



CITY OF TORONTO

Application Process of
Snack Bar Operations for Parks and Recreation Community Spaces

For

Opportunities Starting Mid-October 2026

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Section 1: Process and Submission Instructions

1.1 Introduction

- .1 The City of Toronto welcomes interested snack bar operators to apply for available concession opportunities at our Parks and Recreation (P&R) spaces. The application is for interested candidates to express their interest and submit a proposal for the City of Toronto's Parks and Recreation division's consideration.
- .2 Licence agreements for an initial term of three to five years with an option for renewal for up to five additional years at the discretion of the General Manager, Parks and Recreation are available for the following locations:
 - East York Memorial Arena - 888 Cosburn Avenue
 - Lambton Arena - 4100 Dundas Street W.
- .3 Applicants must demonstrate that they meet the requirements through this application process to be considered for the licence opportunity.

1.2 Application Contact and Questions

- .1 All permitted communications relating to this application process must be submitted to the Application Contact at **PRBusinessProposals@toronto.ca**.
- .2 Please do not communicate with other staff through other means as the designated Application Contact is the only official communication.

1.3 Key Dates

- .1 The City's currently proposed schedule for each in the application process is set out below.

Event	Date
Application Issued and Valid till	September 10 – September 22, at 11:59am ET
Submission Date Deadline	September 22, 2026 at 12 noon ET
Virtual Meeting	September 15 at 10:30am ET
Optional Site Tours	September 16 or 18
Anticipated Evaluation	September 23 - 25
Anticipated Award	September 28
Contract Start	September 29
Service Period Dates (Start – End)	Approximately Mid-October to Mid-March, dependent on location.

1.4 Information Meeting

.1 Virtual Meeting via Teams

- September 15 at 10:30am ET
- Email PRBusinessProposals@toronto.ca to register for this meeting and receive a link to the virtual meeting by September 14 at 3pm ET

.2 Optional Site Visit

- Email PRBusinessProposals@toronto.ca to express interest for a site visit at the following site(s):
 - a. East York Memorial Arena
Address: 888 Cosburn Avenue
Date: September 16
Time: 2-4pm
 - b. Lambton Arena
Address: 4100 Dundas Street W.
Date: September 18
Time: 2-4pm

1.5 Addenda

Please check online at [Business Opportunities for Parks & Recreation – City of Toronto](#) regularly for updates and changes to the application process, prior to the submission of your application.

Section 2: Evaluation, Acceptance and Execution

2.1 Stages of Evaluation

.1 Stage 1: Mandatory Submission Requirements

The City will verify all submission requirements outlined in Section 3. Proposals that do not meet all submission requirements will be disqualified from further consideration for the next stages.

.2 Stage 2: Mandatory Qualification and Technical Requirements

The Supplier must meet mandatory qualifications and technical requirements. The City will score applications based technical criteria as

outlined in Section 3 and Section 4. Only proposals that meet the minimum thresholds will proceed for further consideration in the next stage.

.3 Stage 3: Financial Requirements

The supplier must meet the financial requirements outlined in Section 3.

2.2 Tie Breakers

- .1** In the event there is top two-scored applications resulting in the same score, the application with the higher technical score will be chosen. If the two technical scores are equal, then the application submitted first will be awarded the opportunity.

2.3 Rights of the City

- .1** The City may, in its sole and absolute discretion carry out the application process as it determines to be in the best interests of the City and to be the most beneficial to City. The City may, in its sole and absolute discretion, exercise any or all of the following rights and options with respect to this application process, at any time:
- Extend deadlines
 - Seek clarifications
 - Cancel or modify the application process
 - Award all or some of the listed location(s)
 - Choose not to award a licence agreement at all

2.4 Ranking and Award of Licence Agreement

- .1** After Evaluation process is completed, the City will rank Suppliers with an Evaluation Criteria Tool that includes the assessment of technical and financial criteria through a clear, score-based system as articulated in Section 4.
- .2** The evaluation criteria and process may be changed from time to time to ensure program improvements.
- .3** Suppliers will get more than one opportunity to provide a proposal for available locations. To ensure diversity of service in a local area, Suppliers will only be awarded one concession opportunity per ward. If no other applicants qualify in that ward, multiple licences may be awarded to the Supplier in the same ward.

