



Report Date: July 20, 2026

VanRIMS No.: 08-3000-21

[Submit comments to the Board](#)

TO: Park Board Chair and Commissioners
FROM: Director, Business Services
SUBJECT: Harbour Green Café – Operator Lease

RECOMMENDATIONS

- A. THAT the Vancouver Park Board approve the overall concept for the Harbour Green Park Café lease space located at 1199 West Cordova Street, as submitted by 0800044 BC Ltd, O/A Charqui, O/A TacoLoco (“Sanjay Pandey”).
- B. THAT the Vancouver Park Board authorize staff to negotiate with Sanjay Pandey, to the satisfaction of the Park Board General Manager, the City of Vancouver’s Director of Legal Services, and the City’s Chief Procurement Officer, and enter into a lease agreement for the Harbour Green Park Café at 1199 West Cordova Street for an initial term of five (5) years, with the option to renew for two (2) additional five (5) year terms.
- C. THAT no legal rights or obligations will be created, and no consents, permissions, or licences will be granted, unless and until all contemplated legal documentation has been executed and delivered by the authorized signatories.

PURPOSE AND SUMMARY

The purpose of this report is to seek Park Board approval for the concept proposed by Sanjay Pandey for the Harbour Green Park Café lease space at 1199 West Cordova Street, and to authorize staff to negotiate and enter into a new lease agreement with the proponent.

The Harbour Green Park Café lease space has been vacant since 2023 and requires capital investment, renewed branding, and a strong operating model to support year-round activation. Following a competitive two-phase RFP process administered under Supply Chain Management governance, Sanjay Pandey achieved the highest overall score and is recommended as the successful proponent.

The proposed concept would reactivate the space as a dual-brand waterfront food and beverage destination, combining TacoLoco’s Mexican street food concept with Charqui’s neighbourhood gastropub model. The concept includes a fast-casual express window, indoor lounge, patio service, and seasonal programming designed to serve local residents, park users, office workers, visitors, and future ferry users. All capital improvements will be funded by the proponent. The proposed lease would generate annual rent for the Park Board that would increase gradually over the term of the agreement.

BOARD AUTHORITY / PREVIOUS DECISIONS

As per the [Vancouver Charter](#), the Park Board has exclusive jurisdiction and control over all areas designated as permanent and temporary parks in the City of Vancouver, including any structures, programs and activities, fees, and improvements that occur within those parks.

In [2003](#) and [2013](#), the Board approved two consecutive ten-year commercial lease terms for the Harbour Green Café location.

VanPlay: [Vancouver's Parks and Recreation Services Masterplan](#) (2019) sets out distinct goals to provide equitable, accessible, inclusive and resilient parks. The following are relevant to this project:

- [Goal 1](#): Grow and renew assets;
- [Goal 3](#): Prioritize the delivery of resources to where they are needed most;
- [Goal 4](#): Focus on core responsibilities of the Park Board and be a supportive ally to partners
- [Goal 10](#): Secure adequate and ongoing funding for the repair, renewal and replacement of our aging parks and recreation system

On January 16, 2023, the Board unanimously approved a motion titled [“Think Big” Revenue Strategy](#), directing staff to prioritize a “Think Big” revenue-generating strategy that enables opportunities for increased commercial revenues. The Park Board also directed staff to apply a revenue-generating lens to other pertinent areas and policies.

The Board approved the [‘Think Big’ Revenue Strategy – Report Back](#) on July 17, 2023. This report outlined an Action Plan with specific revenue-generating initiatives

As per the [Park Board Procurement Policy](#) approved in October 2025, all contracts with total value of \$2,000,000 and greater require Bid Committee and Park Board approval.

The Procurement Policy establishes governance and controls to support open, transparent, and competitive procurement processes, ensuring best value, appropriate risk management, and compliance with applicable laws and trade obligations. Procurement activities are administered through the City’s Supply Chain Management function under the oversight of the Chief Procurement Officer, with the Park Board General Manager responsible for contract administration following award.

