



SQUAMISH

Request for Proposals

for

Affordable Housing Program Services

February 2017

FINAL TIME AND DATE FOR RECEIPT OF PROPOSAL:

4:00 p.m. Pacific Standard Time

Friday, March 17th, 2017

SUMMARY OF KEY INFORMATION

Request for Proposals for Affordable Housing Coordination Services

DISTRICT'S REPRESENTATIVE: Linda Glenday, Chief Administrative Officer
(for inquiries and District of Squamish
Clarification of RFP) lglenday@squamish.ca
Phone: 604 815 5034
Facsimile: (604) 892-1083

FINAL TIME AND DATE FOR RECEIPT OF PROPOSAL:

**4:00 p.m. Pacific Standard Time
Friday, March 17, 2017**

ADDRESS FOR PROPOSAL SUBMISSIONS:

Linda Glenday, Chief Administrative Officer
District of Squamish
lglenday@squamish.ca
Box 310, 37955 Second Avenue,
Squamish, B.C. V8B 0A3

Alternate contact only if Representative is unavailable:
Gary Buxton, General Manager of Community Planning and
Infrastructure: gbuxton@squamish.ca 604-815-6870

Proponents must read the entire RFP document for full details and requirements.

THE DISTRICT RESERVES THE RIGHT TO CANCEL THIS RFP AT ANY TIME BEFORE OR AFTER THE CLOSING DATE AND TIME HAS PASSED, AND THE LOWEST PRICED, OR ANY, PROPOSAL WILL NOT NECESSARILY BE CHOSEN FOR NEGOTIATION OF A CONTRACT FOR SERVICES.

PART A

ADMINISTRATION

1. PURPOSE:

The purpose of this Request for Proposals (“RFP”) is to solicit the best overall proposal(s) to provide affordable housing project and program coordination services for the District of Squamish (the “District”).

As such the District is looking to enter into an agreement with a specific company or individual to assist with provision of services related to affordable housing projects and programs in the District. Details are provided in this document in Part B.

This is NOT a tender call. Any proposals submitted pursuant to this RFP shall not be offers to contract for the provision of any of the services outlined herein, but shall only be used to identify a Preferred Proponent(s) with whom the District may negotiate a contract for the provision of the services.

2. GENERAL TERMS AND CONDITIONS:

1. District Representative:

Only the Chief Administrative Officer, or in her absence, the General Manager of Community Planning & Infrastructure for the District of Squamish (the “District’s Representative”) is authorized to communicate and otherwise deal with Proponents, and all Proponents must communicate and otherwise deal with that person only. Contact with any other person, including members of Council, officers or employees of the District regarding this RFP or the Proponents’ submissions may result in a proposal being removed from consideration.

2. Receipt Confirmation Form:

Proponents should fill out the attached Receipt Confirmation Form (Appendix A to this RFP) and return it to the addressee noted on the Form. All subsequent communications from the District will be directed only to those Proponents who return a completed Form indicating that they intend to prepare and submit a proposal.

3. Proponent Inquiries and RFP Clarification:

All questions about the contents of this RFP, or about any matters relating to it (including as to any clarification, errors or omissions of or in this RFP), must be directed in writing to the District’s Representative before **4:00 p.m., P.S.T. on Thursday March 9th, 2017**. Information obtained from any other source is not official and may not be accurate.

The District's Representative will answer all questions in writing and will provide a copy of all questions and their answers to each Proponent who has returned a Receipt Confirmation Form.

4. Notification of Changes and Addenda:

The District may issue written addenda changing this RFP at any time up to **Noon P.S.T., Friday March 10th, 2017**. Addenda will be issued only by the District's Representative and only to Proponents who have returned a Receipt Confirmation Form.

5. Right to Cancel RFP and/or to Accept Proposals:

This RFP is solely a request for proposals for the provision of the outlined services. It is not an invitation for tenders, an offer to contract, or an invitation for offers capable of acceptance to create a contract. Submission of a proposal by any Proponent and its subsequent receipt by the District does not represent a commitment on the part of the District to proceed further with any Proponent.

