Request for Proposals

for

Evergreen Brick Works Master Plan

April 15, 2019

Proposal Closing
Date: Friday May 17, 2019
Time: 4:00 pm local time
Address to:
Lyna Saad, Lsaad@evergreen.ca
Table of Contents

Table of Contents .............................................................................................................................................. 2
Introduction ......................................................................................................................................................... 3
Map of Area ......................................................................................................................................................... 5
Master Plan Objectives ..................................................................................................................................... 8
Scope of Services ............................................................................................................................................... 8
Methodology and Approach .......................................................................................................................... 10
Timeline ........................................................................................................................................................... 12
Submission of Proposal .................................................................................................................................... 12
Evaluation of Proposal .................................................................................................................................... 13
Instructions for Submission ............................................................................................................................. 13
Information Session and Inquiries .................................................................................................................. 13
Introduction

Overview

Evergreen is requesting proposals from qualified consultants to produce a Master Plan for the Evergreen Brick Works site as described in this Request for Proposal (RFP). Evergreen Brick Works (EBW) is an 11-acre campus converted from a former brick factory in Toronto’s Don River Valley. It now operates as a community hub, market and event space, and sought-after demonstration site for urban innovation. EBW has become a best practice in green design and continues to test the latest innovations in green building standards. It is operated and managed by Evergreen, a national non-profit organization and social enterprise with a mandate to make cities flourish. EBW as an adaptive reuse project opened its doors to the public in 2010. Now, after nearly ten years in operation, Evergreen is revisiting the use of the EBW campus and the experience being offered to the public.

Qualified candidates will understand the unique nature of the site. They will have extensive experience with participatory community engagement, innovative earned revenue models, public programming, landmark heritage buildings, public art, urban ecology and landscaping, green building techniques, and transportation policy.

Dates and Deadlines

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<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Non-mandatory information session and site tour</td>
<td>April 30, 2019, 1pm-3pm</td>
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<td></td>
<td>Evergreen Brick Works</td>
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<td></td>
<td>550 Bayview Avenue</td>
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<td></td>
<td>RSVP by emailing <a href="mailto:Lsaad@evergreen.ca">Lsaad@evergreen.ca</a></td>
</tr>
<tr>
<td>Question submission and response</td>
<td>Submission: April 30, 2019 emailed to <a href="mailto:Lsaad@evergreen.ca">Lsaad@evergreen.ca</a></td>
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<tr>
<td></td>
<td>Responses posted on Evergreen’s website: May 3, 2019</td>
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<tr>
<td>Proposal Submission</td>
<td>Friday May 17, 2019 at 4pm</td>
</tr>
<tr>
<td></td>
<td>All submissions should be emailed to <a href="mailto:Lsaad@evergreen.ca">Lsaad@evergreen.ca</a></td>
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<tr>
<td>Select Firm Interviews</td>
<td>TBD, June 2019</td>
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If you plan on submitting an RFP please submit your contact information here. This will be used to keep in touch with interested parties should we have updates.

About Evergreen

Evergreen is a national charitable organization, founded in 1991, with a mandate to make cities flourish—cities that are low carbon, inclusive and sustainable. Through our award-winning suite of programs, we have actively engaged Canadians in creating and sustaining healthy urban environments in our schools, our public spaces, in housing and transit systems, and communities themselves.

The following foundational statements underscore Evergreen’s strategy, programs, and principles:
Vision: We dream of flourishing cities. The backbone of our cities are the places we share and where we connect. By connecting people, natural and built worlds to city systems like housing and transit, our daily experiences improve and we become happier and healthier.

Mission: To enable flourishing cities.

Values:
- **Collaboration**: Engaging diverse audiences in ways that are playful, optimistic and empowering to accelerate strategies for change.
- **Innovation**: Connecting and transforming innovative ideas into bold action.
- **Accountability**: To the communities we serve, those who contribute their time and resources, and through the delivery of programs and services of the highest quality.
- **Systems Approach**: Between people and place and the recognition that environmental issues are part of interdependent, complex social and economic systems.