CONTEXT AND BACKGROUND

The Harbour Green Park Café lease space has been vacant since 2023 and requires capital investment, renewed branding, and a strong operating model to support year-round activation. The objective of this procurement opportunity was to secure an operator capable of investing in the existing facility, delivering a high-quality public-facing food and beverage concept, and supporting year-round activation in Harbour Green Park.

Harbour Green Park is a major waterfront park featuring a large public water feature, summer spray park, public plaza, and a commercial lease space purpose-built for a food and beverage operation. The Harbour Green Park Café space is located in a single-storey building designed by Besharat-Friars Architects and built by Marathon Development Inc. Previous operations included Mill Marine Bistro (European-style bistro), followed by TAPshack, which operated until 2023.

The Park Board requires a new lease agreement with a qualified and experienced partner to operate the Harbour Green Park Café. The space requires significant capital investment, refreshed branding and facilities, and an improved operating model to enhance its appeal and attract a broader year-round customer base.

This initiative supports the City's long-term sustainability and tourism goals, including the Park Board's Think Big Strategy, by updating and modernizing an existing business facility, enhancing visitor experiences, and promoting green practices.

DISCUSSION

Procurement Process Overview

On March 12, 2026, staff posted a Request for Proposals (RFP) to secure an operator capable of delivering a compelling and sustainable food and beverage concept for the Harbour Green Park Café. The RFP sought proposals that included a strong public-facing service model, a vibrant patio presence, year-round operations, and an approach that would enhance the park and public realm experience (see the RFP Scope of Work in Appendix C).

The RFP closed on May 14, 2026. The opportunity was publicly advertised on the City of Vancouver website and BC Bid; an on-site information meeting, attended by six interested parties, was held on April 2, 2026. The RFP Evaluation Committee, identified in Appendix B, reviewed all proposal submissions and scored them using the predetermined evaluation criteria published in the RFP.

The RFP required the successful proponent to be responsible for all activities and costs related to the renovation, fit-out, equipping, operation, staffing, and ongoing maintenance of the premises.

RFP Evaluation Results Summary

Four proponents submitted eligible proposals. During Phase 1, the technical, financial, sustainability, and supplier diversity submissions were evaluated by the RFP Evaluation Committee. All four eligible proponents were invited to participate in Phase 2 interviews. Following completion of the Phase 2 interviews, the combined Phase 1 and Phase 2 scores resulted in Sanjay Pandey achieving the highest overall score.

Staff recommend that the Board approve the proposed concept and authorize staff to negotiate and enter into a lease agreement with Sanjay Pandey for the Harbour Green Park Café lease space, to the satisfaction of the Park Board General Manager, the City of Vancouver's Director of Legal Services, and the City's Chief Procurement Officer.

Proposed Concept and Design

Sanjay Pandey currently operates TacoLoco and Charqui in Kitsilano. The proponent has nearly two decades of hospitality experience. They propose to transform the Harbour Green Park Café space into a year-round waterfront food and beverage destination. The concept combines TacoLoco's fast-casual Mexican street food offering with Charqui's neighbourhood gastropub model. More details are provided in Appendix A.

The concept is intended to cater to local residents, park users, office workers, visitors, and future ferry users. A dedicated express window would support grab-and-go service for seawall users, office workers, and commuters, while the indoor lounge and patio would support a more relaxed dine-in gastropub experience.

The proposed design emphasizes a warm, informal, West Coast neighbourhood character, with natural materials, warm lighting, a central bar, indoor lounge seating, and an activated patio. The proponent intends to use the space as a year-round “neighbourhood living room” in the winter and a higher-energy waterfront patio destination during the spring and summer.

The proponent has also identified an opportunity to align the café and restaurant operation with future electric ferry service at Harbour Green dock, including live departure information, grab-and-go meal options, ferry passenger promotions, and a “terminal lounge” approach that could allow passengers to wait in a comfortable and active setting before boarding.