No contractual or other legal obligations or relations between the District and any other person can or will be created prior to the termination of this RFP process, or otherwise, except in a written contract executed by two authorized signatories of the District under the authority of an express resolution of the Council of the District of Squamish.

The District is entitled to cancel this RFP at any time by addendum issued to the Proponents, without liability for any loss, damage, cost or expense incurred or suffered by any Proponent as a result of that cancellation.

In considering any proposals delivered in response to this RFP, the District reserves the absolute and unfettered discretion to do any one or more of the following:

- Determine whether any proposal(s) satisfactorily meet the evaluation criteria set out in this RFP;
- Accept or reject any proposal that fails to comply with the requirements set out in this RFP for the content of proposals;
- Require clarification after the dates and times set out in this RFP from any one or more of the Proponents in respect of proposals submitted;
- Assess proposals as it sees fit, without in any way being obliged to select any proposal or Proponent;
- Assess and select proposals as it sees fit, without in any way being obliged to select the proposal or Proponent that offers the lowest price or cost;
- Communicate with, meet with, or negotiate with any one or more of the Proponents respecting their proposals or any aspects of the services outlined herein;
- Reject any or all proposals with or without cause, whether according to the evaluation criteria or otherwise; or
- Request further information from the marketplace or pursue other options.

6. Confidentiality of Proposals:

The District will receive all proposals submitted in response to this RFP in confidence, including for the purposes of section 21 of the *Freedom of Information and Protection of Privacy Act*, R.S.B.C. However, because of the right of access to records created by that *Act*, the District cannot and does not guarantee that information contained in any proposals will remain confidential if a request for access in respect of any proposal is made under the *Act*.

If a Proponent considers that any part of its proposal is proprietary, including by reason of its being copyright, the proposal must clearly identify those portions of it that are considered proprietary.

7. No Collusion:

Proponents must not communicate, directly or indirectly, with any other Proponents (including through any employees, agents or contractors) regarding the preparation, content or submission of separate individual proposals. Each proposal must be submitted without any collusion, or knowledge, in the preparation of or about any other proposal. Submission of a proposal to the District is deemed to be a representation and warranty by the Proponent submitting that proposal that it has complied with this paragraph. If the District determines that a Proponent has violated this paragraph, the District may disqualify that Proponent and reject its proposal as being invalid.

8. Waiver of Liability for Errors:

The District has used considerable efforts to ensure an accurate representation of information in this RFP. However, the District accepts no responsibility for the accuracy or completeness of this RFP (including any schedules, appendices or addenda) and no representation or warranty, express or implied, is made or given by the District with respect to the accuracy or completeness of the RFP (including any schedules, appendices or addenda).

9. Proponent's Risk and Warranty:

Each proponent is solely responsible for the risk and cost of preparing and submitting its proposal in response to this RFP and neither the District nor its officials, employees or consultants (including the District's Representative) are liable for the cost of doing so or obliged to remunerate or reimburse any Proponent for that cost.

The sole risk, responsibility and liability connected with reliance by any Proponent or any other person on this RFP is that of each Proponent. Each Proponent is responsible for obtaining its own independent financial, legal, accounting, or other advice with respect to the contents of this RFP.

By submitting a proposal to the District, each Proponent represents and warrants to the District that the information in its proposal is, to the best of the Proponent's knowledge, accurate and complete.

10. Confidentiality of District Information:

This RFP is the property of the District. Any information acquired about the District by a proponent during this process must not be disclosed unless authorized by the District, and this obligation will survive the termination of this RFP process. The awarding of any contract will not permit any Proponent to advertise a relationship with the District without the District's prior authorization.

11. Engagement of Other Firms:

The District in any event reserves the right to engage any contractor, other than that with which it reaches an agreement(s), if any, pursuant to this RFP process, during the term of such an agreement(s), if it is deemed advantageous or appropriate. The District reserves the right to do so at its own discretion.

