



# Unsolicited Proposal Process Report Back

Committee Meeting

Monday, February 24, 2025

Reconvened Tuesday, February 25, 2025



- **The purpose of the presentation is to:**
  - Review the performance of the UPP pilot
  - Recommend extension of the UPP pilot
  - And propose key actions to improve the process

- UPP purpose: to encourage innovative partnerships and to leverage external resources to enhance Park Board services and assets
- Strong interest: 58 proposals submitted during the UPP pilot phase
- Room for improvement: this report proposes an extension of the pilot phase and an introduction of key process improvement actions
- Proposed key actions:
  - Alignment with the Service Plan and budget cycle
  - Introduction of solicited stream
  - Increase processing capacity through work plan integration

- The Board has an exclusive jurisdiction and control over all areas designated as permanent and temporary parks
- VanPlay:
  - Goal 10: "Secure Adequate and ongoing funding ..."
  - Objective G.4.3: Seek alternate funding opportunities
- 'Think Big' Revenue Strategy approved on July 17, 2023, including the UPP pilot

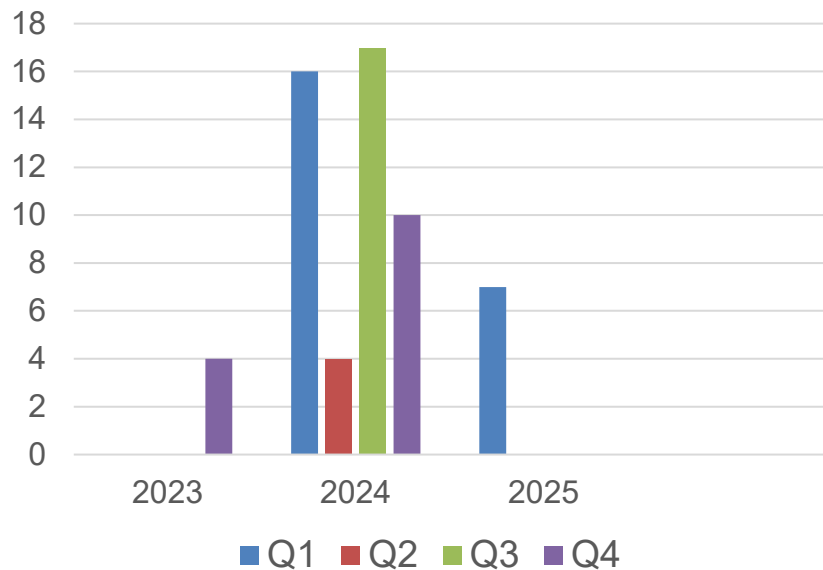
- UPP designed as a fair, transparent, and consistent process to improve Park Board services and assets through public-private business partnerships
- UPP pilot started in December 2023 (1st submission on Dec 14)
- The process has been led and managed by Senior Project Manager (~0.25 FTE) without incurring any additional costs
- The 1-year pilot was scheduled for Jan – Dec 2024 (calendar year)
- As per the July 17, 2023, recommendation, staff are reporting on the performance of the UPP and recommending next steps