Overview of Proposed Improvements

The proposed improvements are expected to include:

- Acoustic and environmental dampening;
- Wayfinding, structural branding, signage, and lighting improvements;
- All-weather patio infrastructure, including retractable awnings and transparent wind-blocking glass partitions;
- A ventless cooking suite and related kitchen equipment;
- Bar, beverage dispense, refrigeration, and related service infrastructure;
- Handheld POS, kitchen display systems, and digital departure screens; and
- Patio and public-facing improvements intended to increase visibility, safety, and activation.

The proposed improvements are intended to modernize the existing facility, improve operational efficiency, enhance the indoor-outdoor guest experience, support increased patio use, and improve the visibility and perceived safety of the area beneath the public stairs.

Public Benefits

The proposed concept and lease would provide several public benefits, including:

- Reactivation of a vacant waterfront café and restaurant space;
- Improved visitor amenities in Harbour Green Park;
- Increased passive surveillance and activity in the park;
- A year-round food and beverage offering;
- Enhanced patio and public realm activation;
- Improved visibility and wayfinding to the lease space;
- Local employment opportunities;
- Potential integration with future electric ferry service;
- Support for local and regional suppliers; and
- Annual revenue streams to the Park Board.

The proposed concept aligns with the Park Board’s objective of improving underused assets, supporting destination park experiences, and generating sustainable non-tax revenues for reinvestment into Vancouver’s parks and recreation system.

Key Risks and Mitigation Measures

Key project risks include permitting, construction coordination, cost control, seasonal demand, staffing, public realm safety, and liquor licensing. The proponent has proposed mitigation strategies including a flexible “dual-concept” and “dual-speed” service model, scalable seasonal patio activations, local resident programming, use of ventless kitchen technology, lighting and wayfinding improvements, staff training, insurance coverage, responsible alcohol service training, food safety compliance, emergency procedures, and regular coordination with Park Board staff.

Staff will work collaboratively with the proponent to address these risks through the lease negotiation process.

FINANCIAL CONSIDERATIONS

Under the proposed lease agreement, all activities and expenses related to the delivery and operation of the Harbour Green Park Cafe, including capital improvements (renovation, fit-out, equipping), staffing, and daily operation of the premises, will be the responsibility of the proponent; there will be no costs to the Park Board related to this initiative.

Subject to Board approval, Park Board staff will work with the proponent to finalize the financial terms and conditions in a manner consistent with the Park Board’s operating budget process and aligned to the terms and conditions of other Park Board business partnerships. The proponent will also be responsible for payment in lieu of property taxes, as if levied and set by the City.

Once concluded, the proposed lease would generate meaningful annual revenue streams for the Park Board that would increase incrementally over the term of the agreement and provide important funding for Vancouver’s broader parks and recreation system.

LEGAL CONSIDERATIONS

All legal agreements relating to the matters described in this report will be negotiated and settled with the support of, and in consultation with, the City Solicitor.

OTHER CONSIDERATIONS

The proponent has submitted sustainability, environmental, and social practice commitments that include waste diversion, single-use item reduction, local and regional sourcing, sustainable seafood, energy and water efficiency, marine stewardship, and annual sustainability reporting. Proposed measures include reusable dine-in service ware, paper-based or bagasse takeaway containers, no plastic bags, straws, foam, or PLA utensils, compost and recycling separation, Ocean Wise or MSC-certified seafood, BC and Pacific Northwest supplier prioritization, and efforts to reduce food miles and support local producers.

The proponent has also identified commitments related to Indigenous participation, social sustainability, and supplier diversity, including recognition that the site is located on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh Nations; exploration of partnerships with Indigenous food producers, artisans, and cultural organizations; and support for diverse suppliers, including Indigenous-owned, women-owned, LGBTQ2S+, BIPOC, and small local businesses. Staff will review these commitments through lease negotiations and implementation planning, and any Indigenous cultural references, programming, partnerships, décor, naming, or interpretive elements will be reviewed with Decolonization, Arts and Culture and other appropriate staff before implementation.

