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Hiring and Working with Development Consultants

A GUIDE FOR NON-PROFIT HOUSING PROVIDERS

Prepared by CitySpaces Consulting Ltd.

For BC Non-Profit Housing Association

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PARTNERS



BC Housing

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1. WHAT IS THE REASON FOR THIS GUIDE?

The development of non-profit housing – whether it is a new development, regeneration of an older housing project, or a retrofit of existing housing – is complex, often involving many partners and approval authorities. Most projects have timelines of three years or more. In order to manage this complex process non-profit societies have used the services of development consultants.

It is essential that there is a good match between a non-profit housing provider and the development consultant.

Development consultants provide professional advice and assistance to non-profit housing societies from project concept through to completion. It is a relationship that is built on mutual trust and a shared objective. Given the complexity of the task and the importance of this relationship, there are surprisingly few resources available to assist non-profit societies to hire and work with development consultants. This guide has been written to:

- Provide non-profit housing societies and others with a consistent understanding of the expected competencies and the role of development consultants; and
- Assist non-profit housing providers in their selection process and contract management of development consultants.

The main elements of *Hiring and Working with Development Consultants* are:

- Housing projects – roles and responsibilities;
- Why hire a development consultant?;
- Competencies;
- Selecting and contracting with a development consultant; and
- Ongoing relations.

2. DEVELOPING NON-PROFIT HOUSING IN BRITISH COLUMBIA

Although the non-profit sector has been developing housing in British Columbia since the 1950s, significant housing development really began in earnest in the 1970s with changes to the *National Housing Act*. Ever since that time non-profit societies have developed social housing using programs designed and administered by the federal government through the Canada Mortgage and Housing Corporation (CMHC), and subsequently, by the provincial government through BC Housing. Most social housing programs have operated either through a capital grant, a reduced interest rate mortgage, operating subsidy, or through a combination of these. Today in BC there are nearly 70,000 housing units under management by non-profit societies or cooperatives (excluding shelters, transitional housing or BC Housing directly managed units).

Recently, significant reductions in funding for government-led programs has provided the inspiration for new and innovative housing development through projects commonly called “social enterprise housing” or “community contribution housing”. This approach to meeting the housing needs in our communities is done without government funding or program support. Funding and support may come from several sources including leveraging underused land owned by non-profit societies, private developers, community foundations and other philanthropic groups or individuals.

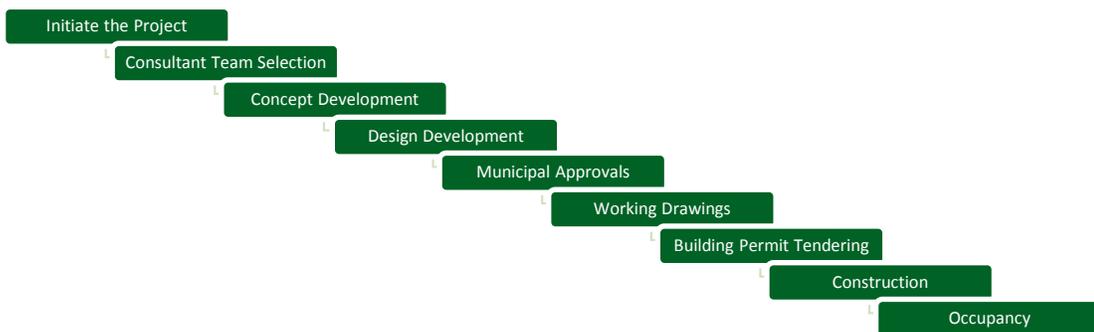
It is important that non-market housing providers understand that the role of the development consultant differs depending on the funding model being used to develop a project. Where there is government funding involved, the development consultant ensures the project moves through the well-established approval and review process. For non-government funded projects there are no clear road maps and each project is unique. The role of the development consultant will have to adapt to the different relationships and requirements that the various partners will demand.

3. MAIN STAGES IN THE DEVELOPMENT PROCESS

3.1 The Nine Stages in the Development Process

While all housing projects are different, they all go through the same stages in the development process, as shown in Figure 1. The entire process can typically take between two to three years from when the project is “shovel ready”. It is important to note that in many cases there are many years of background pre-development work for a society and their Board of Directors *before* getting to the first stage.

Figure 1: Housing Development Process



Stage 1 - Initiate the Project

Usually the non-profit housing society has a good perspective of who the housing will be built for and how many units are needed on a site. They may have even done a basic feasibility assessment. This is a good start, but it is not sufficient for funders, lenders or other potential donors or partners. They will require a “Housing Need and Demand Analysis / Market Analysis” to show a demonstrated unmet need for the proposed client group (e.g. seniors, youth-at-risk, single mothers) and, if so, what would be the appropriate number of units or beds.

It is important for non-market providers to obtain a sound needs analysis rather than spending time and money pursuing a project, only to find out at a later date that it isn't viable.

This special study is undertaken by a consultant with experience in the field of need and demand studies for non-market and targeted demographic housing. In some cases this could be accomplished by a development consultant, but other professionals such as community planners and researchers regularly undertake this type of work.

A need and demand study includes:

- Analysis of demographic and economic characteristics of an area;
- Analysis of the existing supply and occupancy of housing for the intended group in the local area, along with research into prices and rents;
- Interviews with groups who provide services to the intended group (e.g. social workers, seniors resource centres, food bank, support groups, family serving agencies, etc.);
- Estimates of current and projected need and demand for housing by the intended market group, including the ability to pay;
- Recommendations on whether there is sufficient need to support a project going forward, and, if so, the approximate size of a project, along with commentary relating specifically to the intended market group (e.g. support needs, accessibility); and
- Commentary on the rents or sale prices required to make a project viable, and commentary on how a shortfall between the intended market's ability to pay and the economic costs of the project could be approached.

Funding to undertake this study may be available through CMHC's "Seed Funding" program. CMHC Seed Funding provides financial assistance to carry out the initial activities required to develop a proposal for an affordable housing project that will result in increasing the stock of affordable housing in Canada. The maximum amount of Seed Funding is \$20,000 per housing project. Up to \$10,000 is available as a grant (no repayment required). Up to \$10,000 may be available as an interest-free loan, which is repayable if the housing project proceeds.

BC Housing may sometimes have funding available for groups to conduct a need and demand study.

It will also be helpful to follow the BCNPHA/BC Housing need and demand template available on both organizations' websites. This template is particularly important if a group intends to seek funding from BC Housing further down the process.

Stage 2 - Selecting the Consultant Team

Regardless of the size and type of the project teams usually include the following players:

- Development consultant;
- Architect;

- Electrical, mechanical and civil engineers;
- Landscape architect;
- Building envelope consultant;
- Building code consultant;
- Sustainability or LEED® consultant;
- Geotechnical consultant; and
- Cost estimator.

The development consultant should be selected first. The development consultant will then prepare the terms of reference for the other team members, organize a “Request for Proposal” for each discipline, select the consultant, then put in place appropriate contracts. The complete team may not be assembled until the architect undertakes concept development (Stage 3), which will provide a clearer idea of the project scope and budget.

It’s helpful to engage architects and specialist consultants who have experience with non-profit housing, and, ideally, the local area.

Stage 3 - Concept Development

Concept development for the need identified by the society will be undertaken by an architect and will result in a site plan and outline plan for a building. This will include a projection of the number of units, their size and bedroom-mix. The concept plan will determine:

- That the housing type, features and site plan meet the needs of the intended residents;
- That the building(s) of a certain size can fit on a site;
- Number of units / beds that can be accommodated in the building;
- Whether the building is compatible with the existing municipal zoning;
- Accessibility of services to the site (e.g., water, sewer, sidewalks, lighting);
- Enable an Order-Of-Magnitude (OOM) cost to be undertaken;
- Initial funding sources plan; and
- Initial operating budget with revenues and expenditures.

This is the stage that translates the vision into drawings, and is the litmus test of the project’s viability.

Stage 4 - Design Development (Schematic)

During this stage, the architect will develop the building's drawings to a level of design that enables accurate assessment of the area and identifies most of the rooms, unit layouts and exterior elevations. They will also be of sufficient detail to secure municipal development permit approval, as well as a more precise cost estimation. It is also important that planning for the operations of the project takes place concurrently with design development.

At this stage, it is important to fully take into account the ongoing operations — for example, safety, security, maintenance, administration, accessibility, durability and sustainability.

Stage 5 - Municipal Approvals

Municipalities have legal responsibility for a number of policy and regulatory measures related to development — Official Community Plan (OCP), zoning, development permit, building permit, and occupancy permit. In a number of municipalities, there are also advisory design panels that review a project from the perspective of exterior appearance and relationship with neighbouring buildings.

Depending on the proposed project, a site may need a rezoning and, possibly, an amendment to the OCP. Most municipalities also require a development permit that will include specific conditions and a significant level of detail on the drawings, including building elevations and site landscaping. The time to secure municipal approvals varies across BC, but this likely is between four and 12 months.

The development consultant coordinates this process. Depending on the contract between the development consultant and the non-profit housing provider and the scale of the project, either the development consultant or the architect will take the lead role in securing municipal approvals.

It is essential to keep the neighbours informed about the proposal. Nearby residents and businesses have considerable influence on municipal elected officials.

Any proposed project in an established neighbourhood can be controversial, and often more so for a proposed non-profit housing project. Making provision for regular communications with neighbours is critical. This may take the form of “open houses”, regular newsletters, and tours of other projects operated by the housing provider.

Stage 6 - Working Drawings

Working drawings and specifications, including tender documents, are what will be used for the construction of the project. The architect, and the design consultants under the architect's direction, prepares the working drawings. The development consultant will review the drawings to ensure that the design and key features meet the housing provider's needs and expectations.

At about 90% completion, these drawings will be the basis for a final cost estimate. At 100% completion, the drawings will be used to:

- Obtain a building permit;
- Secure a tendered price from contractors; and
- Form part of the contract for construction.