- .4 Each site will be evaluated separately, and all eligible submissions will be reviewed by at least two staff members to verify results and ensure fairness. After the submission deadline, any late applicants may be considered for any vacant opportunities remaining after concession opportunities have been awarded for the applications submitted on time.
- .5 The top-ranked Supplier(s) for each snack bar location or opportunity will be contacted and invited to enter a Licence Agreement with The City.
- .6 A Licence Agreement, substantially based on the agreement shown in **XXXXX**, will be customized in accordance to the Supplier's proposal, must be executed prior to the Licensee's occupation of the Licensed Area and the commencement of the Operating Season.

2.5 Notification to Other Suppliers

- .1 Once the City has successfully awarded and executed all Licence Agreements for each site, the other Suppliers will be notified by the Applicant Contact in writing through email the outcome of the application process.

Section 3: The Deliverables and Application Requirements

3.1 Overview

- .1 Mandatory Deliverables are requirements that the successful Supplier must meet through the application process for their proposals to be considered compliant. While Mandatory Deliverables will form minimal requirements that the Successful Supplier must abide by upon execution of the Agreement, the City is also looking for improved service and outcomes through the suggested Preferred Deliverables below. The City also encourages Suppliers to propose enhanced or innovative solutions that improve service quality and outcomes beyond the Mandatory Deliverables. Suppliers must also demonstrate their technical and financial proposals in the application process to demonstrate how they will meet the contract requirements and deliver the best results.

3.2 The Deliverables

- .1 Experience and Qualifications

Mandatory:

- Relevant experience in food and beverage business (minimum 1 year)
- Intermediate First Aid Certificate
- Safe Food Handler's Certificate

Preferred:

- Work experience with Municipal Sector is considered an asset
- Relevant experience in food and beverage business (5 or more years)

.2 Operation and Service Provision

Mandatory:

Operation is expected to be available during Prime Time, at minimum.

Prime Hours:

- 5pm to 9pm, Monday to Friday, inclusive.
- 10am to 6pm, Saturday and Sunday, inclusive.

Winter Operational Season

- East York Arena: Mid-October – April (Dates TBD)
- Lambton Arena: Mid-October – April (Dates TBD)

Preferred:

- Snack bars can be open for more hours than the minimum requirement as long as it is within the Facility Operating Hours. Consistent weekly operating hours above and beyond the minimum prime times will be scored more favourably.
- Supplier can implement special pricing strategies used to promote equitable access. This can include, but are not limited to, discount pricing for underserved communities, reduced or discounted fees on certain days and times. A good solution will include multiple opportunities throughout the year community members.

Examples:

- Seniors (ages 60+ years old) discount
- Youth/Student (ages 13-24 years old) discount

.3 Investment in Capital Improvements, Equipment, and Refresh of Space

Mandatory:

- Supplier shall supply and appropriately maintain their own equipment and appliances applicable for their operation.
- Supplier shall reduce equipment and appliances downtime and risks through preventative maintenance and equipment upgrades as required
- Supplier shall follow standardized maintenance procedures and operating manuals as needed for equipment and appliances applicable
- Supplier shall install professional temporary signage appropriate to site size to promote business and display relevant information including menu, prices, and contact information during hours of operation that can be safely removed when not in service.
 - All signage is subject to General Manager, Parks and Recreation
 - Approved standard size signage examples:
 - A-Frame sign (24 x 36 inches)
 - Flyer size (8.5 x 11 inches)
 - Roll-up banner stand (33 x 879 inches)
 - All approved signage displayed must be accessible and ensure it does not block any paths or access points for staff and community members

Preferred:

- With approval from GM, P&R, supplier will invest and install capital improvements to improve the customer experience, accessibility and refresh space at location. Capital improvements would generally stay onsite at the end of the contract term, unless the GM, P&R requests for removal. Note: All capital improvements must meet legislative and regulatory requirements and codes, including obtaining appropriate permits and using professional licensed skill workers for the work. Upon selection of Successful Supplier and execution of the agreement, the Licensee must first receive the approval from GM, P&R in writing prior to making changes to the Licensed areas or begin any capital improvements. Depending on the type of capital improvement, Supplier may be required to submit drawings, site plans, specifications, licenses, permits, assessments, feasibility reports, and other requirements to obtain approval to proceed.