CONCLUSION AND NEXT STEPS

Subject to Board approval, staff will proceed to finalize contract negotiations with Sanjay Pandey and proceed to execution by the authorized signatories in accordance with procurement and legal requirements. Staff will coordinate review of the final design, permitting pathway, construction milestones, insurance requirements, and operating obligations prior to execution of the lease. Following execution, the proponent would proceed through detailed design, permitting, tenant improvements, staffing, and opening preparations.

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APPENDIX A

CONCEPT AND PROPOSED MENU



Figure 1: TacoLoco concept, brand identity, and proposed menu

APPENDIX B

EVALUATION COMMITTEE & ROLES

Department	Staff Role	Project Role
Park Board	Director, Business Services Associate Director, Business Services Senior Project Manager, Strategic Operations Coordinator, Business Services Food & Beverage Supervisor, Business Services Building Management Officer, Business Services	Project Sponsor RFP Evaluator RFP Evaluator RFP Evaluator RFP Evaluator Technical Support
Finance & Supply Chain Management	Manager, Sustainable and Ethical Procurement Team Lead IV Buyer II	RFP Evaluator Procurement Procurement

Table 1: RFP Evaluation Committee & Support Team

Scope of Work – Operator (Lease) for Harbour Green Park Restaurant

1.0 Introduction and Summary of Requirements

The City of Vancouver (the “City”), through its Board of Parks and Recreation (“Park Board”), is seeking a qualified and experienced food and beverage operator to design, renovate, and operate a destination-style signature café/restaurant at Harbour Green Park, located in the Coal Harbour neighbourhood of Vancouver. The selected Proponent (the “Operator”) for this unique and exciting opportunity will be offered exclusive rights to this location under a long-term lease agreement.

Harbour Green Park is a major waterfront park featuring a large public water feature/summer spray park and a public plaza. The park is bordered by the seawall connecting Stanley Park to the Vancouver Convention Centre and Canada Place Cruise Ship Terminal. The location receives high seasonal pedestrian traffic from residents, visitors, seawall users, tourists, and event-related traffic.

The Park Board’s objective is to secure an Operator capable of delivering a compelling and sustainable concept with excellent execution, including a strong public-facing service, a vibrant patio presence, and innovative operating model that enhances the park and public realm experience. The Operator will undertake all activities related to the renovation, fit-out, and operation of the existing premises, including concept development, design, construction, staffing, daily operations, and ongoing maintenance.

2.0 Objectives

2.1 Background

Harbour Green Park is a high-profile waterfront destination located in Coal Harbour, a downtown district defined by a dense cluster of major hotels alongside residential towers and commercial activity. The park’s public plaza and large water feature/summer spray park make it a key hub on Vancouver’s Seawall for pedestrians and cyclists, with consistently high foot traffic tied to nearby visitor destinations (including the waterfront, Convention Centre and Canada Place district) and cruise tourism.

The Harbour Green Park café/restaurant space was designed by Besharat-Friars Architects, and built by Marathon Development Inc. Previous operations included Mill Marine Bistro (European-style bistro), followed by TAPshack, which operated until 2023.

Harbour Green Park and the surrounding area are experiencing growing commercial interest, and the Park Board anticipates increasing demand as well as higher visitor, commuter, and waterfront traffic activity at this location over time. Recent and proposed initiatives underscore this momentum – Harbour Green Park has been identified through an unsolicited proposal as the potential site for a new [waterfront public amenity](#), and planning is currently underway for a potential future [regional ferry service](#). Additionally, in 2015, the Park Board [approved a contract](#) with an established local restaurant operator to design, construct, and open a restaurant at the eastern edge of Harbour Green Park: this project has not yet been initiated as of the date of this RFP.