Clear and complete working drawings and tender documents are essential to ensure a number of competitive bids.

Stage 7 - Building Permitting and Tendering

It is advisable to secure a building permit from the municipality before tendering the project. This ensures that any changes or conditions of the municipality can be taken into account by those who are bidding on the project. Note, there are four different construction procurement methods introduced in the next section, and discussed in more detail in Appendix B, that influence the building permitting and tendering process.

With a building permit in hand, the tendering process goes more smoothly.

Stage 8 - Construction

Construction time will vary depending on project complexity and size, the location in the province, and seasonal weather. The development consultant has a number of key roles during construction, including:

- Processing all construction progress claims;
- Approving (on a delegated basis), or obtaining approval for all change orders;
- Maintaining the budget; and
- Representing the housing provider, along with the architect, in the inspection of the building when complete.

Stage 9 - Occupancy

Before occupancy can take place, the project must be completed and an occupancy permit obtained from the municipality. This stage involves inspections, the documentation of deficiencies, and holdback of payments to ensure that these deficiencies are rectified. Occupancy requires ensuring that units are ready, coordinating furniture deliveries, and resident move-ins. Depending on the project's size and complexity, some time may be needed for systems commissioning.

3.2 Construction Procurement Methods

The development consultant's role and responsibilities will vary depending on the construction procurement methods that are used to secure a contractor to build the project. There are four different procurement methods and it is important that there be a clear understanding of which method will be used. The four procurement methods are: construction management, construction management at risk, design bid build (tender), and design build.

The non-profit provider should answer the following questions before it decides with procurement method to use:

- Is there a site for the project?
- If yes, is it under the control of the non-profit provider (either owned or under a long term lease)?
- If no, how will a site be secured?
- What are the local construction market conditions (availability and costs of labour, materials, contractors)?
- What are the risks associated with the project?

Once you have assessed the various pros and cons for the different procurement methods, the society will choose which method suits their project the best. The development consultant and design team's role is similar in three of the four methods: construction management, construction management at risk, and design bid build. In these three methods the development consultant, on behalf of the society, coordinates all stages of construction. Only in the design build method does the role vary in that the design team (including the architect and all of the sub-consultants) works for the private developer who manages the design and approval process. The development consultant acts as the society's representative and usually assists the society with negotiations with the developer about design (especially the unique requirements needed by social housing clients) and price. Not all developers have a good understanding of the special design features required for long term sustainability of social housing units and the needs of our clients. A development consultant generally does.

There is no one preferred procurement method as the decision depends on many local factors, the experience of the society and the relationship with the development consultant. Please review Appendix B for more on the four construction procurement methods. BC Housing’s “Procurement Guidelines for Non-Profit Housing” is a good resource and available on their website, and on BCNPHA.ca.

4. WHY HIRE A DEVELOPMENT CONSULTANT?

As noted previously, developing non-profit housing is complex. Substantial funding requirements are usually involved and there are numerous contractual arrangements and partnerships that will be required. There are a number of factors that have made development increasingly challenging.

Table 1: New Challenges for Non-Profit Housing Providers

NEW CHALLENGES FOR NON-MARKET HOUSING PROVIDERS	HOW A DEVELOPMENT CONSULTANT IS ABLE TO ASSIST
<p>SUPPORT SERVICES. The needs of people who require housing have been becoming more complex - some people require more on-site support services to ensure they can continue to live relatively independently; other people need support services to assist them transitioning to a more stable lifestyle.</p>	<p>An experienced development consultant understands the types of support services needed by various client groups, as well as the space and unique requirements of support service providers.</p>
<p>LEED® GOLD. The BC government’s relatively new requirement that all new construction receiving capital directly from the Province must target a LEED® Gold standard adds a layer of complexity to any project.</p>	<p>Many development consultants are LEED® Accredited Practitioners and able to provide technical advice and oversight through the design process.</p>
<p>FUNDING CHALLENGES. As government program-based funding has been reduced, it is a considerable challenge for non-market housing providers to source and secure funders and partners to ensure that a proposed project can be financially viable.</p>	<p>Over the past few years, development consultants have gained considerable experience assisting non-market housing providers to secure and manage creative funding arrangements.</p>
<p>SOCIAL ENTERPRISE/COMMUNITY CONTRIBUTION PROJECTS. Each of these projects is a unique challenge, often requiring a great deal of time managing and participating in partnerships. There are no “boilerplate” precedents.</p>	<p>Development consultants are able to relieve or reduce housing providers of the challenges of trying to coordinate a multi-member team. This is particularly so for start-up non-profits, or smaller housing providers, whose first focus may be operating an existing project.</p>

In view of the increasing complexity, few non-profit housing providers have the range of personnel to take on the role of planning and managing a capital project, whether it is a new building, an acquisition, or a renovation. In most situations, non-profit housing providers look to consultants who have experience in facilitating municipal approvals, and managing the construction process.

Over time, the term “development consultant” has been used by the non-profit sector to describe individuals or companies that have performed a coordinating role through planning, design and construction. The private sector has generally used the term “Project Manager”.

An experienced development consultant has travelled down the development pathway many times before, learning valuable lessons along the way.

Some of the specific benefits of hiring a development consultant are:

- **Coordination and Management.** As the housing provider’s representative, the society has a defined person for overall coordination. The larger the non-profit housing providers, it is likely that the management staff will be involved along with the development consultant;
- **Accountability and Troubleshooting.** The consultant is responsible to the society for keeping on schedule and staying within the schedule. Development consultants are also very familiar with developing operating budgets and planning for the operation of a building – for newly formed societies this is especially important;
- **Experience and Knowledge.** Some non-profits have extensive experience but for most, developing housing is an infrequent experience. The development consultant helps the staff through the planning, design and development process.

A development consultant is also knowledgeable about the ongoing operations of staff who will be administering and maintaining the building, as well as the differences among operations when working with disparate client groups. This is of appreciable importance during the design phase, to ensure that the design is appropriate for the residents, is safe, secure, durable and sustainable, and minimizes operating costs (e.g., choice of flooring materials, mechanical systems, landscaping).

- **Delegation.** Executive Directors / CEOs, or volunteer working boards can delegate work to the consultant (although not the key decision-making); and
- **Record Keeping and Reporting.** Good records (agendas, minutes, claims, change orders, etc.) are essential for all projects, and your development consultant will ensure that reports are submitted as required to the various funders and partners when required.

For projects with a significant funding contribution from BC Housing, non-profit societies and their development consultants should be familiar with BC Housing’s approval process requirements.

5. COMPETENCIES FOR DEVELOPMENT CONSULTANTS

A competent development consultant brings a range – and a combination – of technical knowledge, skills and professional attributes.

Development consultants must have extensive technical knowledge of the non-profit housing development process, project and management skills, and professional attributes. This set of technical knowledge, skills and attributes have been defined using a competency framework approach. The approach is becoming increasingly popular because it is a robust measure of a range of qualifications that is both flexible and comprehensive. While it is possible for a single individual to possess the full range of competencies, it should be understood that in most circumstances the full range of competencies will likely be provided by a team.

Competencies can be divided into three classifications: technical knowledge, skills and attributes. Within each of the three classifications are a range of specific competencies that are required to successfully deliver non-profit housing projects in BC.

Table 2 outlines the three classifications with their associated specific competencies. Consultants can be evaluated according to their experience and expertise in each of these areas.

This classification of competencies will be extremely helpful to non-profit housing providers as they evaluate among development consultants' proposals. The reader is encouraged to review Appendix A to read more about the skills, knowledge and personal attributes involved in development consulting.

Table 2: Competencies by Classification

TECHINICAL KNOWLEDGE	SKILLS	ATTRIBUTES
Social Housing		
Current Government Programs	Management and Organization	
Project Management	Analytical	Client Focus
Project Funding	Facilitation	Accountability
Financial Administration	Communication – Verbal and Written	Leadership and Initiative
Consultant Coordination		Vision and Strategic Thinking
Land Acquisition	Negotiating and Conflict Resolution	Resilience and Determination
Design and Cost Control	Problem Solving	Cooperative
Operations Planning	Time Management	Self-assessment
Municipal, Regional and Provincial Approvals	Relationships	
Procuring Contractors		
Construction Contract Administration		

When a non-profit society hires a development consultant, it is important that staff is satisfied with the information and services being provided to the organization. It is equally important that the key players on the team of the housing provider thoroughly understand the process, be involved, ask questions and be confident in the decisions being made by the organization and on the organizations’ behalf. Be sure that the reports received from the development consultant are written in plain English and that all data is provided in an electronic format that is compatible with the software used by the housing provider.

6. IDENTIFYING, INTERVIEWING AND SELECTING

This section outlines the key factors that should be taken into account when selecting a development consultant. The non-profit housing provider should review and be familiar with the knowledge, skills and attributes required by development consultants (described in the previous section, and elaborated upon in Appendix A).

6.1 Competitive Selection Process

There are two alternative approaches of selecting a development consultant on a competitive basis. In either approach, the proponent responds with a document for review by the staff and Board of the non-profit housing provider. Both approaches have been extensively “road-tested” and provide a clear structure for the decision-makers.

Expression of Interest (EOI) followed by a Request for Proposals (RFP)

This is a two-stage approach. The non-profit housing provider advertises an EOI, which is open to anyone, or any firm, qualified to respond. The EOI requires limited information and can be brief — two to four pages. The EOI should be open for a minimum of two weeks. Following the submissions, a shortlist of three to five proponents should be created. A formal RFP is then issued to proponents on the shortlist, and is usually open for a minimum of two weeks. The RFP should outline the scope of work, deliverables, timelines, and fee schedule. This approach may take longer for the housing provider, but it can be more attractive to the proponents who only invest significant effort after they have been shortlisted.