# UPP Pilot Phase Performance

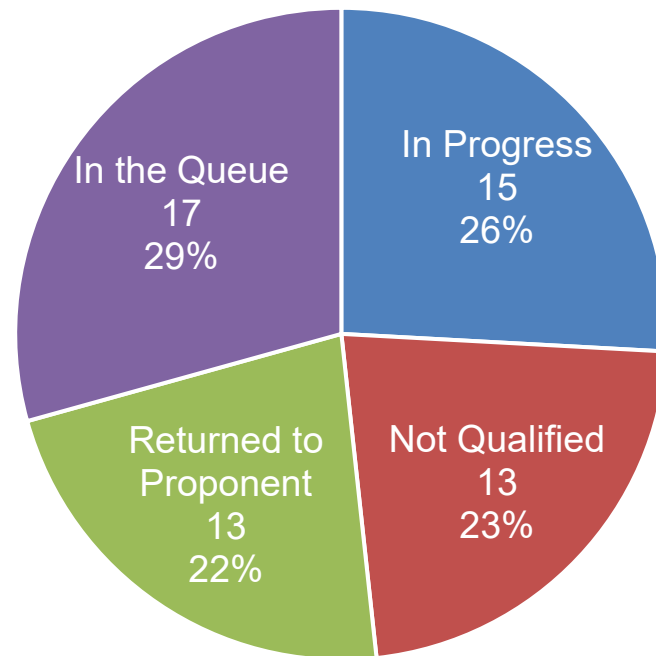


## Unsolicited Proposals - Submission Volume and Timing



- 58 submissions
- Average 1 per week

## Current State



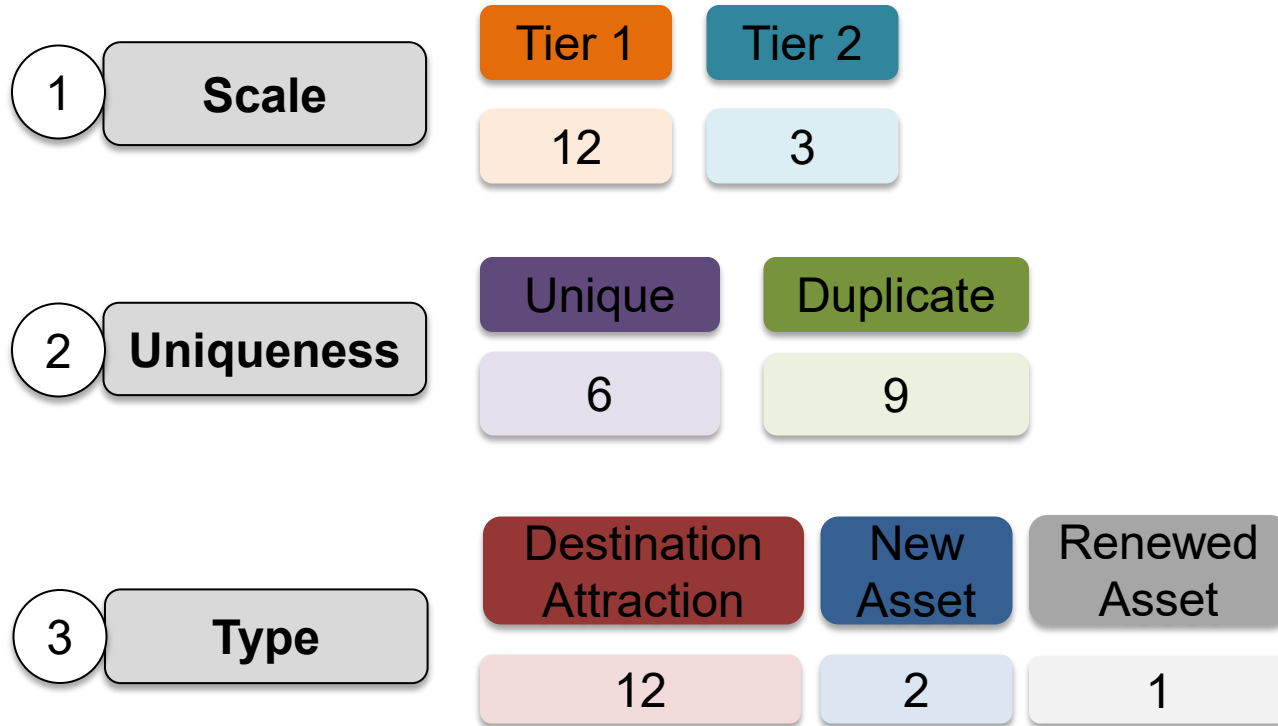
## In Progress



- 15 submissions are under active review and processing
- Many duplicate proposals: shows demand & need for a solicited stream
- Common constraints & challenges:
  - Regulatory
  - Capacity



# In Progress – Analysis



Majority submissions are less complex, Tier 1 proposals.

Most proposals are going to be processed through the solicited stream.

Almost all submissions strive to create a new destination attraction.

## In the Queue - Summary



- 17 submissions remain in the queue
- Common rationale for being in the queue:
  - Capacity
  - High level of complexity
  - Low priority
  - Financial feasibility

# In the Queue – Analysis

1 **Scale**

<b>Tier 1</b>	<b>Tier 2</b>
11	6

Majority submissions are less complex, Tier 1 proposals.

2 **Uniqueness**

<b>Unique</b>	<b>Duplicate</b>
11	6

If prioritized, most proposals would be processed through the unsolicited stream.

3 **Type**

<b>Service</b>	<b>Destination Attraction</b>	<b>New Asset</b>	<b>Renewed Asset</b>
10	4	2	1

## Returned to Proponent - Summary



- 13 submissions were returned to proponents for further refinement or did not align with a policy or strategic plan
- Proponents were notified with an explanation of the rationale for returning their proposal
- Proponents were encouraged to stay in contact and resubmit their enhanced proposal or resubmit at later time (strategy alignment)
- Most submissions in this category were misaligned with an existing policy/strategy

# Returned to Proponent – Analysis

## 1 Scale

Tier 1	Tier 2
10	3

Majority submissions were less complex, Tier 1 proposals.

## 2 Reason for Returning

Policy Alignment	Funding
10	2
Feasibility	Other
1	1

7 (53%) submissions are likely to be resubmitted at later time.