.4 Customer Service Excellence

Mandatory:

Supplier shall:

- Have at least one staff during concession operating hours.
- Have a minimum of two staff during Peak Periods operating hours.
- Maintain a professional and accessible display of information and direct communication with customers for inquiry and complaints.
- Have a strategy on complaint handling and incident management
- Provide a good standard of service and ensure professionalism for operation to the public and make changes upon General Manager (GM), P&R's request to improve service if deemed inadequate by the GM.

Examples:

- staff uniform
- policies and procedures
- branding strategies

Preferred:

- Supplier provides customer service training for staff.
- Supplier implements a service excellence strategy whereby customer satisfaction is tracked.

.5 Health and Safety Compliance

Mandatory:

- Supplier shall have a work plan and strategy to:
 - Maintain a clean and sanitary environment at the Licensed location
 - Obtain and maintain all required municipal licenses and Toronto Public Health approvals
 - Adhere to all Health and Safety requirements under the Ontario Health and Safety Act and all food health and safety requirements as per the Ontario Regulation 493/17 Food Premises
 - Implement pest control practices

- All required certifications must be up to standard at all times during the Term

.6 Food and Beverage Offerings

Mandatory:

- Menu shall have at least a minimum of three (3) food options for variety.
- Menu shall have at least a minimum of three (3) beverage options for variety.
- Hot beverages (coffee/tea/hot chocolate) must be available for sale.
- Water served must be served either in patrons' reusable cups or mugs, in recycled paper cups, or with environmentally friendly packaging (e.g. aluminum or paper). Plastic bottled water sales are prohibited.
- Menu shall have at least one vegetarian food item.
- Available food and beverage products for sale must be nut-free.

Preferred:

- Menu shall have at least five (5) or more food options for variety.
- Menu shall have at least five (5) or more beverage options for variety.
- Menu various dietary options to cater to dietary and cultural needs (i.e., halal/dairy-free/gluten-free).
- Products and ingredients are fresh, seasonal and/or locally sourced.

.7 Sustainability, Environmental Consideration, and Waste Management

Mandatory:

- Supplier shall comply with all environmental regulations and follow all Waste Management procedures according to City standards.
- Supplier shall demonstrate commitment to sustainability and reducing environmental impact (i.e., responsible waste disposal, recycling, grease disposal).
- Supplier shall use environmentally friendly packaging, reuseable materials, compostable items, or recyclable containers.
- Supplier shall be responsible for making arrangements for garbage removal and recycling for their operation.

3.3 Financial Requirements

- .1 Suppliers is required to pay Base Licence Fees and Additional Fees. Additional fees includes utilities, operating costs and realty taxes, if applicable.

Each year, the annual base licence fee will increase by 3% to account for cost of living adjustments.

Mandatory:

At minimum, the annual Base Licence Fee being proposed must be no less than:

- \$3150 + HST for East York Memorial Arena for each operating year.
- \$2100 + HST for Lambton Arena for each operating year.

Preferred:

Proposals with Financial Proposals higher than the Base Licence Fees shown above as mandatory requirements will be more competitive and scored more favourably in the financial evaluation process.