Request for Proposal (RFP)

This is a one-stage approach. The non-profit housing provider advertises for a full proposal, including fees. The housing provider would advertise the RFP to allow all consultants who believe they are qualified to compete. The time given to bidders should be three to four weeks. This approach is beneficial in that it usually requires less time from the housing provider’s perspective and it helps compare “apples to apples”.

A competitive process is the most reliable and transparent approach for selecting a development consultant – BCNPHA considers a robust, transparent and fair competitive process to be a “best practice”.

Typically, the EOI or RFP will contain background information about the society, the project site (if known) and the proposed project (if established). These documents should be written in a manner that will ensure answers to the following questions:

- Who will undertake the work? Will this vary during the planning, design and construction periods?

- Does the individual/company have the experience of the type of project being contemplated?
- How does the proponent demonstrate that they have the technical knowledge, attributes and skills required to undertake this project?
- What are the expected major roles the consultant will perform for the society?
- What are the overall fees? What are the hourly rates of individuals who will be involved in the project?
- Who are three references to attest to the proponent's technical knowledge, attributes and skills for the type of project outlined in the request?

Whichever approach is taken by the housing provider, the consultants will respond with a document that describes how they plan to respond to your request, their qualifications, a proposed fee, timeframes, and references. The organization can then decide which supplier to use based on the information provided in the bid.

6.2 Evaluating the Submissions

Whichever approach is selected, the organization must conduct an impartial evaluation (point-scoring basis) among proponents. The evaluation will include a set of criteria, and the proponents will be scored on each criterion. A small panel composed of key staff and/or Board members will undertake the evaluation. It is very important to the integrity of the process that the evaluation matrix, including the weightings for each component, be included in the original RFP / EOI document so that all of the proponents know how they are being judged.

Evaluating fees is a major part of evaluating the competing submissions.

Fees can be substantial for a project that is to be managed over a three-year period. One of the challenges at the evaluation stage is to ensure that fee proposals are directly comparable relative to services proposed. There are two main ways of scoring fees:

Value for Money and Fee Level

This takes into account the overall fee, but also accounts for the variations that will likely occur among the proponents in resourcing levels, experience, and level of services proposed.

Lowest Fee Level

This option allocates the highest points to the lowest fee submitted — for example, 20 points for the lowest fee and then a percentage reduction of points for each other fee that is higher. For example, a fee that is 25% higher would receive 25% less than the maximum available, i.e., 15 points.

The “value for money and fee level” is generally a better approach, as there will probably be variations in the services proposed. However, the “lowest fee level” provides a more straightforward evaluation.

6.3 Conducting the Interviews

Interviews should be conducted with the shortlisted proponents. Ideally, these interviews will be held in the community where the project is proposed to be developed. A small interviewing panel should be struck, which should be the same group that evaluated the EOI/RFP. Interviews should follow an agreed-upon standard format. The following are suggested:

- Introductions;
- Short presentation by the consultants – 15 to 20 minutes;
- Questions by the interview panel – standard questions, plus questions on the presentation if necessary –15 to 20 minutes; and
- Opportunity for questions by the proponent.

Interviews should be conducted in a comfortable environment, setting the stage for a productive exchange of information.

The evaluation of the interview should take into account:

- Quality of the presentation – was it clear, confident and informative?
- How did the proponent answer the interviewer’s questions – were the response clear and succinct?

Sample Questions:

- Tell us about your previous experience and why you think it is relevant to this project?
- Tell us how you measure in relation to the competencies required for development consultants. And, how do you keep current with the skills and knowledge competencies needed to serve your clients?

- How will you resource this over three years — Who will work on it? What will be their roles? If interviewing single person practitioners, what back up do you have when there are vacations or illness?
- Can you clarify/confirm your role regarding the rezoning, development permit approvals required for this project relative to the architect?
- Tell us about some of the project management techniques you (your company) use.
- What do you think the major risks will be with this project and how would you propose to mitigate them?
- How do you suggest change orders be minimized during construction?
- What have you found are typical problems during construction, and how would you recommend they are dealt with?

Following the interview, the submissions by the proponents can be evaluated, and a recommendation made to the Senior Management team (Executive Director/CEO) or the Board of Directors.

One of the members of the interview panel should be identified as a contact person to debrief unsuccessful proponents. All proponents have invested significant time in their submission, and are entitled to know how they fared relative to others.

7. CONTRACTING WITH A DEVELOPMENT CONSULTANT

The work to be undertaken by the selected development consultant for the non-profit society should be formally reflected in a contract. Items that will have an impact on the contract include:

- Does the site need to be rezoned? Are there any other significant municipal requirements, particularly concerning community information or engagement?
- Which construction procurement method is likely to be used?
- Is the project program-based or is it a social enterprise project that will involve partnerships with the private sector or others?

A formal contract is always advisable – it clarifies all important requirements and protects both parties.

A formal contract should always cover the following major items:

- Named consultant — if a the selected proponent is a partnership between two companies, one must take the lead and be accountable to the society;
- The type of project, if this is known (e.g., project to be developed through a BC Housing program or not, and anticipated procurement method);
- The services (“scope of work”) to be provided by the development consultant with defined deliverables and timelines;
- Liability insurance and WorkSafe BC requirements;
- Duration of the contract;
- A requirement for regular reporting by the development consultant to the society;
- Arrangements for changes in scope of service;
- Proposed fees, manner of disbursement (e.g., monthly) and expected disbursement by milestone;
- Arrangements for fee changes if the scope of work changes; and
- The inclusion of a “termination clause” of the development consultant. Termination may occur for a number of reasons. The project may fail to obtain various approvals, or prove not to be viable. Also, the consultant may not be able to perform the scope of work as set out in the contract with the non-profit housing provider.

8. WORKING WITH A DEVELOPMENT CONSULTANT

Following the award of a contract, the society and development consultant will work together for many months in securing approvals and funding, design, and construction for the project.

An experienced development consultant understands the key “building blocks” of a successful working relationship with a non-profit organization.

Building Committee

Once a contract is in place, the society should set up a structure to work with the development consultant. Typically, a society establishes a “building committee” which meets regularly — on pre-determined dates — with the development consultant. One member of this committee should be identified as the key “point of contact” for the consultant. Typically, it would be the Executive Director, but if the society operates a number of projects already, it could be another management staff person. If the society is newly established, or has no staff, then consideration should be given to appointing a Board member as the “point of contact”.

Project Schedule

The development consultant will prepare a “project schedule” for review with the building committee. The schedule will identify the major tasks to be undertaken to take the project through the entire planning, design and construction process. Typically, the project schedule will be broken into key stages (Reference: Figure 1).

Monthly Status Reports

The consultant prepares monthly status reports for the building committee. These need not be lengthy, but they will summarize major activities undertaken during the past month (e.g., status of municipal approvals, stage of design completion) and indicate progress relative to the project schedule. Owing to the nature of the housing development, especially in relation to municipal approvals, there are a number of uncertainties, so it can be anticipated that the original schedule will be amended during the project.

Progress Claims (for BC Housing projects)

Once a budget has been established, it will be incorporated into a “progress claim” template that BC Housing has developed. The claim is prepared by the development consultant. It is extremely important that the society is regularly updated on the costs incurred relative to

the funded budget. This applies at both the Pre Development Funding (PDF) and fully-funded stages. Please visit BC Housing’s website for copies of claims forms.

Delegating During Construction

One of the key decisions for a society is whether to delegate a level of decision-making to the development consultant concerning the level of expenditure of funds during the construction stage. During construction, all projects experience requests for “change requests” from the construction manager, contractor, design consultants, municipality or society. The request may result in savings or add to the costs.

During the construction stage, there can be many change requests, and it can be difficult for a society to review these promptly. In this situation, a society may delegate decision making regarding change requests to the development consultant up to an upset limit (e.g., \$10,000). All change requests over the set amount, as well as those approved by the development consultant, should be reviewed at the regular monthly meetings of the building committee.

9. CONCLUDING COMMENTS AND ADDITIONAL RESOURCES

The relationship formed between a development consultant and a non-profit group endures over a considerable time period. It is important that this relationship be grounded in a competitive process, which will ensure the housing provider selects a development consultant who brings technical knowledge, skills and attributes to see the project through to a successful conclusion.

The authors of this guide hope that BC's non-profit housing providers will find its contents to be informative and helpful and we trust that *Hiring and Working with a Development Consultant* has achieved its principal purposes:

- To provide users with a consistent understanding of the expected competencies and roles of development consultants; and
- To assist housing providers in their selection process and contract management of development consultants.

We hope that this guide has been useful. Comments from users are most welcome and will be valuable when the guide is updated. Thank you very much to our friends at CitySpaces Consulting and BC Housing for helping make this guide a reality.

9.1 Additional Online Resources

- BC Housing – Procurement Guidelines for Non-Profit Housing
- BC Housing Policy Branch – Toward More Inclusive Neighbourhoods / Five Guides
- BC Non-Profit Housing Association – Education
- Canada Mortgage and Housing Corporation – Building and Design
- Project Management Institute Knowledge Centre
- Federal Reserve Bank of Dallas. Breaking Ground: A Beginner's Guide for Nonprofit Developers
- Ontario Non-Profit Housing Association – What are the Planning Steps for Developing a Social Enterprise?

APPENDIX A:

DEVELOPMENT CONSULTANTS IN BRITISH COLUMBIA

CORE COMPETENCIES - TECHNICAL KNOWLEDGE, SKILLS AND ATTRIBUTES

TECHNICAL KNOWLEDGE

Social Housing Knowledge

1a) History of Social Housing

- Is familiar with the genesis and evolution of social housing programs in Canada and British Columbia.
 - Understands the policy underpinnings of social housing programs in Canada and British Columbia.
 - Understands the objectives of social housing programs in Canada and British Columbia.
 - Understands the roles and role relationships related to social housing programs in Canada and British Columbia, including the role of government as funder and the non-profit society as owner.
- Is familiar with the not-for-profit housing associations in British Columbia: the British Columbia Non-Profit Housing Association and the Cooperative Housing Federation of British Columbia.

