



## NATIONAL EXECUTIVE FORUM ON PUBLIC PROPERTY EIGHTH ANNUAL CONFERENCE

Thursday, May 12 and Friday, May 13, 2005  
Hotel Beauséjour, Moncton

### STRUCTURING RFPs USING PUBLIC LANDS TO ACHIEVE PUBLIC OBJECTIVES

*Conference Sponsors – Canada Lands Company, City of Moncton and Del Management Solutions Inc.*

Government organizations across the country want to make effective RFPs, but often face problems such as public opposition, or legal issues and challenges, or that the intended results are not achieved. The Conference will first review the issues inherent in such proposal call processes. Then it will examine how these issues are treated through a series of case studies. Finally, it will work toward developing a set of best practices. Information packages will be provided on the various RFPs that are subjects of the case studies.

This is the first Forum Conference in the Maritimes and will introduce Moncton to participants from other places and introduce Maritimers to the Forum. A Conference Open Session will be held Thursday afternoon to encourage local attendance.

#### **Thursday, May 12**

**8.00 to 8.30**     **Registration** (*Ballroom C*)

**8.30 to 8.40**     **Conference Opening** (Chair, Terry Loat and Convenor, Cathie Macdonald)

**8.40 to 9.00**     **Welcome by Lorne Mitton, Mayor of the City of Moncton**

**9.00 to 10.30**   **Issues Review**

A panel will review the various policy level issues facing the different levels of government and crown corporations as they undertake RFPs. These include: why do proposal calls, getting agreement on the objectives (including social, environmental and economic objectives) and ensuring their implementation, achieving accountability, transparency and fairness, including the roles of the media and politics, achieving effective competition, legislative constraints and protection against litigation, valuing public land, getting the best deal-making through effective business plans and ensuring competitive bidding.

Moderator – James McKellar, Director, Program in Real Property, Schulich School of Business, York University, Forum Academic Advisor

Speakers –

- Greg Dadd, Senior Vice President, Strategic Planning and Policy, Ontario Realty Corporation, Forum Member
- Paul Smith, Chief Administrative Officer & Principal, Del Management Solutions Inc., Forum Associate Member
- Frank Lewinberg, Partner, Urban Strategies Inc.
- Chris Corps, Principal, Asset Strategics, and representative, Royal Institution of Chartered Surveyors (Canada)

*Questions and discussion by participants*

**Break**

## Thursday, May 12 (Continued)

### 11.00 to 12.30 **Case Studies Panel 1 – Are RFPs the Answer?**

Organizations undertake RFPs for various reasons, and some are successful and some are not. This session will examine the various factors that can affect success or the decision to take an alternative route for procurement.

Moderator – Michel Nadeau, Chef de la gestion immobilière, City of Montreal

Speakers –

- Upper River Valley Hospital, New Brunswick – Scott Gibson, Project Director for New Brunswick Supply and Services, Forum Member
- Tex Park, Halifax – Rudy Vodicka, Coordinator, Real Property Policy, Real Property and Asset Management, Halifax Regional Municipality
- SPM Head Office joint development project – Rob Wawryk, Regional Director, Accommodations Services Division, Saskatchewan Property Management, Forum Member

*Questions and discussion by participants*

### 12.45 to 1.45 **Lunch (Mezzanine)**

Speaker – Al Strang, Moncton City Manager

### 2.00 to 4.00 **Case Studies Panel 2 – Legal Considerations, Accountability and Managing the Media (Open Session)**

Crucial to the success of RFPs is making sure that the intended results are achieved in an efficient and effective way. This session examines the range of legal aspects to consider from the framing of the requirements to implementation of the contracts, how to ensure the process runs fairly and effectively, and how to manage the media.

Moderator – Greg Cook, Executive Director, Facilities Management Division, New Brunswick Supply & Services, Forum Member

Speakers –

- Legal considerations – Bob Bauer, Senior Partner, Davies Ward Phillips and Vineberg LLP
- Queens Landing and other Halifax Waterfront Development Corporation initiatives – Bill Campbell, Acting President, Waterfront Development Corporation Limited
- Role of the Fairness Commissioner for The Bridges, Calgary – Sharon Purvis, Director, Corporate Properties and Buildings, City of Calgary, Forum Member, and James McKellar, Director, Program in Real Property, Schulich School of Business, York University, Forum Academic Advisor and Fairness Advisor for the Bridges project
- Lessons from the Union Station RFP – Bruce Bowes, Chief Corporate Officer, Internal Services Corporate Office, City of Toronto, Forum Member
- Concert Hall development, 150 Elgin Street, Ottawa – Dave Donaldson, Project Lead, City of Ottawa, Forum Member

*Questions and discussion by participants*

### 4.00 to 5.00 **Reception – following the afternoon session (cash bar)**

### 7.00 to 9.00 **Conference Dinner at the Hotel (Shediac A Room)**

Speaker – Hugh Gorman, President, BOMA Canada, and Vice President, Oxford Properties Group – on the launch of BOMA's new environmental program, complementing LEED and targeted at greening the ongoing operations and maintenance of existing buildings

## Friday, May 13

**8.30 to 9.00**     **Registration** (*Ballroom C*)

**9.00 to 10.15**   **Case Studies Panel 3 – Incorporating Triple Bottom Line objectives, getting consensus and results**

This session follows on the theme of our 2004 conference on incorporating Triple Bottom Line (social, environmental and economic) objectives into public real estate initiatives by looking at how these can be included in effective ways.

Moderator – Jeanne Wolfe, Professor Emerita, School of Urban Planning, McGill University, Forum Academic Advisor

Speakers –

- Dockside, Victoria – Carola Bloedorn, Senior Development Manager, BC Buildings Corporation, Forum Member and Jack Basey, Director of Planning and Development and City Solicitor, City of Victoria
- Redevelopment of Don Mount Court and Regent Park Redevelopment – Derek Ballantyne, CEO, Toronto Community Housing Company and Frank Lewinberg, Partner, Urban Strategies Inc.

*Questions and discussion by participants*

**Break**

**10.45 to 12.30**   **Best practices for effective RFP processes**

This session will explore ways to make effective RFPs and will include wide discussion with conference participants following presentations illustrating some of the considerations, and conclude with a summary of best practices for RFP processes.

Moderator – David Gordon, Professor, School of Urban and Regional Planning, Queen's University, Forum Faculty Coordinator

Speakers –

- Woodward's, Vancouver – Michael Flanigan, Manager, Real Estate, City of Vancouver, Forum Member
- Owner and Bidder Perspectives: Lessons Learned – Judith Amoils, President, Thinking *Strategy: New Paradigms Inc.*
- PWGSC best practices – Brendan McDonald, Director General, AFD New Procurement, Public Works & Government Services Canada, Forum Member

*Questions and discussion by participants*

**12.45 to 1.30**     **Lunch** (*Mezzanine*)

**1.45 to 2.30**     **Conference Learnings and Closing**

This session will hear from participants and conclude with proposals for the development of a best practices document.

Facilitators – David Gordon, Professor, School of Urban and Regional Planning, Queen's University and Forum Faculty Coordinator and James McKellar, Professor, Director, Program in Real Property, Schulich School of Business, York University, Forum Academic Advisor

**2.45 to 5.00**     **Presentation and Tour – Moncton CN Shops property remediation and development**     Presentation will be in the Hotel Conference Room (Ballroom C).

Presenters – Don McCallum, Director, Real Estate NB & PEI, Canada Lands Company and Loren Speiran, Project Coordinator, Moncton CN Shops property, Canada Lands Company, Forum Member