Section 4: Evaluation Criteria and Scoring

4.1 Submission Requirements

- .1 Mandatory Submission Requirements are requirements for Suppliers to provide all necessary information, documentations, and files requested by the City for the application process for consideration. Suppliers who fail to submit any and/or all mandatory requirements will be disqualified from the application process, and their proposals will be declared non-compliant.
- .2 Suppliers must complete the application forms (PART 1 & 2) along with uploading the following documents:
- a. Certificate of Incorporation
 - b. Documentation confirming Non-Profit status (if applicable)
 - c. Documentation confirming Diverse Supplier status (if applicable)

- d. Diagrams, examples, specifications, and/or drawings that would help illustrate the capital improvements and equipment proposed for the site (if applicable)
- e. PDF or Word document of Menu with Prices

4.2 Mandatory Application Requirements

- .1 Interested Suppliers will be required to apply online and complete the application process in two parts to be considered for this opportunity while valid.
- .2 **Apply Online Here (2-part process):**
 - 1. Technical Proposal – Part 1
Snack Bar Program Application - Part 1
 - 2. Financial Proposal – Part 2
Snack Bar Program Application - Part 2

4.3 Mandatory Qualification and Technical Requirements

- .1 Suppliers will be assessed and evaluated on capacity, experience, qualification and technical ability to meet deliverables through the application process outlined in Section 4.

4.4 Evaluation of Rated Criteria – Technical and Financial

- .1 Overview
The following sections set out the categories, weightings and descriptions of the rated criteria for the application process. Suppliers who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.
- .2 Evaluation Table

For applicants who require further assistance and/or have questions regarding the Table(s) to please contact the designated Application Contact as indicated in Section 1.

Stage 1: Mandatory Submission Requirements

Evaluation	Achievable Points	Subtotal for Section	Minimum Threshold
Mandatory Submission Requirements	Pass/Fail	N/A	Pass

Stage 2a: Evaluation of Rated Criteria – Technical

Evaluation	Achievable Points	Subtotal for Section	Minimum Threshold
Social Procurement • Supplier shall implement policies and procedures in place to support diverse suppliers and subcontractors. • Supplier shall implement a strategy to recruit and support hiring of members of the equity-seeking communities. • Additional consideration is given to Suppliers that are certified as a Diverse Supplier.	5	5	Not applicable
Non-Profit Status • Additional consideration is given to Suppliers that are certified as non-for-profit.	5	5	Not applicable
Experience and Qualifications • Work experience with Municipal Sector is considered an asset • Relevant experience operating or working in a food beverage business also considered an asset (minimum 1 year)	10	10	5
Operation and Service Provision • Hours of operation and scheduling meets demand for service as described in Deliverables in Section 3.	10	60	30
Customer Service Excellence	10	60	30

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• Customer service excellence through staff provision, hiring qualified staff, training, standards. • Complaint handling and incident management • Policies and Procedures to support safe, welcoming, positive environment.			
Health and Safety Compliance • Maintain a clean and sanitary environment at the Licensed location • Must obtain and maintain all required municipal licenses and Toronto Public Health approvals • Must adhere to all Health and Safety requirements under the Ontario Health and Safety Act and all food health and safety requirements as per the Ontario Regulation 493/17 Food Premises • Must implement pest control practices	10	60	30
Food and Beverage Offerings • Menu shall have at least a minimum of three (3) food options for variety. • Menu shall have at least a minimum of three (3) beverage options for variety. • Additional consideration will be given to those who provide (5) or more options for food and beverages. • Hot beverages (coffee/tea/hot chocolate) must be available for sale. • Water served must be served either in patrons' reusable cups or mugs, in recycled paper cups, or with environmentally friendly packaging (e.g. aluminum or	20	60	30

paper). Plastic bottled water sales are prohibited. • Menu shall have at least one vegetarian food item. • Available food and beverage products for sale must be nut-free • Menu caters to various dietary options (i.e., halal/dairy-free/gluten-free) are considered an asset • Products and/or ingredients are fresh, seasonal and/or locally sources are also considered an asset			
Investment in Capital Improvements, Equipment, and Refresh of Space • Facility improvements • Signage and Information Display • Machine and Equipment improvements by demonstrating commitment to reducing equipment and appliances downtimes and risks, and following standardized maintenance procedures and operating manuals as needed	5	5	30
Sustainability, Environmental consideration and Waste management • Site plan for cleaning and area maintenance • Demonstrate commitment to sustainability and reducing environmental impact (i.e., responsible waste disposal, recycling, grease disposal) • Use environmentally friendly packaging, reuseable materials, compostable items, or recyclable containers are considered an asset	5	5	30