1b) Designing for Target Residents

- Understands the life challenges and issues faced by the intended residents of a social housing project, for example:
 - Addictions/substance abuse
 - Serious and persistent mental illness
 - Homelessness/poverty
 - Domestic violence
 - Age-related conditions (e.g. mobility, vision, hearing and social isolation issues experienced by the frail)
 - Developmental disabilities
 - Low income
- Possesses knowledge of building design for the intended residents of a social housing project, as listed above.
- Has the ability to access resources and expertise that can provide further information on the life challenges, issues and building design for the intended residents of a social housing project.

1c) Working with Non-Profit Societies

- Understands the legislation governing non-profit societies in British Columbia.
- Is familiar with the British Columbia Non-Profit Housing Association (BCNPHA).
- Possesses knowledge of the role and purpose of the non-profit society constitution and by-laws, particularly as they relate to the provision of social housing.
- Possesses knowledge of the role and purpose of the non-profit society policies and procedures, particularly as they relate to the provision of social housing.
- Is familiar with the common models of non-profit board governance (e.g. policy board (Carver), management board).
- Is familiar with the common procedural rules used by non-profit boards.
- Possesses considerable experience in dealing with non-profit boards.
- Has the ability to identify and assess risk related to issues related to non-profit board governance and capacity.
- Has the ability to access resources and expertise that can provide further information on governance-related issues.
- Understands the expertise and roles of the non-profit society.

1d) Working with Communities and Neighbourhoods

- Possesses knowledge of and considerable experience with determining need and demand for social housing, for example:
 - Target client group need and demand
 - Community population demographics

- Community asset inventory
 - Key organization inventory
- Possesses knowledge and considerable experience accessing the information and data required to complete a need and demand analysis, for example:
 - Census data
 - Property data
 - Unmet need / waiting list data
- Has the ability to access resources and expertise that can provide further information on determining need and demand for social housing.

Current Programs

2a) Objectives and Clients

- Possesses knowledge of and considerable experience with current social housing funding programs available, through for example:
 - Federal government
 - Provincial government
 - Municipal government
 - Regional authorities (e.g. health)
- Possesses knowledge of and considerable experience with the objectives and requirements related to the social housing funding programs available, for example:
 - Target client groups
 - Target geographic regions
- Possesses knowledge of and considerable experience with the organizations through which the social housing funding programs are available, for example:
 - Organizational structure
 - Decision-making processes
 - Key staff

2b) Application and Approval Procedures

- Possesses knowledge of and considerable experience with the application process for the social housing funding programs available, for example:
 - Timelines for application
 - Application requirements
 - Application procedures
 - Approval procedures
- Possesses knowledge of and considerable experience with the approval procedure for the social housing funding programs available, for example:
 - Organizational structure of the funding agency
 - Decision-making criteria and processes of the funding agency (e.g. for BC Housing the stages of project approval – Project Selection, PPA, Final Commitment)
 - Key staff of the funding agency

2c) Funding Arrangements

- Possesses knowledge of and considerable experience with the funding arrangements for current social housing programs, for example:
 - Subsidy programs
 - Capital grant programs
 - Financing programs
- Possesses knowledge of and considerable experience with assessing the opportunity and challenges of the program funding arrangements for the social housing project under development.

2d) Agreements

- Understands the legal principles and frameworks that underpin social housing agreements in Canada and British Columbia.
- Possesses knowledge of and considerable experience with the development and operating agreements that exist for social housing funding programs in British Columbia, for example programs through:
 - Federal government (CMHC)
 - Provincial government (BC Housing and other ministries)
 - Municipal government
 - Regional authorities (e.g. health authorities)
- Has the ability to identify and assess risk related to development and operating agreements.

The Project Management Approach

3a) Acting as the Owner's Representative

- Possesses knowledge of the role and responsibilities associated with acting as the owner's representative.
- Possesses considerable experience in developing a clear understanding regarding the scope (limits) of the role with the client (non-profit housing society).
- Understands the client's organization and their goals for the project.
- Possesses considerable experience in taking a proactive role in representing the owner's interests.

3b) Project Management Tools

- Possesses knowledge of and considerable experience with project management tools.
- Possesses knowledge of and considerable experience with the application of project management tools to the management of the development process for the complexity of social housing project under development, considering aspects such as:
 - Complexity of the project
 - Size of the project
 - Reporting requirements of funders
 - Claims requirements of funders
- Is familiar with the theory and practice of risk analysis as it relates to the complexity of social housing project under development.
- Possesses knowledge of and experience with the systems and tools for risk analysis.
- Possesses knowledge of and considerable experience with risk analysis for the complexity of social housing under development, including factors to be considered at each phase of development:
 - Pre-development risk (e.g. environmental, approval, political, market, title, land)
 - Contract risk (e.g. land acquisition, construction, financial, insurance)
 - Construction risk (e.g. time delays, cost variations)
 - Post-construction (e.g. timing/changes in demand, leases)
- Possesses knowledge of and considerable experience with risk mitigation strategies.
- Has the ability to access resources and expertise that can provide further information and advice on risk analysis and mitigation.

3c) Scenario/Option Development

- Possesses knowledge of and considerable experience with scenario/option development for the complexity of social housing under development, including factors to be considered such as:
 - Land
 - Building (unit size, unit mix, construction form)
 - Programming (support services, programs)
 - Soft costs
 - Financing costs (mortgage interest, construction interest)
 - Operating costs (building, staff, programming)

- Possesses knowledge of and considerable experience with the tools for scenario/option development that are appropriate to the social housing project under development.

Project Funding and Financial Administration

4a) Capital Budgeting and Maintenance

- Understands capital budgeting and the linkages between the capital budget and:
 - Project approval
 - Project financing
 - Lifecycle costing
- Possesses knowledge of and considerable experience with the development of capital budgets for the complexity of social housing project under development, and specifically as it relates to:
 - New build / Renovation
 - Construction (wood frame/concrete)
 - Project size
 - Housing form
 - Location (urban/rural)
- Possesses knowledge of and considerable experience with the development of capital budgets for the complexity of social housing project under development, and specifically as it relates to the key components of a capital budget:
 - Appraisals/Studies
 - Land acquisition and servicing
 - Municipal fees
 - Utility fees (connection fees)
 - Design consultants
 - Consultants - Other (e.g. geotechnical, arborist, hazardous materials)
 - Soft costs
 - Borrowing costs
 - Construction costs
 - Environmental / Energy efficiency costs (LEED)
 - Building start-up and commissioning
 - Contingencies
 - Revenue, grants, equity (Deductions)
 - Holdbacks
- Understands the evolving nature of the capital budget and the level of detail required at each stage of the approval process.
- Possesses knowledge of the market costs of each component of the capital budget and/or has access to resources and expertise that can provide further information on these components.

4b) Budget Development, Funding Sources, Conditions and Timing

- Possesses knowledge and considerable experience in the development of budgets for social housing projects with support services (if required) that involve multiple funding partners and/or non-traditional financing.
- Possesses knowledge of and considerable experience with securing mortgage financing for the complexity of social housing project under development including, for example:
 - Potential lenders
 - Lending requirements
 - Documentation (e.g. mortgage agreement)
 - Insurance requirements
 - Fees and charges
 - Approval / decision-making processes
 - Key staff

- Can identify and assess risk as it relates to the development of the social housing project.
- Has the ability to access resources and expertise that can provide further advice (legal) on mortgage financing and the mortgage agreement.
- Possesses knowledge of and experience with securing grants and donations for the complexity of social housing project under development including, for example:
 - Foundations, service clubs, etc.
 - Target client groups
 - Target geographic regions
 - Application requirements
 - Application timelines
 - Documentation requirements (e.g. proposal / grant writing)
 - Approval / decision-making processes
 - Key staff
- Has the ability to access resources and expertise that can provide further information and advice on securing grants and donations.

4c) Insurance and Its Procurement

- Is familiar with the types of insurance required for the complexity of social housing project under development, for example:
 - Course of construction insurance
 - Errors and omissions insurance
 - Property insurance
 - WCB
- Possesses knowledge of and considerable experience with securing insurance for the complexity of social housing project under development including, for example:
 - Potential insurers
 - Coverage requirements
 - Documentation (e.g. insurance policy)
 - Fees and charges
 - Approval / decision-making processes
 - Key staff
- Can identify and assess risk as it relates to the development of the social housing project.
- Has the ability to access resources and expertise that can provide further advice (legal) on insurance and insurance policies.

4d) Financial Record Keeping and Claim Forms

- Possesses knowledge of and considerable experience with financial and project management tools.
- Possesses knowledge of and considerable experience with the application of financial management and claims processing systems to the development process for the complexity of social housing project under development, considering aspects such as:
 - Complexity of the project
 - Reporting requirements of funders
 - Claims requirements of funders
 - Payment of contractors and consultants
 - GST / HST rebates
 - Holdbacks
 - Liens
- Is familiar with financial record keeping requirements.
- Has the ability to access resources and expertise that can provide further advice on financial record keeping and claims.