Evergreen engages Canadians in creating greener, more sustainable cities. Evergreen works with diverse partners from all sectors to build, support, test and scale bold new ideas to solve pressing urban issues. Working with a national network of community and institutional partners, Evergreen has helped to transform over 6,000 school grounds into natural learning grounds, engage over 170,000 residents on city building issues affecting their communities and create collaborative strategies that advance how we plan and build more sustainable cities. With an annual operating budget of $20 million, Evergreen showcases its work at Evergreen Brick Works, a national centre for experiencing the relationship between nature, culture and community.

In addition to the action, operation, and programming of Evergreen Brick Works, Evergreen also supports the following programs:
- Don River Valley Park and Ravine Strategy: Placemaking, restoration and community activation in Toronto’s ravines system.
- Future Cities Canada: Suite of programs including national events, trainings and convenings that support municipalities, communities, and innovators in building cities that are more sustainable, inclusive and are forward thinking.

**About the site - Evergreen Brick Works**

Evergreen Brick Works (EBW) is built on the remains of a century-old brick factory that was in operation from 1889 until 1984. After remaining vacant for over a decade, Evergreen, the City of Toronto and the Toronto and Region Conservation Authority (TRCA) partnered to steward the land. The redevelopment of the Evergreen Brick Works was completed after over a decade of community and partnership building and land stewardship on the site of the former brick factory and quarry.

Today, EBW is an inspiring example of adaptive reuse, brownfield remediation and ecological restoration. Our site functions as a thriving community hub, a demonstration site of sustainable design, a site for events, conferences and convenings, and as a campus for mission-aligned tenants. This mix attracts a diversity of
audiences with over 500,000 people visiting our site annually, and lends to a business model for long-term sustainable occupancy.

Public uses:

- Weekly farmers’ and artisan markets, children’s nature playground, winter ice-skating, art programs, education walks, and site tours of heritage, art and ecology.
- Summer camps and year-long education programs from toddlers to grade 12, conferences on the future of cities and urban sustainability (Future Cities Summit, speaker series, workshops and labs).
- Programs supported by on-site tenants, including a grade school, a destination café/restaurant attracting a large customer base, a garden market and gift shop, and an urban farm demonstration.

Site Features:

- Green Design: Building and site design strives to minimize impact on the natural environment by using renewable and energy-efficient features, rainwater harvesting and grey water systems, and features that can adapt to flooding because the EBW site sits in a flood zone.
- Ecological Restoration: As part of the ravine system, the site and surrounding park has worked to restore wetlands and native species. Features at EBW include edible and medicine gardens, natural playground, pollinator gardens and native species.
- Industrial Heritage: The buildings on site are heritage status buildings of the former Don Valley Brick Factory.
- There are 15 remaining buildings that date back to the factory’s operations. Twelve building are in use. Three buildings have not yet been renovated.

The combination of these uses and features, along with the surrounding park and ravine system, make Evergreen Brick Works an incredible public space and setting for urban innovation and creative endeavours.

Capital priorities:

While Evergreen has focused on activating the entire site, deep site capital investment and renovation to date has focused on the east side of the site (i.e., buildings 14 and 16 in figure 1). Therefore, the priority of this plan will be to focus on the west side of the campus, such as buildings 1, 4, 5, 6-8 and public access and spaces on that side of campus.

Map of Area

The area of study for the Evergreen Commons at the Brick Works Phase (1) Project Definition and Preliminary Master Plan consists of the industrial pad buildings and parking areas. The total footprint of the site is 11 acres.
Buildings

#1: (8,314 sf) tenants and a program space

#3: (437 sf) electrical room

#4: (3,358 sf) tenant and Facility Management’s work space

#5: (1,816 sf) shared space (volunteer, Farmers Market, programs, etc.)

