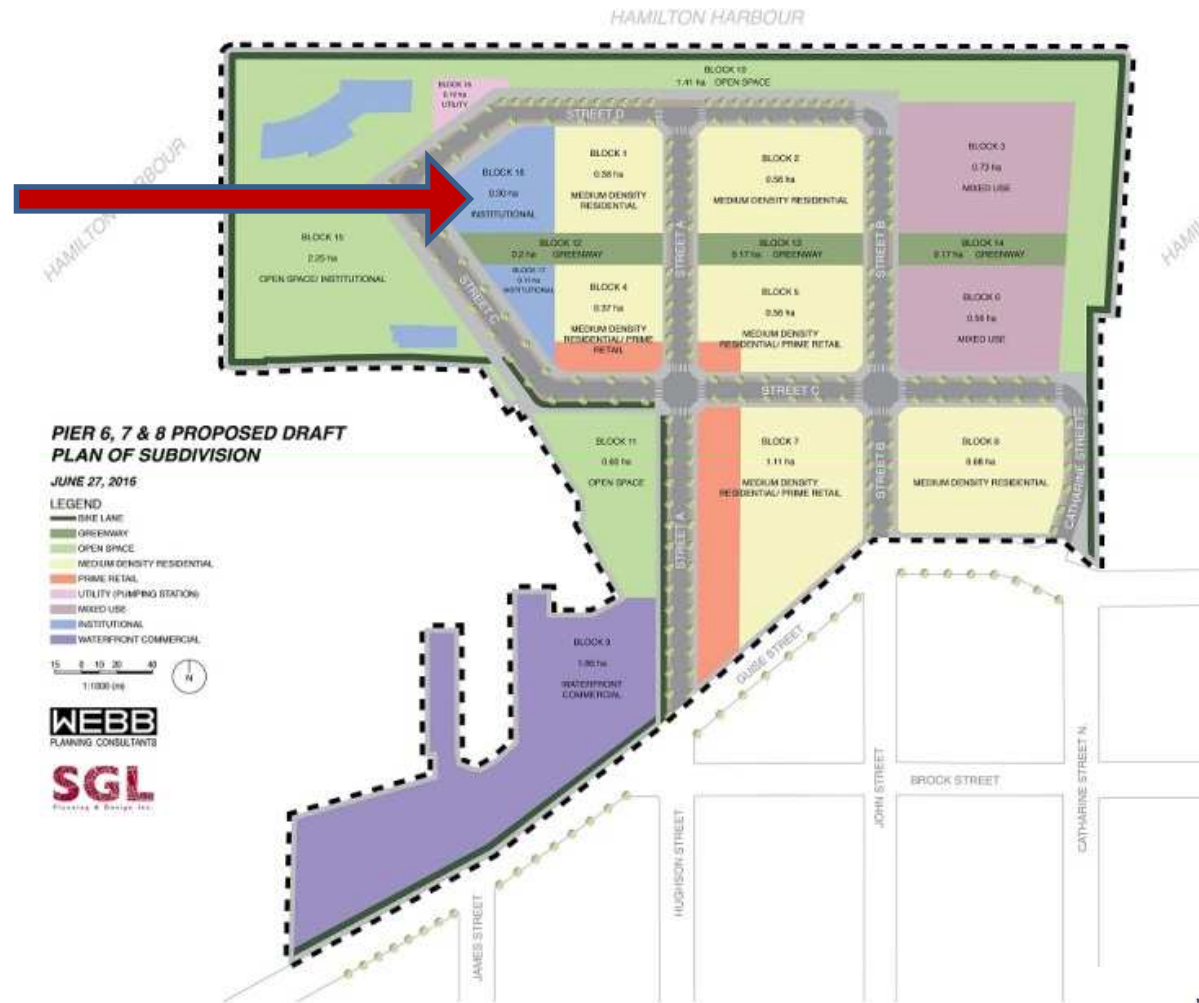
- Detailed concept
- Visuals and drawings that reflect concept
- Financial business plan and pricing
- Demonstrate innovation and value-add that addresses City's priorities

- Final sales details
- Ground rules for relationship with City
- What-if scenarios

# Institutional Block

### Setting Sail A.6.3.3.1.20

“In Institutional areas:  
institutional uses,  
hospitals, nursing homes,  
day nurseries, schools,  
libraries, museums,  
places of worship, and  
social services,  
...professional medical  
offices are permitted...”



# Proposed Evaluation Criteria Scorecard

Submission Requirements	Scoring (% of Total)
<b>Development Plan</b> <ul style="list-style-type: none"> <li>• Conceptual Master Plan &amp; Design Excellence</li> <li>• Residential Program (incl. Affordability)</li> <li>• Place-making</li> <li>• Environmental Sustainability</li> </ul>	<b>30%</b> + potential bonus for exceeding City's targets for Affordability and Sustainability
<b>Project Implementation</b> <ul style="list-style-type: none"> <li>• Phasing Plan</li> <li>• Financing Plan</li> <li>• Project Management Strategies</li> </ul>	<b>20%</b>
<b>Urban Innovation</b>	<b>10%</b>
<b>Financial Proposal</b> <ul style="list-style-type: none"> <li>• Fixed Payments</li> <li>• Contingent Payments</li> </ul>	<b>40%</b> + potential bonus for incorporating Institutional Block

First Envelope Score

+

Second Envelope Score

=

Total Score

# Proposed Scorecard Rationale

- Given prescribed parameters, a significant portion of all proposals will probably be very similar on merit – the winner will likely do so by demonstrating excellence “on the margin”
- “Two envelope”, total score     standard Procurement approach
- No single component is worth more than half
- Technical components combine for 60% of total score – gives relatively balanced weighting between subjective and objective criteria
- Potential bonus points for exceeding City’s Affordability and Sustainability targets promotes stretch goals
- Financial bid partly on a fixed basis and partly on a contingent basis balances City’s desires to maximize long-term financial value, maintain control throughout the development horizon, and fiscally plan around future revenue sources

# Next Steps

- Resolve scorecard prior to announcing Prequalified Proponents (Sept. 1, 2017)
  - Eliminate any perception of shortlisted Proponents trying to influence final criteria
  - Authorizes staff to move forward with RFP up to identification of finalist(s) (Preferred Proponent)    notify Council and obtain approval of negotiation strategy
- Develop RFP document
  - Linkages to City's vision, policies, past community input
  - Submission requirements
  - Evaluation criteria and scoring methodology
- Briefing for all Prequalified Proponents
  - Update on status of land development, capital works, environmental, etc.
  - Ground rules for Commercially Confidential Meetings and Requests for Clarification
  - Base assumptions dictated by City
- Distribute RFP