2.2 Site Description and Premises

The Harbour Green Park café/restaurant is located in a single-storey building with concrete columns, beams, and suspended roof slabs. The existing space features standard utilities and systems such as electrical, gas, plumbing, and HVAC. A Building Condition Assessment, completed in December 2025, is available in the “Buyer Attachments” section of the RFP. Architectural drawings of the space are also included for reference.

The portions of the building that are available for use by the café/restaurant operator, and the approximate size of each area, are summarized below (to be verified by the Operator):

Area	Approximate Size
Main Café/Restaurant Area	1,657 sq. ft. / 154 sq. m
Patio	TBD
Storage Area (Walk-In Cooler)	201 sq. ft. / 18.7 sq. m
Washroom	40 sq. ft. / 3.7 sq. m
Refuse/Mechanical Room	88 sq. ft. / 8.2 sq. m
Storage Area (Washroom Side)	80 sq. ft. / 7.4 sq. m

Garbage Recycle Containment*	96 sq. ft. / 8.9 sq. m
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* Not reflected in the drawings.

The patio boundaries will adhere to all applicable regulations: the Park Board and the Operator will collaboratively discuss and determine the agreed-upon patio boundaries. The Operator will not be responsible for the maintenance of the external washrooms, or the water feature/summer spray park.

2.3 Park Board Vision

The Park Board envisions the Harbour Green Park café/restaurant as a vibrant, dynamic destination that contributes to the park's role as a public gathering place, community-hub, and waterfront experience. The Operator will provide a concept that is accessible and welcoming to a wide variety of users, including local residents, visitors, families, tourists, and seawall users.

The Park Board expects the Operator to activate the patio and plaza environment through strong hospitality execution, seasonal programming, and placemaking elements that contribute to an enhanced public realm.

2.4 Expected Benefits

When the Operator's fit-out and operations are implemented, the Park Board anticipates:

- **Community Benefits:** a vibrant, dynamic destination that enhances visitor experiences and community connectedness, and activates Harbour Green Park as a public space.
- **Operational Benefits:** an enduring, high-quality operation that contributes to improved public satisfaction, cleanliness, and safety.
- **Future Readiness:** a scalable model capable of supporting and capitalizing on future demand related to increased visitor traffic, and emerging waterfront transportation opportunities.
- **Economic Benefits:** a stable and long-term revenue stream for the Park Board that increases over time through the delivery of a successful and sustainable food and beverage operation.

2.5 Stakeholders

Key stakeholders include:

- **Internal:** Park Board staff, City staff, facility operations teams, and permitting departments.

- External: Park visitors, Coal Harbour residents, seawall users, tourists, nearby businesses, event partners, and potential future ferry users.

2.6 Park Board Responsibilities

- Provide access to the premises and coordinate necessary landlord-side approvals.
- Collaborate with the Operator to identify and confirm the patio area plan, subject to site constraints and operational considerations.
- Maintain the base building, the external washrooms, and the water feature/summer spray park.

3.0 In-Scope

3.1 Qualifications of Key Personnel

The Operator's key personnel will have relevant experience in operating high-quality hospitality environments, including café, quick service, restaurant, and/or patio operations in high-traffic public settings.

The Operator will have capability across the following food and beverage industry competencies:

- Café/restaurant concept development and design, including periodic updating/refreshing, as required;
- Operations management;
- Staffing, training, and customer service systems;
- Health and safety compliance;
- Financial management and reporting ;
- Marketing and advertising;
- Fit-out planning and coordination;
- Patio operations and public realm management;
- Sustainability and waste management practices; and
- Operational excellence during peak demand periods, particularly in summer months.