Stage 2b: Evaluation of Rated Criteria – Financial

Evaluation	Achievable Points	Subtotal for Section	Minimum Threshold
Financial Proposal for Base Licence Fee	20		N/A

TOTAL SCORE

Evaluation	Achievable Points	Subtotal for Section	Minimum Threshold
TOTAL SCORE	100		

.3 Scoring Gradient – Qualifications and Technical Proposal for Rated Criteria

Score	Description
10 Excellence	Response fully meets all of the City's requirements with the highest degree of confidence in the Supplier's response or proposed solution and exceeds the requirements in providing a superior response or proposed solution.
9 Very Good	Response meets all of the City's major requirements and nearly all minor requirements with the highest degree of confidence in the Supplier's response or proposed solution. There are small areas where improvements or refinements could be made.
8 Good	Response meets all of the City's major requirements, however, some minor elements are incomplete, inconsistent, or under-developed. These deficiencies are limited to minor areas and do not compromise the ability to achieve the required outcomes.
7 Fair/Satisfactory	Response meets all major requirements, but some minor requirements are not addressed. The response is acceptable overall, demonstrating sufficient capability to

	deliver, though there are areas for improvement in minor requirements.
6 Somewhat Satisfactory	Response meets most but not all major requirements. One or more major requirements are missing or weak, reducing confidence in delivery. Minor requirements are generally addressed but cannot compensate for the gaps in major areas.
5 Minimal Satisfactory	Response meets only some major requirements, with notable gaps or misunderstandings of scope. Provides limited relevant information, and while a few components are adequately covered, several major and minor requirements remain incomplete or deficient.
4 Unsatisfactory/Inadequate	Response meets some major requirements that are partially met, but others are significantly lacking. A few minor requirements may be addressed, but most are deficient. Limited confidence in delivery.
3 Weak	Response minimally meets requirements with significant deficiencies in most major and minor requirements, with only partial or a small portion of a few requirements are met.
2 Poor	The response addresses the requirements but significantly fails to meet the requirements.
1 Very Poor	Response is minimally relevant to the requirements. It fails to address most key areas and provides little or no evidence of understanding or ability to meet the requirements.
0 Irrelevant/No answer	No response is provided, or the response is not relevant to the question. Response fails to address the requirements.

- The Supplier's points for each subcategory are calculated by multiplying the achievable points with the evaluated score of 0 – 10 out of 10 from the Scoring Gradient, rounded to one decimal point (tenths). Example:
 - If the Achievable Points is 7.0 for a subcategory, and the Evaluation Team evaluated the proposal with the score of 5

out of 10, the Supplier would receive 3.5 points in this subcategory.

- If the minimum threshold is 10.0, and the Supplier achieved 9.94, the proponent would not meet the mandatory requirements to proceed because the score is calculated to the nearest tenths (1 decimal place) and 9.9 is not meeting the minimum requirement of 10.0. However, if the Supplier achieved a score of 9.95 or higher, then the score is considered as 10.0 due to rounding to the nearest tenths (1 decimal place) and the Supplier is considered as passing the minimum threshold.

.4 Technical Proposal

Technical proposals should address all application requirements and information provided should be clear, organized, detailed, and complete. Use straightforward language, follow all steps outlined in this Section and provide all necessary supporting documents. The City will assess proposals based on the Supplier's ability to meet or exceed Deliverables as outlined in Section 3.

.5 Financial Proposal for Base Licence Fee

The highest proposal for the first year's Base Licence Fee proposal received for a specific location will receive the full 20 points. All other proposals will receive a proportional score calculated as follows:
$$\text{Supplier's Financial Offer} \div \text{Highest Financial Offer} \times 20.$$

4.5 Additional Considerations

- .1** Additional consideration is also further given to Suppliers that can demonstrate, through their application they meet the following criteria:

- Social Procurement
- Not-for-Profit status

Supporting documentation is required.

