



Toronto Community Housing

Selection of developer partner for Regent Park Phases 4 and 5

Frequently Asked Questions | December 15, 2020

Why did TCHC select Tridel?

Our goal was to realize the best social and financial value for the development of this public asset through a competitive public procurement process. Tridel has emerged from a rigorous, competitive process as the successful proponent.

Tridel's plan for Phases 4 and 5 of the revitalization provides outstanding value to the Regent Park community, Toronto Community Housing and the City of Toronto. It commits Tridel to a \$26.8-million community economic development program that will benefit the tenants and residents of Regent Park. The program will be shaped over the next year with regular, frequent and direct input from the community on their priorities.

Tridel is Canada's leading developer and builder of condominium residences, with more than eight decades of diverse experience in home and community building. Currently, Tridel is also TCHC's developer partner for the Leslie Nymark and Alexandra Park revitalization projects.

What benefits does Tridel's plan bring to the Regent Park community?

Tridel's plan provides outstanding value to the Regent Park community, Toronto Community Housing and the City of Toronto. It commits Tridel to a substantial economic development program that will benefit the tenants and residents of Regent Park. The program will be shaped over the coming year with regular, frequent and direct input from the community on their priorities.

Will the amount of CED benefits be publicly disclosed?

Yes, we are committed to an open and transparent program for the community benefits agreement. The total amount of the community benefits program is \$26.8 million. While some elements of the program are fixed, some aspects are flexible.

The complete list of benefits will be made public once Regent Park residents have concluded their one-year community engagement process to determine what the

benefits should be. Once the community benefits agreement is signed, the details will be made publicly available.

When did TCHC make the decision to open Phases 4 and 5 to a competitive procurement process?

As the implementation of Phase 3 was underway and planning began for the remaining phases of Regent Park, TCHC announced that it would be undertaking a competitive public procurement process to seek a developer partner for Phases 4 and 5.

Competitive procurement is in keeping with the legal requirements of public institutions. It is the most fair, transparent and accountable way that TCHC can ensure it gets the best value for the development of this public asset.

How did TCHC decide on the timing of the RFP?

TCHC's agreement with our current developer partner, The Daniels Corporation, expires at the end of Phase 3. Having a developer partner in place is a requirement before work can begin on Phases 4 and 5.

What have been the stages of the procurement process?

Stage 1 began in 2018 with a Request for Vendor Qualifications (RFVQ). Three proponents (Capital Developments, The Daniels Corporation and Tridel Builders Inc.) scored higher than the minimum threshold and qualified to submit proposals for stage 2.

Stage 2 was a Request for Proposals (RFP) process. It began in 2019. The RFP invited the three prequalified proponents to submit a minimum of two business concepts including a joint venture and a land offer. TCHC evaluated each of the proposals based on rated criteria. All three developers achieved a minimum score to progress to the community presentations stage.

At the community presentations in October 2019, the three developers presented their vision for the revitalization, a community engagement strategy and a community economic development plan. They also responded to questions from the community. All three developers met the minimum score to move to the Best and Final Offer (BAFO) stage.

Tridel emerged from the BAFO stage as the top proponent and TCHC invited Tridel to negotiate a Memorandum of Understanding (MOU). Following the successful completion of the MOU, TCHC brought the selection to the TCHC Board of Directors for approval.

Who was on the evaluation team?

The proposals were evaluated and scored by a panel of four senior Toronto Community Housing managers from the Development, Finance and Legal divisions, with oversight from the Strategic Procurement team. To ensure the process was fair and transparent, the entire evaluation had the oversight of a Fairness Commissioner.

What was the role of the independent Fairness Commissioner?

The procurement process was designed to be fair and transparent. TCHC retained an external independent Fairness Commissioner, Justice Coulter Osborne. Justice Osborne oversaw the RFVQ and RFP processes to ensure they were unbiased and did not favour or prejudice any one particular proponent. He commented on the procurement documents prior to their release, reviewed the criteria for evaluating proposals, oversaw the evaluation meetings, attended meetings with TCHC and proponents, and reviewed all direct communication. The Fairness Commissioner completed a final report that summarized his participation in the procurement process.

How did TCHC involve the community in the RFP process?

TCHC made a clear commitment to community consultation and created processes to involve the community in the developer partner selection process for Phases 4 and 5.