3.2 Objectives and Tasks

The Operator will deliver the following objectives:

- **Objective 1: Establish a destination-style waterfront café/restaurant concept.**
 - *Task 1:* Develop a compelling concept, menu direction, and service model aligned with the Harbour Green Park context.
- **Objective 2: Deliver consistent high-quality daily operations.**

- o *Task 2:* Implement staffing, operational systems, training, safety, and service practices that ensure strong execution.
- **Objective 3: Activate the patio and enhance the public realm experience.**
 - o *Task 3:* Provide a patio activation and seasonal operations plan that contributes to placemaking and public enjoyment.
- **Objective 4: Align with Park Board sustainability and stewardship expectations.**
 - o *Task 4:* Implement practical waste reduction, sustainable sourcing, and operational stewardship practices suitable for a waterfront park setting.
- **Objective 5: Design and position operations based on the unique location.**
 - o *Task 5:* Demonstrate a strong understanding of the unique location, and ensure the sustainability of the restaurant concept by reflecting seasonal patterns of demand, anticipated future developments in the area, etc.: the Operator will provide marketing plans to ensure the long-term success of the restaurant operation.

3.3 Detailed Requirements

The Operator will meet the following detailed requirements:

1. **Operational Expertise:** the Operator will have a track record demonstrating expertise and experience operating successful hospitality concepts in high-traffic environments with strong customer satisfaction outcomes. The Operator will operate efficiently under peak demand, including speed of service, staffing strategy, customer service outcomes, cleanliness, and operational discipline.
2. **Concept and Brand Execution:** the Operator will have a clear and compelling concept suitable for the unique Coal Harbour waterfront park context, including menu direction, service style, brand experience, marketing approach, and guest flow.
3. **Design, Fit-Out and Commissioning:** the Operator will have a plan to design and construct all required tenant improvements, including procurement and installation of equipment, and coordination of all required permits and approvals.
4. **Maintenance Responsibilities:** the Operator will be responsible for maintaining the leased premises (including back-of-house areas) in a clean, safe, and functional condition throughout the entire term of the lease.
5. **Hours of Operation:** the Operator's hours and days of operation will reflect the site, demand, and seasonal patterns. The Operator will have a sustainable year-round operation: at a minimum, the hours of operation will be at a level that is reasonably required/expected for commercial viability during the peak season (April to September).
6. **Waste, Recycling and Grease Management:** the Operator will have a clear approach to waste sorting, recycling, grease handling, and litter prevention, appropriate for a waterfront park setting.

7. **Patio and Public Realm Activation:** the Operator will have a patio plan that contributes positively to the public plaza experience, beyond basic seating and table service. This could include placemaking elements such as: lighting; seasonal programming (including music/entertainment); and allowable micro-events.
8. **Pedestrian Safety and Public Access:** the Operator will have patio and queue operations which do not impede access to the water feature/summer spray park, plaza circulation, seawall, or general park use.
9. **Innovation:** the Operator will provide a clearly-labeled Innovation Plan describing how they will deliver added value to the Park Board and the public. Innovation may include technology, service model (including seasonal variations), sustainability, partnerships, and/or programming.
10. **Stewardship Practices:** the Operator's operational practices will minimize nuisance impacts (excessive noise, odour, clutter), and support the Park Board's stewardship mandate.
11. **Coordination with Adjacent Uses:** the Operator will coordinate with the Park Board on public interface issues, seasonal events, and evolving site patterns.
12. **Future Readiness:** the Operator's restaurant concept will be able to scale or adapt to meet future demand associated with the various planned and proposed initiatives in the area.
13. **Sustainability, Value Components & Environmental Outcomes:** the Operator's priorities will align with the City's strategic priorities:
 - **Energy Consumption:** the Operator will implement energy-efficient technologies in the restaurant, including lighting, HVAC systems, and kitchen equipment.
 - **Water Consumption:** the Operator will use water-efficient appliances, and minimize waste in kitchen operations.
 - **Waste Reduction:** the Operator will have a waste management plan, inclusive of composting, recycling, and reduction of single-use plastics.
 - **Gas Emissions:** the Operator will reduce/minimize carbon emissions through the use of electric delivery vehicles, energy-efficient transportation logistics, and/or local sourcing, to minimize transportation distances.
 - **Supplier Diversity:** where possible, the Operator will engage local, small, and diverse suppliers, particularly for food and beverage purchases.
 - **Workforce Diversity:** the Operator will have a strategy for hiring a diverse workforce, including marginalized groups, in line with the City's equity goals.
 - **Ethical Products:** where possible, the Operator will source Fairtrade and ethically-sourced products.
 - **Sustainability Leadership:** the Operator will deliver sustainable restaurant business operations in Vancouver, aligning with the City's Greenest City Action Plan, Park Board local food action plan, and the City's single-use strategy.