Consultant Coordination

5a) Determining and Managing Teams and Scopes of Work

- Possesses knowledge of and considerable experience with identifying the skills and expertise required for the complexity of social housing project under development, for example:
 - Architect
 - Structural engineer
 - Electrical engineer
 - Mechanical engineer
 - Legal counsel
 - Contractor
 - Environmental consultant
 - Interior designer
 - Kitchen consultant
- Possesses experience with the procurement requirements set out by the funding agencies.
- Possesses knowledge of and considerable experience with selecting consultants, including:
 - Development of Requests for Proposals (RFPs)
 - Development of assessment criteria
 - Assessing proposals against criteria
 - Candidate interviews
 - Candidate requirement (e.g. insurance)
- Possesses considerable experience with working effectively with consultants to ensure contract expectations/deliverables are met.
- Possesses knowledge of and considerable experience with systems to monitor performance of consultants for the complexity of social housing project under development including:
 - Progress/Timelines
 - Quality of work
 - Progress billings
 - Changes to scope of work
 - Follow-up on commitments
- Possesses considerable experience with systems that allow for reporting on the performance of consultants to funding agencies.
- Has the ability to identify and assess risk as it relates to consultant performance and the development of the social housing project.
- Has the ability to access resources and expertise that can provide further advice regarding consultant selection and supervision.

5b) Consultant Contracts and Fees

- Understands contract law in British Columbia
- Possesses knowledge of consultant contracts (i.e. that clearly articulate the scope of work to be delivered, the schedule for delivery, the budget / fees and the payment schedule for budget / fees).
- Possesses knowledge of current market conditions as they apply to consultant fees and schedules in order to assess value for money.
- Has the ability to identify and assess risk as it relates to consultant contracts and the development of the social housing project.
- Has the ability to access resources and expertise (legal) that can provide further advice regarding consultant contracts and fees.

Land Acquisition

6a) Site Acquisition from Government

- Possesses knowledge of and considerable experience with government and government agencies that provide land for social housing, for example:
 - Federal government
 - Provincial government
 - Municipal government
 - Regional authorities (e.g. health)
- Understands the agreements between governments for the provision of land for social housing (e.g. Memorandums of Understanding (MOUs)).
- Possesses knowledge of and considerable experience with the frameworks and processes related to the provision of land, for example:
 - Target client groups
 - Site allocation / award process
 - Lease arrangements
 - Costs
 - Fees
- Possesses knowledge of and considerable experience with the organizations through which the land is available, for example:
 - Organizational structure
 - Decision-making processes
 - Key staff
- Has the ability to identify and assess risk as it relates to land acquisition from government and the development of the social housing project.
- Has the ability to access resources and expertise (legal) that can provide further advice regarding land acquisition from government.

6b) Land Acquisition from the Private Sector

- Is familiar with the legislation governing the purchase and sale of land in British Columbia.
- Possesses knowledge and considerable experience with the contracts governing the purchase and sale of land in British Columbia (Agreement for Purchase and Sale).
- Possesses knowledge of and considerable experience with site selection, including attention to criteria such as:
 - Cost / Market value / Appraised value
 - Site survey
 - Site subdivision/Site consolidation
 - Title status (e.g. charges on title)
 - Location (e.g. suitability for the client group, proximity to services and amenities)
 - Physical characteristics (e.g. slope)
 - Servicing (hydro, water, sewer)
 - Geotechnical characteristics/Environmental characteristics
 - Hazardous materials contamination
 - Neighbourhood fit
 - Property taxes
 - Zoning/easements/statutory right-of-ways
 - Land stratas
 - Density bonuses for social amenities
 - Servicing agreements
 - Parking and traffic requirements
 - Building bylaws (over and above the BC Building Code)
- Possesses considerable experience in land negotiations.
- Has the ability to identify and assess risk as it relates to the site selection and land acquisition.
- Possesses considerable experience in ensuring appropriate legal review of the transaction.

Design and Cost Control

7a) Designing for the Client

- Possesses knowledge of building design for the intended residents of a social housing project, as listed in 1b) Designing for Target Residents.
- Has the ability to access resources and expertise that can provide further information on building design for the intended residents of a social housing project.

7b) Design and Capital Cost

- Understands the linkages between project design and:
 - Capital budget
 - Project approval
 - Project financing
 - Life cycle costing
 - Maintenance costs
- Possesses knowledge of and considerable experience with choices that consider the balance between capital cost and operational / maintenance cost, for example in the areas of:
 - Energy efficiency (LEED requirements)
 - Construction materials
 - Equipment
 - Furnishings
- Possesses knowledge of current costs and value of these choices and/or has access to resources and expertise that can provide further information on these components.

Operations Planning

8a) Governance, Board roles and capacity

- Understands the legislation governing non-profit societies in British Columbia.
- Possesses knowledge of the role and purpose of the non-profit society constitution and by-laws, particularly as they relate to the provision of social housing.
- Can identify and assess risk related to the constitution and by-laws of a non-profit society.
- Possesses knowledge of the role and purpose of the non-profit society policies and procedures, particularly as they relate to the provision of social housing.
- Is familiar with the common models of non-profit board governance (e.g. policy boards (Carver), management board).
- Is familiar with the common procedural rules used by non-profit boards.
- Possesses considerable experience in dealing with non-profit boards.
- Can identify and assess risk related to issues related to non-profit board governance and capacity.
- Has the ability to access resources and expertise that can provide further information on governance-related issues.

8b) Management Standards and Performance

- Possesses knowledge of the BC Housing management performance guidelines developed for social housing, including:
 - Roles and responsibilities
 - Operating standards
 - Operational review process
 - Financial review process
- Is familiar with the operating standards for social housing, including:
 - Corporate organization
 - Maintenance
 - Finances
 - Resident relations / Member relations (for housing cooperatives)
- Is familiar with the components of the operational review process, including:
 - Maintenance management
 - Financial management
 - Resident management
 - Information and records management
 - Human resources management
 - Action plan to address operational issues
 - Support and training available

8c) Support Services Planning, Staffing and Budgeting

- Possesses knowledge of support services planning for the intended residents of a social housing project, as listed in 1b) Designing for Target Residents.
- Possesses knowledge of and experience with the development of service plans that consider:
 - Staffing requirements and models
 - Equipment requirements
 - Design / Space requirements
 - Security requirements (e.g. video surveillance, security staff)
 - Budget requirements
- Possesses knowledge of and experience with the staffing decisions and processes, including:
 - In-house vs. contract staffing
 - Hiring processes
 - Start-up phasing
 - Policies and procedures / manuals
 - Orientation
 - Training
- Possesses experience in assisting with multi-party negotiations to achieve partnerships and services agreements.
- Has the ability to identify and assess risk related service planning and staffing.
- Has the ability to access resources and expertise that can provide further advice regarding the development of service plans and staffing.

8d) Operating Agreements

- Understands the legal principles and frameworks that underpin social housing operating agreements in Canada and British Columbia.
- Possesses knowledge of and considerable experience with the housing / property aspects of the operating agreements that exist for social housing funding programs in British Columbia, for example programs through:
 - Federal government (CMHC)
 - Provincial government (BC Housing and other ministries)
- Possesses knowledge of the support services operating agreements that exist in British Columbia, for example through:
 - Provincial government (BC Housing and other ministries)

- Regional authorities (e.g. health authorities)
 - Foundations (e.g. Vancouver Foundation)
- Possesses knowledge of other ancillary operating agreements that exist in British Columbia, for example through:
 - Municipalities (e.g. good neighbour agreements)
- Is familiar with the ongoing requirements associated with the operating agreements, including:
 - Performance requirements
 - Financial requirements
 - Reporting requirements
- Possesses knowledge of and experience with systems for monitoring performance and financial requirements and reporting to funders.
- Has the ability to identify and assess risk related to operating agreements.
- Has the ability to access resources and expertise that can provide further advice regarding monitoring and reporting systems.

8e) Service Agreements and Contracts

- Is familiar with contract law in British Columbia.
- Possesses knowledge of and considerable experience with the development of service provider contracts, as they relate, for example to the:
 - Scope of work to be delivered,
 - Schedule for delivery
 - Budget / fees
 - Payment schedule for budget / fees.
- Possesses knowledge of current market conditions as they apply to service provider fees in order to assess value for money.
- Has the ability to identify and assess risk as it relates to service provider agreements and contracts and the development of the social housing project.
- Has the ability to access resources and expertise (legal) that can provide further advice regarding service provider agreements / contracts and fees.

8f) Financial Management and Reporting

- Is familiar with financial reporting provisions of the legislation governing non-profit societies in British Columbia.
- Possesses knowledge of and experience with systems for ongoing financial management and reporting, including
 - Financial management tools
 - Policy frameworks / manuals
 - Procedural frameworks / manuals
- Has the ability to identify and assess risk as it relates to financial management and reporting.

8g) Maintenance and Sustainability Initiatives

- Possesses knowledge of and considerable experience with ongoing building and property maintenance, including:
 - Warranty policies and procedures (e.g. coverage, timeframes, processes)
 - One-year warranty inspection
 - Society policies and procedures
 - Maintenance manuals
 - Maintenance schedules
 - Service contracts
 - Tenant issues / complaints
- Possesses knowledge of and experience with sustainable initiatives for ongoing building and property management, with the objective of reducing costs to the society, for example:
 - Energy use management (e.g. LEED)

- Waste management
 - Water use management
- Has the ability to identify and assess risk and opportunities as they relate to building and property maintenance and sustainability initiatives.

Municipal, Regional and Provincial Approvals

9a) Approval process, roles and responsibilities

- Understands the legislative and planning framework in effect for the community in which the social housing project will be located, for example:
 - Local Government Act
 - Community Charter
 - Vancouver Charter
 - Official Community Plans
 - Zoning Bylaws
 - Neighbourhood Plans
- Understands the objectives and priorities of the local government with regard to housing, for example:
 - Target client groups
 - Target neighbourhoods
- Possesses knowledge of the approvals and permits required for the social housing project under development, for example:
 - Development permits
 - Demolition permits
 - Building permits
 - Occupancy permits
- Possesses knowledge of and considerable experience with the application process for municipal approvals and permits, for example:
 - Timelines for application
 - Documentation requirements
 - Application procedures
 - Fees
- Possesses knowledge of and considerable experience with the approval procedure for municipal approvals and permits, for example:
 - Organizational structure (e.g. departments and staff involved)
 - Decision-making criteria and processes (e.g. board of variance, urban design panel)
 - Key staff (e.g. approving officers)
 - Other decision-makers (e.g. elected officials)
- Possesses experience with coordinating the municipal approval process, including:
 - Presentations to municipal council and committees
 - Public hearings
- Has the ability to identify and assess risk and opportunities as they relate to obtaining municipal approval for the social housing project under development.