## Not Qualified - Summary



- 13 submissions were deemed ineligible under the current scope (fall under an existing Park Board process)
- Proponents were notified; in most cases referred to the correct process or staff member
- Proponents saw the UPP as the only way to promote their products/services to the City/Park Board

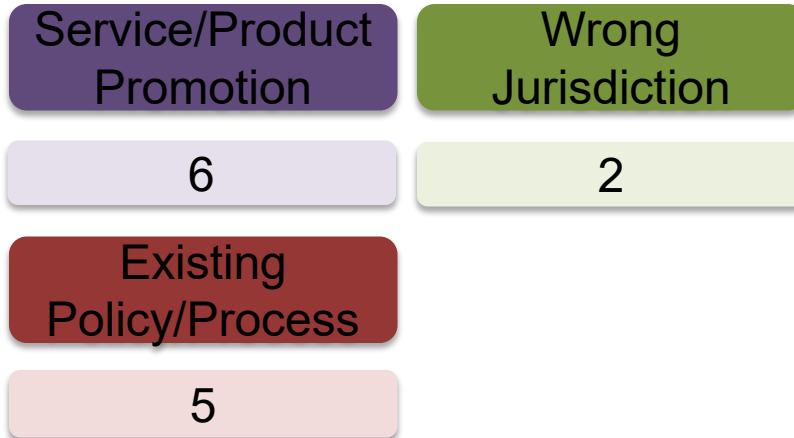
# Not Qualified – Analysis

1 **Scale**



Majority submissions were less complex, Tier 1 proposals.

2 **Reason for Not Qualifying**



8 (61%) submissions were referred to another process/staff person.

# Process Improvement Recommendations





## Recommended Key Actions

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1

Integrated  
workflow  
coordination

2

Optimized  
staff capacity  
and work plan  
alignment

3

Add a  
solicited  
stream

4

Regulatory  
alignment

5

Clarify  
eligibility  
criteria

6

Express  
funding  
requirements

7

Strengthen a  
fair and  
transparent  
engagement

8

Change  
integration

## Key Process Improvement Actions 1&2

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- Introduce a timed intake process for Tier 2 proposals to synchronize UPP with the budget cycle and Service Plan

1

Integrated  
workflow  
coordination

- 
- Add processing capacity
  - Integrate UPP into staff work plans and allocate dedicated time for review and processing

2

Optimized  
staff capacity  
and work plan  
alignment

## Key Process Improvement Actions 3&4

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- Add a parallel solicited stream to process duplicate proposals and create best value for the Park Board

3

Add a  
solicited  
stream

- 
- Continue working internally and with COV staff to understand and update regulations to enable proposals that fit the UPP criteria

4

Regulatory  
alignment

## Key Process Improvement Actions 5&6

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- Refine scope and update the guidelines

5

Clarify  
eligibility  
criteria

- 
- Express the requirement of all proposals being fully funded by the proponents
  - Clearly communicate the updates to the potential proponents

6

Express  
funding  
requirements

## Key Process Improvement Actions 7&8

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- Improve and communicate internal and external communications protocols and guidelines

7

Strengthen a  
fair and  
transparent  
engagement

- 
- Apply change management principles to guide the integration process – provide staff training and optimize workflows

8

Change  
integration

- Increase the current processing capacity with additional resources
- UPP has potential to generate revenue and secure external funding to avoid costs
- The future financial performance and cost avoidance are difficult to quantify; it is dependent on the macroeconomic environment and decisions that are out of our control

- Implement the enhancements detailed in Appendix B, including updated submission requirements, a parallel solicited proposal stream, and a timed intake process
- Increase staff processing capacity and integrate UPP into key staff work plans
- Process all current submissions and prioritize the highest value proposals for processing in 2025
- Monitor the performance of the UPP and report back to the Board on performance annually through the Service Plan and recommend next steps in Q2 2026

- The UPP pilot demonstrated a high demand
- Extending the pilot phase while enhancing the process will enable the Park Board to achieve value for the public and the organization
- Strategic alignment with existing Park Board processes such as the Service Plan and the budget cycle will increase the processing efficiency and effectiveness
- The recommended improvements will enable staff to enhance Vancouver's vitality, improve parks and recreation assets, and generate incremental revenues



- A. THAT the Vancouver Park Board approve the extension of the Unsolicited Proposal Process pilot, attached in Appendix A of this report, until the end of Q1 2026, with enhancements of the process detailed in Appendix B of this report.
- B. THAT the Vancouver Park Board direct staff to implement the process enhancements detailed in Appendix B of this report.
- C. THAT the Vancouver Park Board direct staff to continue monitoring the Unsolicited Proposal Process and report back to the Board on its performance through the Service Plan report. Additionally, the Vancouver Park Board direct staff to recommend next steps in Q2 2026.
- D. THAT the General Manager, Parks & Recreation be authorized to make administrative amendments and modifications of the Unsolicited Proposal Process as are considered appropriate from time to time.

# Thank you!



# Discussion