4.0 Management and Reporting

4.1 Management

The Park Board will appoint a designated representative to be the primary liaison for all communication and coordination with the Operator.

4.2 Consultation

The Operator will consult and communicate regularly with Park Board staff regarding fit-out approvals, patio configuration, operations planning, and compliance with the lease agreement.

4.3 Reporting Requirements

Reporting requirements will include, but not be limited to:

- **Monthly Revenue Reporting:** Reporting of gross revenue and rent payable in accordance with the lease structure.
- **Annual Financial Reporting:** Annual financial statements and/or audited reporting as required under the lease agreement.
- **Operational Reporting:** Periodic reporting on hours of operation, seasonal performance, and key operational metrics.
- **Performance Meetings:** Regular check-in meetings during the fit-out and initial operating periods, and as required thereafter.

5.0 Deliverables

Deliverables include:

- **Concept Package**
 - Menu direction and sample menu concepts;
 - Service model (counter service, hybrid, full service, etc.);
 - Shoulder-season approach;
 - Brand experience; and
 - Target clientele and approach to diverse park users.

- **Patio Activation Plan**
 - Patio layout concept
 - Seasonal activation and programming approach
 - Shoulder-season approach (weather mitigation, heaters, etc.)
 - Measures to maintain pedestrian safety and public access
- **Marketing & Innovation Plan**
 - Marketing Plan specific to the unique location and market; and
 - Innovation Plan including first-year roadmap and specific commitments, and insights into future service updates/refreshes.
- **Operations and Management Plan** will include:
 - o Anticipated timeline for start-up of operations (note: Park Board prefers to have this café/restaurant location operationalized in 2026)
 - o Proposed hours and days of operation
 - o Staffing plan and training approach
 - o Safety and security-related operational practices
 - o Waste and recycling plan
 - o Supply chain strategy
 - o Perceived project challenges
 - o Compliance with all applicable bylaws, licensing, permitting, and regulatory requirements, including business licensing, health approvals, building permits, fire/life safety requirements, and liquor licensing.
- **Work Plan**
 - o Fit-out drawings and conceptual layouts
 - o Construction schedule and commissioning plan
 - o Permit and approval approach
 - o Site access and staging plan
- **Rent**
 - o Rent structure and fees payable to the Park Board
 - o The term structure will be aligned with the overall investment approach. The Park Board envisions an initial lease term of five (5) years, with two (2) options to renew for a further term of five (5) years each, for a maximum total term of fifteen (15) years.
 - o Financial capacity and business sustainability/continuity approach.
 - o The structure for the payment of Rent in the Lease will be the greater of:

- o i) a fixed annual minimum rent guarantee (“Minimum Rent”) payable monthly;
OR
- o ii) a set percentage of gross revenues from all food and beverage sales, excluding taxes (“Percentage Rent”) payable monthly,

PLUS

a payment in lieu of property taxes as if levied (as set by the City).

The City requires a Minimum Rent of no less than \$90,000 annually and a Percentage Rent of no less than 6.5% of Gross Revenues.

- Tenant Improvements
 - o the Operator is responsible for all possible costs of site and tenant improvements, inclusive of equipment procurement & installation, staffing, and operating costs required to launch and operate the business.
 - Sustainability, Environment, and Social Impact **considerations include:**
 - o Sustainability practices
 - o Indigenous participation/representation
 - o Social sustainability
 - o Local sourcing and diverse supplier participation
-