9b) Working with Neighbourhoods and dealing with NIMBY

- Understands the theoretical and philosophical approaches to working with communities and neighbourhoods.
- Possesses knowledge and considerable experience related to the role of the municipality in working with neighbourhoods and dealing with NIMBY.
- Possesses knowledge and considerable experience in developing community and neighbourhood profiles.
- Can access information about communities and neighbourhoods (e.g. census data, key organizations, key individuals).
- Possesses knowledge and considerable experience in communications with communities and neighbourhoods in the area of social housing development.

- Possesses knowledge and considerable experience in consultation with communities and neighbourhoods in the area of social housing development, including:
 - Developing strategies
 - Making presentations
 - Facilitating meetings
- Possesses knowledge and considerable experience in media relations as it relates to social housing development.
- Has the ability to identify and assess risk as it relates to the development of the social housing project.
- Has the ability to access resources and expertise that can provide further information on working with communities and neighbourhoods.

Procuring Contractors

10a) Procurement Process

- Understands contract law in British Columbia.
- Understands the procurement and contract options for the development of social housing, for example:
 - Design build
 - Construction management
 - Turn-key
 - Public tender
- Possesses experience with the procurement and contract requirements set out by the funding agencies.
- Possesses knowledge of and considerable experience with selecting contractors, including:
 - Development of assessment criteria
 - Assessing proposals against criteria
 - Contractor interviews
 - Contractor requirements (e.g. insurance, bonding)
 - References
- Has the ability to identify and assess risk as it relates to contractor selection and the social housing project under development.
- Has the ability to access resources and expertise that can provide further advice regarding contractor selection.
- Possesses knowledge of current market conditions as they apply to contractor fees, schedules and construction costs.
- Is familiar with the provincial government's limitations for procurement of services or construction, such as prescriptive tendering threshold requirements, for example those that relate to the Trade, Investment and Labour Mobility Agreement (TILMA) or Treasury Board.

Construction Contract Administration

11a) Construction Contract Administration Process

- Understands the roles of the design professionals, contractors and other parties and is able to ensure proper coordination between of those involved during the construction progress.
- Possesses considerable experience with putting the appropriate contract and supplementary general conditions (if applicable) in place.
- Possesses knowledge of and considerable experience with the major stages and components of the construction process, including:
 - Project start-up
 - LEED requirements
 - Changes to the contract
 - Completion (e.g. substantial completion, occupancy permit, project documentation)
 - Deficiencies and holdbacks
 - Systems commissioning and LEED (with consideration of the one-year inspection)
 - Furniture, fixtures and equipment (planning and procurement)
 - Post construction relations and one-year warranty inspection
- Possesses considerable experience in working effectively with contractors to ensure contract expectations/deliverables are met, through for example:
 - Site inspections
 - Draw meetings
 - Progress meetings
- Possesses knowledge of and experience with reading site plans, design and working drawings and contract documents, including:
 - Interpreting individual plans and drawings
 - Integrating plans and drawings to resulting in an understanding of building systems
 - Possesses knowledge of and considerable experience with the systems required to monitor performance of contractors for the complexity of social housing project under development including: Progress/Timelines
 - Quality of work
 - Progress billings
 - Change orders
 - Site instructions
 - Holdbacks
 - Releases
 - Follow-up on commitments
- Possesses knowledge of and considerable experience with the requirements and expectations of the funding agencies during construction, for example:
 - Reports
 - Monthly claims
 - Meetings
 - Quantity surveys
 - Signage
 - Communications
- Possesses knowledge of and considerable experience in resolving common construction issues as they relate to the complexity of social housing project under development.
- Has the ability to identify and assess risk as it relates to construction contract administration and the social housing project under development.

SKILLS

Management and Organizational

Ability to handle management and organization of people, events and work.

- Develops systems to organize workflow to ensure client objectives are met.
- Organizes work activities to ensure development team performance expectations are achieved and client objectives are met.
- Creates action plans that identify what needs to be accomplished, establish timelines and accurately anticipate resources required.
- Sets goals and ensures progress is tracked against goals.
- Provides project-planning direction to development team members to ensure tasks are delegated appropriately and feasible work plans are developed.
- Energizes and creates commitment among development team members regarding project milestones, resource requirements, timelines and measures of success.
- Energizes and creates commitment among funders and potential funders for the project.
- Is able to hold others accountable.
- Consistently drives the development team toward exceeding expectations on the completion of project milestones.
- Provides direction to other members of the development team on how to provide effective project updates.
- Anticipates risks to the project work plan that may interfere with the ability to meet the client's objectives.
- Proactively modifies plans when necessary to achieve desired outcomes.

Analytical

Ability to analyze information, subjects or situations.

- Gathers and integrates information from diverse sources in order to completely understand a situation.
- Applies analytical tools or techniques to analyze a range of data.
- Analyzes complex situations by considering multiple causes and effects.
- Uses analytical tools or techniques (such as risk assessment) to reduce complex issues into component parts.
- Analyzes the relationships among the different component parts of an issue.
- Proactively identifies obstacles and anticipates outcomes in determining the best course of action.
- Considers and balances multiple perspectives when setting direction or reaching conclusions (for example client and partner interests, short- and long-term benefits, etc.)
- Thinks beyond the current situation to identify future implications.

Facilitation

Ability to help groups of individuals learn or work together.

- Facilitates the cohesiveness of the development team by defining roles and responsibilities of each team member and ensuring understanding among the team of overall objectives.
- Establishes processes and systems that foster collaborative working within the development team and across other groups involved in a project (for example health authorities, municipalities, community groups, etc.).
- Creates a culture of collaboration and encourages development team members to work collaboratively; constructively challenges those who don't.

- Creates an environment and culture of openness, trust and knowledge sharing.
- Models cooperative and collaborative behaviour in all aspects of performance.
- Encourages development team members to openly discuss solutions or alternatives in response to issues.
- Identifies areas of agreement when working with conflicting viewpoints and opinions.
- Anticipates and understands the likely reactions of development team members or other groups involved in a project in response to events or situations; uses this understanding to plan for effective interactions and foster positive relationships.

Communication – Verbal and Written

Ability to communicate verbally in a group or public settings and write in a clear and effective manner.

- Handles complex, on-the-spot questions (for example from special interest groups or the media).
- Delivers accurate and concise messages that effectively inform the target audience.
- Communicates complex issues clearly, articulately and credibly with widely varied audiences.
- Uses a variety of communication systems, methodologies and strategies to promote dialogue and shared understanding.
- Communicates strategically to achieve specific objectives (i.e. considering such aspects as the optimal message to present, timing, and format of communication).
- Uses vocabulary appropriate to the audience and highlights relevant examples, as necessary, to clarify ideas and concepts.
- Checks for understanding of the communication by asking open-ended questions that draw out the listener's understanding.
- Strategically organizes thoughts and ideas to determine the most effective way to present information.
- Delivers difficult or unpopular messages with clarity, tact and diplomacy.

Negotiating and Conflict Resolution

Ability to secure agreement between multiple parties with a variety of interests where conflict exists.

- Effectively identifies and manages areas where potential misunderstanding and conflict could emerge to prevent disagreements from arising.
- Successfully facilitates a dialogue with or between others to resolve conflicts by leveraging a diversity of skills and strategies, such as identifying common ground, finding alternate solutions, gaining agreement from opposing groups, building trust, etc.
- Models constructive approaches to dealing with opposing views.
- Shows respect for others' opinions and leads others in working towards mutually agreeable solutions.
- Demonstrates an ability to distinguish between critical and non-critical conflicts; avoids unnecessary or unproductive confrontations.
- Supervises and mentors others in developing effective conflict management and resolution approaches and techniques.
- Develops creative and effective solutions to problems and uses strong negotiating skills to arrive at win-win solutions even in the most difficult of circumstances.
- Helps others determine how to settle disagreements when win-win outcomes cannot be achieved.

Problem Solving

Ability to understand and develop approaches to dealing with issues that emerge.

- Takes a holistic approach to problem solving, considering the wider context and operating environment.
- Approaches problems strategically to consider how they could be viewed as opportunities.
- Objectively considers every side of a problem to ensure that all outcomes are thoroughly assessed before deciding on the appropriate course of action.
- Anticipates the consequences of situations.
- Identifies the information needed to solve a problem effectively.
- Develops problem-solving strategies that facilitate the inclusion of innovative ideas from others.
- Envisages how potential approaches or solutions to problems may play out and determines which will create optimal value for the client.

Time Management

Ability to prioritize and use time effectively.

- Develops and uses systems to track workflow to ensure most efficient use of time.
- Plans with an appropriate and realistic sense of the time demand involved.
- Identifies and sets priorities based on importance, not just urgency.
- Plans work and deploys resources appropriately to ensure project milestones/ timelines are met.
- Adeptly handles multiple tasks simultaneously, while considering plans for future tasks.
- Responds quickly and effectively to events and decisions that impact the project schedule and adjusts the schedule to get the project back on track.

Relationships

Ability to develop and maintain effective relationships.

- Proactively identifies opportunities for strategic relationships to the benefit of the client.
- Proactively works to build and maintain relationships and networks both internally (among the development team) and externally (for example with community groups and other organizations) that could contribute to the achievement of the client's objectives.
- Nurtures relationships over time to build rapport and establish a basis for future interactions.
- Establishes a climate of trust, confidence and mutual respect.
- Takes action to improve and encourage positive relationships among members of the development team.

ATTRIBUTES

Client Focus

Recognizes the client's interests at all project stages.