#6,7,8: (27,481) outdoor Farmers Markets, programs, events occasional parking

#9&10: (11,792) currently out of commission

#10B: (1,795 sf) housed Bike Works (Program) and Sweet Pete’s (Tenant)

#11: (6,842 sf) currently out of commission

#12: (47,049 sf) welcome centre, offices, meeting/conference rooms, kitchen

#14: (14,844 sf) Café Belong and Evergreen Garden Market

#15: (14,299 sf) winter skating, programs, events

#16: (53,228 sf) heritage kilns, Future Cities Centre, events, exhibits, programs

Figure 1

Children’s Nature Playground

Children’s Nature Playground

Weston Quarry Terrace

The Tiffany Commons

Central Parking Lot

Before

West Parking Lot

East Parking Lot
Master Plan Objectives

The master plan shall achieve the following objectives:

1. Identify best use for the site’s existing buildings, public spaces, and built structures to allow for enhanced visitor experience, minimal environmental impact, and existing and new programming.
2. Develop placemaking strategies for improvements and enhancements to visitor experience, site engagement, and pedestrian flow through public pathways.
3. Identify opportunities to increase space, revenue and occupancy including (but not limited to) rentals, social enterprise, innovation testing/demonstration, and Evergreen programming.
4. Define Evergreen Brick Works’ significance and unique value proposition within the context of the ravine and city, and recommend how EBW can become more integrated into the fabric of the city.
5. Recommend capital projects and major programs that can be funded by a $10-30mil budget and can be feasibly implemented within a three-to-five year period.
7. Identify opportunities to increase site sustainability, including decreasing energy use, increasing water management opportunities, and enhancing natural spaces.
8. Engage city residents of all ages and perspectives in the master planning process.

Scope of Services

Deliverables

The master plan shall include the following deliverables.

1. **Highest and Best Use Analysis of Buildings and Programmable Spaces on Site**
   The plan will identify the highest and best use of buildings on site to accommodate programming needs and revenue generation from tenants; specifically, priority will be given to buildings 1, 4, 5, 6-8, and 14.
   
   It will consider permitted uses, conditions of building and heritage status of buildings. It will also consider Evergreen’s strategic plan and ambitions for future programming on site. As this site functions as a social enterprise, the plan will also consider how to increase revenue generated from occupancy, event rentals, and other site-based revenue-generating opportunities.

2. **Site Condition Assessment**
   A structural assessment of existing buildings conditions will be included, as well as projections of future maintenance. The focus will be placed on built forms that have been identified for both significant upgrades and new uses.

3. **Public Life and Visitor Experience Assessment, and Placemaking Strategies and Analysis**
   The plan will propose placemaking strategies to enhance the visitor experience. This will include defining pathways, nodes of discovery, visitor flow and circulation, wayfinding locations, and
improvements to site entrances and exits. Specifically, it will significantly improve the arrival experience, and visitor flow through to Building 14 and Building 16 (the Future Cities Centre).

The recommended design will be accessible to all users, including those with limited mobility and visual impairments. The design will define the peak moments that will create impact on our visitors during their visit, and must consider ways to meet the needs of our visitors. The paths and public spaces should include a landscaping and horticultural plan.

The team will ensure that the plan integrates with the Evergreen’s desired impact and significance of site as outlined in its five-year Strategic Plan.

4. Placemaking Framework
The plan will include a framework to guide the programming of our public spaces in a way that improves access to and inclusion on the site, and facilitates the democratization of our site’s publicly accessible areas.

Specifically, this framework will consider Indigenous placemaking opportunities, and opportunities for youth and those in our surrounding communities. The framework will answer: How does the public want to use and access space? What should the process be for publicly driven animation and activation? What permitted uses can specifically encourage a diversity of audiences? How does the framework integrate into Evergreen’s broader placemaking initiatives?

5. Wayfinding/Site Interpretation Plan
The plan will include wayfinding recommendations and an updated site interpretation plan built upon a preliminary site interpretation study. The updated interpretation plan will include zones, stories and experiences associated with spaces in each zone. This deliverable is distinct but connected to the placemaking deliverables.