- Prior to issuing the RFP in 2019, TCHC staff met with the Regent Park Neighbourhood Association (RPNA) and then with the broader community to state our commitment to working with local residents in the developer selection process.
- Staff met with the RPNA in May 2018 to discuss the two-staged procurement process, timing and involvement by the community.
- TCHC created a procurement committee consisting of Regent Park residents and selected four committee members to vet how the draft RFP addressed community needs.
- TCHC held two meetings where it sought input from the community on their needs and priorities, and it created a community conversations report which informed the proponents before their initial proposal submissions.
- TCHC worked with the Revitalization Working Group over the summer of 2019 to prepare and distribute information about the October community evaluation to all residents in Regent Park. TCHC engaged more than 600 residents about the RFP process, producing information materials and training residents about the

importance of attending and scoring on the community presentation day. The presentations evaluated by residents were worth 20 points out of 100 points in the initial evaluation scoring.

- A Community Benefits Coalition (the CBC) was formed out of the advocacy arm of the RPNA. The CBC created a Community Priorities Report that TCHC circulated to the proponents to assist with developing their community benefits proposal for their Best and Final Offer (BAFO).
- A Community Benefits Framework was signed by TCHC and community representatives in March 2020. The framework outlined principles for how TCHC would engage and represent the Regent Park community during RFP negotiations, and outlined commitments to the community after the RFP process is completed.

What were the community presentations worth in the scoring?

The scores for the developer presentations made in October 2019 were worth 20 points, and the rated criteria were worth 80 points, for a combined 100 points. All three developers qualified to advance to the Best and Final Offer stage.

What were the rated criteria?

For the rated criteria worth 80 points, the developers submitted detailed information about their team (2 points), their marketing and sales strategy (3 points), the present value of the total proceeds their business concept would realize for TCHC (40 points), and an assessment of financial, market and construction risks along with strategies for mitigating those risks (25 points). They also submitted information on community economic development (10 points), including financial offers for jobs, scholarships and training, and community consultation and engagement.

If members of the community have concerns about the selection, who can they direct their comments and questions to?

TCHC conducted an open, fair, rigorous and transparent process. The approval of the successful proponent cannot be appealed nor can the outcome be changed. If members of the community have questions about the process, they can direct their questions to the TCHC Regent Park revitalization team.

What does this decision mean for The Daniels Corporation?

The Daniels Corporation will continue to be TCHC's developer partner for Phase 3 to complete all work arising from its partnership with TCHC. We value our partnership with

The Daniels Corporation. Daniels has made significant contributions to the success of the Regent Park revitalization and has built strong relationships in the community.

What is the history of TCHC’s partnership with The Daniels Corporation?

TCHC and The Daniels Corporation have been partners in the revitalization of Regent Park since 2006 after a public request for proposals (RFP) was issued for Phase 1 in December 2005. The RFP was issued for the Phase 1 lands with an option on the Phase 2 lands. By an agreement announced in April 2009, TCHC extended the partnership to Phase 2 and all subsequent phases. In 2013, TCHC renegotiated its deal terms with Daniels for Phase 3 to move to a land sale model in order to minimize risk exposure and secure more land value upfront. This also removed Daniels’s option on Phases 4 and 5, the final two phases of the revitalization.

Isn’t Daniels the master developer of the Regent Park revitalization plan?

Daniels has been a driving force in the revitalization since Phase 1 began in 2006 and is the developer and construction manager for all buildings and infrastructure. Toronto Community Housing is the master developer as we hold the major obligations for the redevelopment of our lands under the plan of subdivision for each phase.

Has TCHC partnered with Tridel on any other developments?

Yes. Tridel is currently TCHC’s developer partner for the Alexandra Park and the Leslie Nymark revitalizations.

How long will it take for the Regent Park revitalization to be completed?

We anticipate it will take another 15 years to fully complete the Regent Park revitalization.

What are the general business details of the agreement between TCHC and Tridel? For example, how much is Tridel paying TCHC to build its condos?

That is confidential business information which we do not disclose in public for any of our revitalization projects.

When and how will work on Phases 4 and 5 begin?

TCHC and Tridel will begin community engagement in the new year, including the consultations on the community economic development program.

Is it typical to have two developers working in the same community?

Yes. While it is a first for Toronto Community Housing, having two or more developers working on the same project is common in the development industry, although less so in an urban context. Multiple developers bring diversity of architecture and ideas to the project while enabling simultaneous work in the community across more organizational and functional teams.

On large-scale development sites, it is typical for landowners to sell separate development parcels to multiple builders or developers. The land divisions are identified through a plan of subdivision and the builders work together to connect their parcels to existing municipal services or share the cost of constructing new services.

Tridel has significant experience working on large sites with several builders. The most recent example can be found at 444 Front Street (“The Well”), where Tridel is working on the same site as Rio-Can, Allied and Woodbourne.

How and when can tenants learn more about the proposed plan by TCHC and Tridel for Phases 4 and 5?

TCHC and Tridel will share information about the next stages of the development plan with the Regent Park community in the new year.

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