- Understands the client's mission, vision and values and how these intersect with a given project/initiative.
- Strategically and systematically evaluates new opportunities to develop relationships for the client.
- Creates an environment in which concern for client satisfaction is a key priority.
- Links a comprehensive and in-depth understanding of clients' long-term needs and strategies with current and proposed projects/initiatives.
- Recommends/determines strategic directions to the client in order to meet projected needs.

Accountability

Accepts responsibility for role and performance.

- Determines, communicates and consistently ensures performance expectations are met.
- Holds others accountable for delivering on promises and commitments.
- Ensures professional standards and systems are in place and pursued to enable performance delivery.
- Identifies performance issues and takes appropriate action to rectify the issues.
- Acts with exemplary ethics and integrity in all aspects of performance and management.
- Fosters an environment that acknowledges personal responsibility for outcomes.

Leadership and Initiative

Ability to demonstrate and recommend actions to achieve a successful project.

- Builds the commitment of the development team to the client's/project's mission, goals and values.
- Aligns development team objectives and priorities with the broader objectives of the client/project.
- Ensures appropriate linkages between members of the development team are maintained.
- Creates an environment where development team members consistently strive to improve the outcomes.
- Fosters an environment that anticipates and acts upon potential threats and/or opportunities.
- Coaches others to spontaneously recognize and appropriately act on upcoming opportunities.
- Engages others in supporting efforts and initiatives to the benefit of the client.

Vision and Strategic Thinking

Ability to see the desired outcomes and know what it will take to achieve them.

- Anticipates future outcomes and trends (such as demographic shifts) and their likely impact on the client.
- Leads the client in strategic planning to establish strategic goals and priorities that will address long-term issues and opportunities.
- Aligns client goals and strategic priorities to position the client to capitalize on future opportunities.
- Is able to envisage how potential ideas/approaches will play out and which will create maximum value for the client.
- Champions the development of proactive strategies and uses strategic alliances to enhance the outcomes and impact of the client.

- Establishes strategic performance measures to allow the client to continually assess and adjust activities towards the achievement of strategic outcomes.

Resilience and Determination

Ability to handle setbacks, opposition and uncertainty.

- Anticipates and proactively shifts strategies before current methods prove ineffective.
- Identifies new and different approaches to enable successful achievement of outcomes for the client.
- Identifies and builds relationships to enable successful achievement of outcomes for the client.
- Anticipates issues, systematically and strategically evaluates potential options and recommends appropriate actions.
- Maintains exemplary level of professionalism even in the face of opposition.
- Fosters an environment of continual learning.
- Identifies new technologies to enhance performance efficiency and quality.

Cooperative

Ability to work with and secure the cooperation of a wide range of individuals, agencies and groups whose support, approval or input is required for a successful project.

- Provides strategic direction to proactively identify opportunities for collaboration.
- Sets up an infrastructure that supports effective collaboration with development team members and others involved (e.g. establishes principles and frameworks for assessing the value of partnerships)
- Creates and acts upon opportunities for interactions that lead to strong and effective collaboration.
- Aligns the interests of different groups to ensure successful collaborative relationships.

Self-assessment

Ability to recognize professional and personal limitations and the impact they could have on the project.

- Recognizes what skills are needed for a project and proactively assembles the appropriate development team members when additional skills/expertise are needed.
- Focuses on developing the collaborative capability of the development team for the good of the client and to enhance successful project outcomes.
- Delegates effectively by allocating decision-making and/or task responsibility to appropriate others to maximize success for the client.
- Proactively invites feedback from client and uses it to enhance performance.
- Seeks out continuous learning opportunities that develop skills and performance.
- Participates in professional associations that strengthen areas of knowledge and expertise.

APPENDIX B:

CONSTRUCTION PROCUREMENT METHODS

AND THE ROLE OF THE DEVELOPMENT CONSULTANT

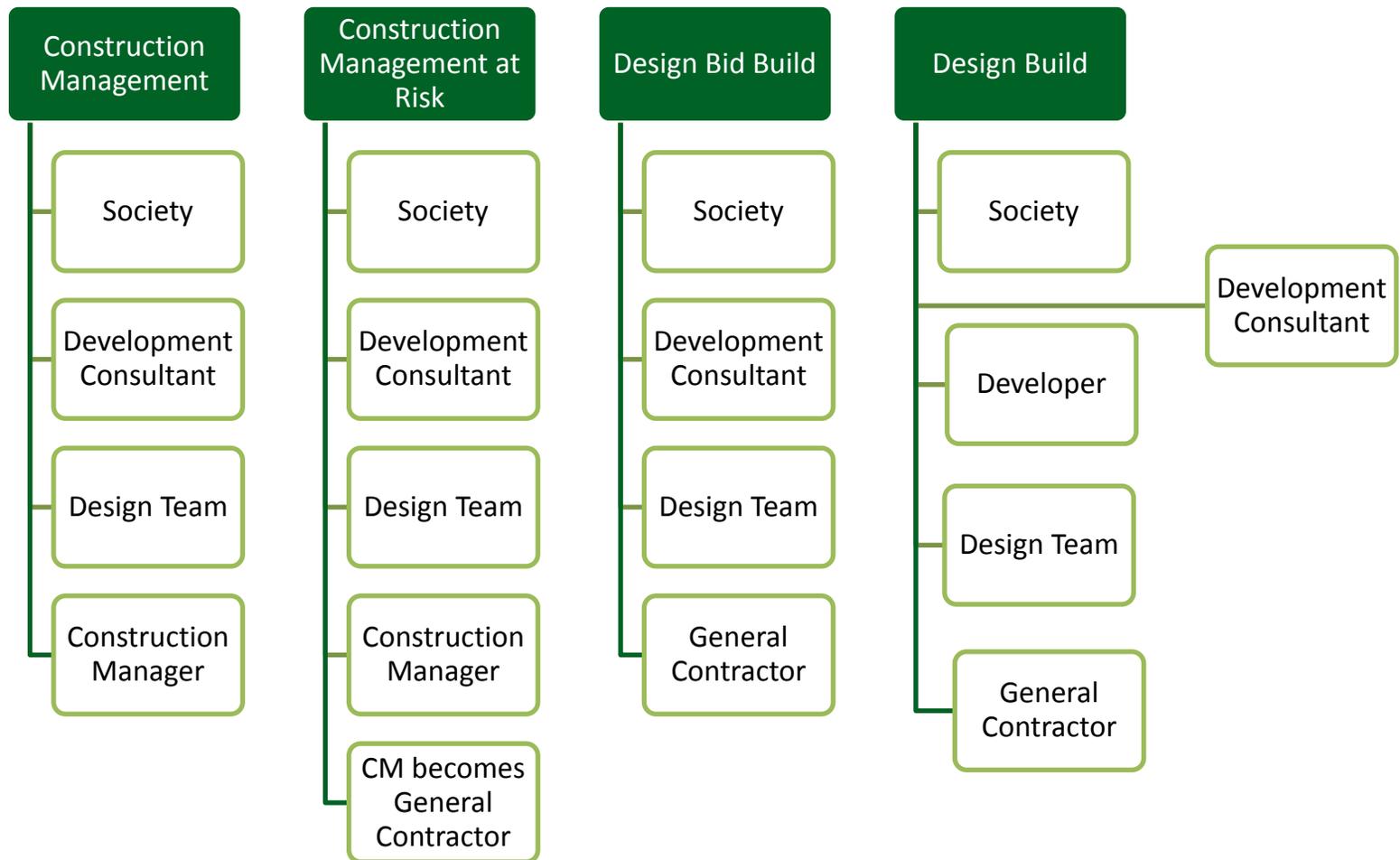
	CONSTRUCTION MANAGEMENT	CONSTRUCTION MANAGEMENT AT RISK	DESIGN BID TENDER	DESIGN BUILD
When should this method be considered?	<ul style="list-style-type: none"> • Complex projects and renovations • “Tight market”, where there is more demand than supply for labour and materials pedestal 	<ul style="list-style-type: none"> • Complex projects and renovations • “Tight market”, where there is more demand than supply for labour and materials 	<ul style="list-style-type: none"> • Market where there is balance between demand and supply in terms of the cost of labour and materials 	<ul style="list-style-type: none"> • When a developer brings land and a project proposal to a society, either because the society has called an RFP, or it is an initiative brought forward by the developer
What are the main roles of the development consultant?	<ul style="list-style-type: none"> • Responsible for overall coordination of the project • Manages the competitive selection process for Design Team members • Coordinates required approvals (BC Housing, municipality) • Manages and advises on the competitive selection process of the Construction Manager • Prepares the contract between the Construction Manager and the society • Monitors and ensures performance of the Construction Manager • During construction, maintains the budget, processes claims, reviews trade bids, prepares reports for the Board on bid results, approves change requests 	<ul style="list-style-type: none"> • Responsible for overall coordination of the project • Manages the competitive selection process for Design Team members • Coordinates required approvals from BC Housing and municipality • Manages and advises on the competitive selection process of the Construction Manager • Prepares the contract between the Construction Manager and the Society • Monitors and ensures performance of the Construction Manager • During construction, maintains the budget, processes claims, reviews trade bids, prepares reports to the Board on bid results, and approves change requests 	<ul style="list-style-type: none"> • Responsible for overall coordination of the project • Manages the competitive selection process for Design Team members • Coordinates required approvals from BC Housing and municipality • With the architect, coordinates the public tender process, evaluation, recommendation to the Society and contract execution • Monitors construction and represents the Society • During construction, maintains the budget, processes claims, reviews trade bids, prepares reports to the Board on bid results, and approves change requests 	<ul style="list-style-type: none"> • Prepares a Statement of Requirements, including such things as number of units, unit mix, general design requirements • Prepares and coordinates the RFP for a developer, advertising and selection process • If the Design Build project is an initiative brought forward by the developer, takes the lead role in the negotiations for a contractor, with support from the cost estimator and appraiser • Reviews the drawings and specifications to ensure they meet the owners requirements and contract