6. Transportation Demand Plan
EBW is difficult to access. Located in the lower Don River Valley, EBW welcomes visitors whose primary mode of transportation is private vehicle. On busy season weekends, in particular, the 368-space parking lot reaches capacity quickly, at which point cars park along Bayview Avenue to access our weekend market. Evergreen has made efforts to increase accessibility, including funding and managing a free shuttle from Broadview Station, accommodating a TTC bus route, and negotiating a discount partnership with Lyft.

Any future plans for increased visitorship must incorporate an enhanced transportation strategy. A strategy will propose increased use of public transit and active transportation to site as well as improved vehicular circulation.

7. Revenue Model
The master plan will consider ways to increase the revenue generated from the site. EBW operates as a social enterprise benefiting from revenue derived from campus tenants, event rentals and parking revenue. Increasing site revenue should be achieved in a way that allows for Evergreen’s mission and vision to be expressed on site, in which existing programs continue to grow and emerging programs can be strengthened.

The plan should include a business model with a financial analysis of revenue sources and projections.

8. **Plan to Strengthen Neighbourhood Connectivity**
   The plan will consider the site in the context of its immediate as well as region-wide neighbours. It will propose ways for collaboration, partnership, and opportunities to strengthen this area as a central hub of celebrations, seasonal milestones, daily use, and local gatherings. The master planning process itself shall be highly participatory, meant to engage residents as partners in placemaking.

9. **Articulated Identity Within a Regional Ecosystem**
   This Master Plan should help EBW understand and further develop its identity within the Toronto cultural ecosystem. This should help us define how we’re integrated with the city and region and the ways in which we offer something unique. This will help drive program development, use of site, and our value proposition within the Toronto cultural context.

   The plan should answer questions such as: What is EBW’s value proposition to its visitors? Who are its competitors and potential partners? Why do people choose to come to EBW? How can we communicate this identity through flagship programming, tenants, and experiences?

10. **Site Renderings**
    The final plan will include renderings of the site, new building uses and enhanced public and green spaces. These renderings will subsequently be used to fundraise for plan implementation.

**Methodology and Approach**
We are looking for teams who can define the best process they see fit to meet deliverables and objectives within the following parameters:

1. **Broad public engagement strategy**
   a. Use the planning process to increase on-site engagement, inclusion and awareness.
   b. Engage and respond to the public’s input and use creative means of communication to reach a broad audience. This should include social media and utilizing Evergreen programs and networks.
   c. Reach the audiences reflected in the diversity that exists across Toronto. Specific attention will be focused on communities around the Don Valley including under-represented visitor groups such as those from St. James Town, Thorncliffe Park and Regent Park.
d. Make particular effort to engage Indigenous partners and communities.

2. Attention to and utilization of inputs (these will be available to the selected planning team), including:
   a. Strategic Plan: Evergreen’s 2019-2021 Strategic Plan specifically discusses the site’s program ambition, visitor experience, and environmental impact of site. The objectives that must be met through the Master Plan will be identified and provided to the firm as an input.

   b. Site Energy Conservation Plan: Currently in development, this plan’s goals include reducing energy consumption on site. The Master Plan should support the ambitions of reducing site energy consumption and increasing environmental benefits.

   c. Ravine Strategy: Evergreen supports a strategy to strengthen the Toronto ravine system as an interconnected region-wide network. Evergreen Brick Works is an important hub in this network. The Master Plan should enhance connectivity to the overall ravine system and identify EBW’s unique role in it.

   d. Site Arts Strategy: Art has a strong history on site. When the brick factory lay vacant, graffiti artists treated its walls as a blank canvas. The graffiti on site has been given heritage status. We strive to honour this legacy through site-based arts programs. This history should be considered an important part of any new proposed uses.

   e. Heritage Status: The remains of Don Valley Brick Works have received heritage status with reasons described in the Heritage Property Report. Therefore, any proposals must consider all relevant heritage by-laws.

   f. Site Revenue Model: The current site revenue model will be used to understand opportunities for revenue growth.