- .2** Social Procurement:

The goal of the City of Toronto Social Procurement Program is to drive inclusive economic growth in Toronto by improving access to the City's supply chain for diverse suppliers and leverage employment, apprenticeship and training opportunities for people experiencing economic disadvantage, including those from equity-deserving communities

- Documentation confirming Supplier as a certified Diverse Suppliers through an established non-profit supplier certification organization such as:
 - Canadian Aboriginal and Minority Supplier Council
 - WBE Canada
 - Certified Women Business Enterprises
 - Canadian Gay and Lesbian Chamber of Commerce
 - Canadian Council for Aboriginal Business
 - Inclusive Workplace Supply Council of Canada
- A Diverse Supplier is a business that is at least 51 percent owned, managed and controlled by an equity-seeking community or social purposes enterprise. These communities include, but are not limited to women, Aboriginal people, racial minorities, persons with disabilities, newcomers and Lesbian, Gay, Bisexual, Trans, Queer, Two-spirit (2SLGBTQ+) community.

.3 Non-for-Profit Community Groups

Additional consideration will be given to non-profit organizations with proof of non-profit status as an organization.

Section 5: Form of Agreement

- .1 Successful Suppliers selected for the process will be required to enter into a Licence Agreement in order to operate a snack bar within Parks and Recreation spaces. The agreement will be substantially similar to this template agreement.

Link: [Agreement Template for Snack Bar Application Process 2026](#)

Section 6: Definitions

- .1 Throughout the application process, unless inconsistent with the subject matter or context, the following definitions shall apply other than in respect to the Form of Agreement (Section 5)
- .2 Definitions
 1. **“Additional Fees”** means all monies payable by the Licensee (except Licence Fee) and includes, without limitation, operating costs, utilities, water, and taxes under this Agreement.
 2. **“Application Process”** means this information package in its entirety, including all documents listed in Section 4
 3. **“Application Contact”** has the meaning set out in Section 1
 4. **“Base Licence Fee”** means the fixed fee payable by the Licensee to the Licensor for the grant of the licence and the rights expressly set out in this Agreement, excluding any Additional Fees, taxes, or other charges that may be payable under this Agreement.
 5. **“Bid”** means an offer submitted by a Supplier in response to the application, which includes all of the documentation necessary to satisfy the submission requirements of the application.
 6. **“Business Day”** means a day other than:
 - a Saturday, Sunday, statutory holiday, or statutory vacation day that is observed by the City of Toronto; or
 - a day identified by the City of Toronto as a designated or statutory holiday.
 7. **“Deliverables”** means all goods and/or services to be provided by a Supplier as described in this application process.
 8. **“HST”** means Harmonized Sales Tax.
 9. **“Licensed Area”** means the area identified and described in the Agreement that the Supplier is authorized to access, occupy, and use for the permitted purposes during the term of the licence.
 10. **“Locally sourced”** means food or ingredients that are grown, produced, raised, or obtained from nearby suppliers, producers, or farms in Ontario.
 11. **“Peak Period”** means those dates and times during which customer demand is anticipated to be substantially higher than normal operating levels **“Submission Deadline”** means the specified deadline for Bids to be submitted to the City as indicated in the Key Dates timetable in Section 1
 12. **“Seasonal foods”** means foods that are naturally harvested, produced, or at their peak quality during a particular time of year.
 13. **“Supplier”** means a Person, including, where applicable, a Joint Bid Team, that submits a Bid in response to this application.
 14. **“Term”** means initial term of three to five years, commencing September 28, 2026 and expiring [date TBD].

.3 Interpretation of the Application Process

1. Except where otherwise requested, all documents relating to the Bid and all communications between Suppliers and the City will be in the English language.
2. Except where otherwise disclosed, all references to times in this Application Process will mean local time in Toronto, Ontario, Canada.
3. The phrase “includes” “, include” or “including” means “includes, without limitation” or “including” or “include, without limitation”.
4. In the Application Process, unless the context otherwise requires, words importing the singular include the plural and vice versa and words importing gender include all genders.
5. Unless otherwise stated herein, all amounts in the Application Process are in Canadian dollars, including any amounts provided in the Financial Proposal and Requirements.
6. In addition to the words defined in Section 7 (Definitions), the other words used in this Application Process shall be interpreted consistent with the definitions contained in the City's Policies and Legislation.