<p>What is the main role of the architect?</p>	<ul style="list-style-type: none"> • Working for the Society • Prepares the complete building design, including concepts, schematic, construction drawings, detailed schedules, technical specifications, and contract packages • Coordinates Design Team during construction • Ensures quality and performance relative to drawings 	<ul style="list-style-type: none"> • Working for the Society • Prepares the complete building design, including concepts, schematic, construction drawings, detailed schedules, technical specifications, and contract packages • Administers construction contract • Coordinates Design Team during construction • Ensures quality and performance relative to drawings 	<ul style="list-style-type: none"> • Working for the Society • Prepares the complete building design, including concepts, schematic, construction drawings, detailed schedules, technical specifications, and contract packages • Administers construction contract • Coordinates Design Team during construction • Ensures quality and performance relative to drawings 	<ul style="list-style-type: none"> • Working for the developer, the architect and Design Team prepares the complete building design, including concepts, schematic, construction drawings, detailed schedules, technical specifications, and contract packages • Coordinates Design Team during construction • Ensures quality and performance relative to drawings
<p>What are the main roles of those that build/renovate the project?</p>	<ul style="list-style-type: none"> • Construction Manager advises the Society before construction (constructability, scheduling, budgeting, cost estimates) • Construction Manager tenders to individual construction trades and administers these separate contracts but does not take responsibility for the overall price 	<ul style="list-style-type: none"> • Construction Manager advises the Society before construction (constructability, scheduling, budgeting, cost estimates) • Construction Manager tenders to individual trades; however, before the construction begins the Construction Manager becomes the General Contractor • Construction Manager enters into a “stipulated price contract” with Society 	<ul style="list-style-type: none"> • General Contractor is selected through a public tender process • General Contractor enters into a “stipulated price contract” with Society 	<ul style="list-style-type: none"> • Developer is contracted to deliver design drawings, usually municipal approvals and to supply the land and build the project at an agreed fixed price

What are the main roles of the Society?	<ul style="list-style-type: none"> • Approval of budget estimates • Approval of consolidated tender prices • Approval of change orders during construction 	<ul style="list-style-type: none"> • Approval of budget estimates • Approval of contract with Construction Manager • Approval of change orders during construction 	<ul style="list-style-type: none"> • Approval of budget estimates • Approval of selected builder 	<ul style="list-style-type: none"> • Approval of Statement of Requirements • Considers and selects submission or negotiated sole source project • Approves change orders during construction
Who is responsible for control of the budget?	<ul style="list-style-type: none"> • Development Consultant 	<ul style="list-style-type: none"> • Development Consultant 	<ul style="list-style-type: none"> • Development Consultant 	<ul style="list-style-type: none"> • Development Consultant
Is this a common procurement method for non-marketing housing in BC?	<ul style="list-style-type: none"> • Yes, and being used more frequently in recent years 	<ul style="list-style-type: none"> • Yes, and being used more frequently in recent years 	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> • Yes, but not being used as frequently in recent years

Note: BC Housing has published an excellent resource guide that describes the alternative construction procurement methods called *Procurement Guidelines for Non-Profit Housing*. This appendix is an abbreviated version of that document, with an emphasis on the role of the development consultant.

REPORTING - FOUR METHODS



APPENDIX C:

SAMPLES:

EXPRESSION OF INTEREST

REQUEST FOR PROPOSALS

SAMPLE

EXPRESSION OF INTEREST

[NAME OF PROJECT], [NAME OF SOCIETY]

[LOCATION], BC

1. Invitation to Development Consultants

The _____ of _____ requires a Development Consultant to assist the society in planning and developing a new housing project targeted for _____ to be located at _____. The details have not been developed for this project, but the project is expected to be in the realm of _____ units and have an approximate capital cost of _____. The project will need a rezoning. (Details to be included here depending upon project status).

The Society will be applying for funding from BC Housing to assist in the development of this project, including initially seeking Preliminary Development Funding (alternatively, this introduction can explain the anticipated method of developing this project - e.g., on response to a proposal call by BC Housing, or as a “social enterprise” project). Expressions of Interest are invited from Development Consultants experienced in non-profit housing serving the **[INSERT GEOGRAPHICAL AREA AND AREA OF SPECIALIZATION]** .

The vision of the Society is **[INSERT VISION OF SOCIETY AND A BRIEF BACKGROUND OF THE PROJECT]**.

2. Role

The Development Consultant will manage this project on behalf of the Society and act as the “Owners Representative”. This will be from the development of the concept through to the completion of construction. The consultant will represent the Society through all approvals and negotiations, coordinate the selection process of all consultants and manage the financial records for the project. The consultant will report to a “building committee” comprising of **[INSERT PARTICULARS]**.

3. Consultant Selection Process

A two-step approach is being used to select the Development Consultant. Following receipt and evaluation of the Expressions of Interest, a shortlist of between three and five proponents will be selected and asked to participate in a Request for Proposal (RFP) and interview process. One firm will be selected based on the evaluation of their proposal and interview.

4. Content of EOI Submission

The submissions should contain the following information:

1. Contact Person;
2. Company or Partnership (if relevant) that is submitting the proposal;
3. Company’s or Partnership's profile and experience;
4. Demonstration of the Company’s or Partnership’s experience (If there is a Partnership, the roles of the partners must be explained);
5. Personnel proposed to undertake this work, and a summary of their qualifications, experience and role;
6. Summary (one page maximum) on the key considerations the proponent believes are important for the Society to consider in the planning, design and approvals for this project;
7. Short summary of the key considerations involved in the planning and design of a non-profit housing development;
8. References — three who can attest to the proponent’s competencies relative to this project.

A structured evaluation of the Expressions of Interest will be based on the information supplied.

ITEM	TOPIC	POINTS
1	Clarity and quality of proposal	10
2	Company profile and experience	30
3	Qualifications, related experience, role of key personnel	30
4	Summary on “key considerations”	20
5	References	10
	TOTAL	100

5. Submissions

Submissions will only be accepted if not more than 2 letter-sized sheets (double sided, four pages in total). Submissions will be received until 4:30 pm (local time), **[INSERT DATE]**.

Submissions may be made to **[INSERT NAME]** at:

Mailing Address _____

(or) E-mail _____

Inquiries must be in writing and directed to **[INSERT NAME]** by e-mail at **[INSERT EMAIL ADDRESS]** no later than **[INSERT DATE]** (one week before closing of EOI).

SAMPLE

REQUEST FOR PROPOSALS

[NAME OF PROJECT], [NAME OF SOCIETY]

[LOCATION], BC

1. Request for a Proposal

Following the submission of your Expression of Interest you have been selected to submit a detailed proposal for undertaking the role of Development Consultant to assist our Society in planning and developing a new housing project targeted for _____ to be located at _____.

The details have not been developed for this project but it is expected to be approximately _____ units and have an approximate capital cost of _____. The project will require a rezoning. **[INSERT A FULL DESCRIPTION OF THE PROJECT DETAILS].**

2. Deadline for Inquiries

All inquiries related to this Request for Proposal are to be submitted in writing on or before **[INSERT DATE]** to **[INSERT NAME, TITLE]** at e-mail **[INSERT EMAIL ADDRESS]**.

3. Response to Inquiries

Responses will be recorded and distributed to all Proponents who have received a copy of this RFP on or before **[INSERT DATE]**.

4. Delivery of Submissions

Proposals may be submitted electronically by e-mail, clearly indicating the Project Name in the subject line, to: **[INSERT NAME, TITLE]** at e-mail **[INSERT EMAIL ADDRESS]**.

If submissions are made by courier/mail, the envelope should be clearly marked with the name and address of the Proponent and the full Project Name.

5. Closing Time

2:00 PM Local Time, [INSERT DATE].

Late proposal submissions will not be accepted and will be returned to the Proponent.

6. Interviews

Shortlisted proponents may be interviewed. Interviews are anticipated to be held during the week of [INSERT DATE].

7. Proposal Submission Requirements

Proposals will **only be accepted if not more than 15 pages**, single sided, letter size, including any covering letter and all collateral materials, such as individual resumes and project examples. To reduce duplication of information and the size of submissions, the Proposals will be considered in conjunction with your previously submitted Expression of Interest.

8. Identification of Key Personnel

The proposal will include a list of all key personnel that will be involved in the project, outlining their general role, anticipated tasks, and their estimated overall contribution to all phases of the project. This may be expressed as their estimated percentage of total hours contributed to the project. (e.g., the contribution of team member A is anticipated to comprise _____ % of the firm's overall contribution).

9. Roles and Approach

Proponents are invited to outline their approach to performing the role of Owner's Representative for this project.

10. Demonstration of Competencies

Proponents will be expected to demonstrate that the consultant or consultant team members have the Technical Knowledge, Skills and Attributes that are considered appropriate for Development Consultants working with non-profit societies.

[INSERT A LIST OF THE PARTICULAR COMPETENCIES YOUR SOCIETY IS SEEKING. CHOOSE 3 or 4. REFER TO APPENDIX A OF THIS DOCUMENT.]

11. Fees

Proponents will provide a total fee and for this project and proposed schedule for payment.

12. Hourly Rates and Disbursements

The proposal will include the hourly billing rates for each of the key personnel contributing to the project. The method of billing disbursements shall be stated, including any mark-up rates to be applied.

13. Evaluation of Proposals

A structured evaluation of the proposals and interviews will be scored on the following criteria:

ITEM	TOPIC	POINTS
1	Clarity and quality of proposal	10
2	Company profile and experience	10
3	Summary of major roles and approach the proponent proposes to undertake for this project	20
4	Demonstration of Competencies	20
5	Fees	20
6	Interview	20
	TOTAL	100