3. Strong feedback loops:
   The Master Plan process should be iterative and include strong input and feedback loops both from the public and staff. There will be a minimum of three interactive presentations where staff can review draft proposals, designs and provide input. In addition, there should be a process where the public can also review designs and proposals and provide feedback. This can take the form of public events and/or social media or can be embedded into existing programming both on- and off-site.
Timeline

**RFP Deadlines**

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<tr>
<th>Event</th>
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<tr>
<td>RFP released</td>
<td>April 15, 2019</td>
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<tr>
<td>Information Session on site</td>
<td>April 30, 2019, 1pm-3pm</td>
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<tr>
<td>Question submission deadline</td>
<td>April 30, 2019</td>
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<tr>
<td>Answers posted</td>
<td>May 3, 2019</td>
</tr>
<tr>
<td>Proposals submission deadline</td>
<td>May 17, 2019, 4pm</td>
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<tr>
<td>Selection of finalists</td>
<td>May 31, 2019</td>
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<tr>
<td>Finalist interviews</td>
<td>June TBD, 2019</td>
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**Master Plan Development**

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<tr>
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<tbody>
<tr>
<td>Contract begins</td>
<td>June 17, 2019</td>
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<tr>
<td>Plan development, public engagement</td>
<td>June 18, 2019-December 2, 2019</td>
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**Approvals**

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<tr>
<td>Draft presentations</td>
<td>December 3, 2019 – December 16, 2019</td>
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<tr>
<td>Revisions</td>
<td>December 17, 2019 – January 20, 2020</td>
</tr>
<tr>
<td>Staff/Board approval deadline</td>
<td>January 21, 2020</td>
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**Submission of Proposal**

At a minimum, proposals should include the following information:

A. Team introduction.

B. Qualifications of staff to be assigned to this project, as well as where the staff will be physically located during project.

C. Examples of experience with similar projects with references for a minimum of two projects.

D. Narrative in which the firm delineates their understanding of what is being requested by Evergreen.

E. The methodology and approach to milestone delivery. This should include the approaches required by this project as outlined above.

F. Work plan, including timelines, which would be used to complete the project.

G. Fees and payment schedule for services rendered. Please note: the budget for this project will be determined after receiving proposals. Fee schedule should include:
   - Base fee and milestone payment schedule to be included in proposal.
   - Breakdown of how fee structure has been formulated (hourly rates, total hours allocated, etc.)
   - Hourly rates for additional services over and above the contract if requested in writing.
   - List of all sub-consultants.
   - List of final rendering deliverables budget allocations.
   - Indication of an anticipated projected budget of all reimbursable project expenses and stipulated potential reimbursable categories not included in base fee (e.g. printing, reproduction, travel etc.). (All fees quoted to be exclusive of applicable taxes.) Please note: Reimbursable expenses are considered pass-through costs with no administrative or handling mark-ups.
Evaluation of Proposal

Proposals will be assessed based on a combination of experience, methodology, budget and work plan. Successful candidates will also demonstrate their understanding of the unique nature and opportunity of our site, as well as a principled approach that demonstrates deep community engagement.

Key criteria include the following:

- Expertise with projects of similar size and scope
- Relevance and experience of team
- Methodology for plan development
- Work plan proposal
- Budget
- Insight from references

Instructions for Submission

Deadline for submission is Friday May 17, 2019 at 4pm.

All submissions should be emailed to lsaad@evergreen.ca.

A confirmation receipt will be returned within 24-hours of receipt. If you do not receive a confirmation email, please follow-up.

Information Session and Inquiries

A non-mandatory information session will be held at Evergreen Brick Works on April 30th, 2019 from 1pm-3pm.

Evergreen Brick Works
550 Bayview Avenue,
Toronto, Ontario, M4W 3X8

You can access the site by public transit, driving, or cycling/walking. More information can be found here.

The deadline for submitting questions will be on the same day before midnight. All questions raised at the information session will be made public as well. Inquiries and responses will be posted to this location.

RSVPs to the information session and RFP inquiries should be sent to Lyna Saad at Lsaad@evergreen.ca.