3. SUBMISSION OF PROPOSALS

1. Final Time and Date for Receipt of Proposals:

Submissions must be received by the District **before 4:00 p.m. P.S.T. on Friday, March 17th, 2017**, addressed to:

Linda Glenday, Chief Administrative Officer
District of Squamish
lglenday@squamish.ca

Electronic messages containing submitted proposals should be clearly marked with the RFP title. A digital file in the Adobe Acrobat (.pdf) file format must be used. No other file formats will be accepted and will be considered unopened.

Any proposal not received before the time and date specified will be rejected as being invalid and will not be opened and deleted from the District's computer systems.

All proposals and subsequent information or material received shall become the property of the District and shall not be returned. The District reserves the right to make extra copies of the proposals for use during the selection process only.

2. No Amendments to Proposals After Submission Deadline:

A Proponent shall not be permitted to change the wording or contents of a proposal after the submission deadline, unless requested to do so by the District for the purpose of clarification.

3. Withdrawal of Proposals:

Any Proponent may withdraw its proposal, by written request to the District Representative, at any time prior to the scheduled closing date and time noted in this RFP.

4. EVALUATION

1. Evaluation Committee:

Proposals will be reviewed and evaluated by an evaluation committee comprised of District staff. During the evaluation process any or all Proponents may be invited to give written or oral presentations or to participate in interviews with the committee or both.

2. Evaluation Criteria:

Proposals will be evaluated based upon, but not limited to, in any particular order, the following:

- Compliance with the RFP document, including provision of all information requested in the RFP;
- Demonstrated ability to provide services in, and proven expertise in, the practice areas required by the District as listed in this RFP;
- Qualifications and experience of the Proponent's staff;
- Reference checks;
- Costs of services regarding to fees and billing;
- Quality of documents provided;

5. SELECTION OF SERVICE PROVIDER

1. Negotiation with Preferred Proponent:

The District will select one Preferred Proponent as a result of this RFP process, and may enter into negotiations with the Preferred Proponent in an attempt to settle one agreement necessary to implement the services generally described in this RFP. Proponents must commit to negotiate in good faith with the District if chosen as a Preferred Proponent.

2. Recommendation to District Council:

Following the conclusion of the evaluation process and any resulting negotiations, the Evaluation Committee will make a recommendation to District Council with regard to a contract(s) for the provision of the services generally described in this RFP for the District. The final decision on whether to appoint any firm as the District's facilitation service provider, or whether to enter into any contract(s) for facilitation services is that of Council.

3. Contract for Services:

The District may, at its sole discretion and following any direction provided by District Council, enter into a written contract with any one of the Proponents for the provision of the services generally described in this RFP. There shall be no agreement, and no Proponent shall acquire any legal or equitable rights or privileges with respect to this RFP or the services in question, until such a written contract has received Council approval and is duly executed by the signing authorities of the Proponent, and of the District.

Any response to this RFP may become part of any contract entered into with a successful proponent.

4. Contract Administration:

Following the execution of any contract for service, which results from this RFP process, the District will appoint a contract administrator. The service provider will be expected to name a counterpart contact, which will oversee the administration of the contract with regard to the service provider's responsibilities, and will provide information upon request to the District's contract administrator or designate regarding the implementation and ongoing provision of service.

5. Term of Contract:

The initial term of the contract is intended to be for one (1) year. Any duration beyond this time period is neither implied or guaranteed as part of this RFP.

Any contract for service, which results from this RFP process shall be effective from the date of commencement specified in the contract and shall continue subject to the terms and conditions of the contract. Such terms and conditions may include provisions for the extension, upon mutual agreement between the District and the Proponent, of the term of the contract.

6. Compliance with Laws:

Neither the acceptance of any proposal submitted pursuant to this RFP, nor the execution of any agreement for the provision of the service(s), as generally described in this RFP, is an explicit or implicit approval or waiver of the requirement of or for any permits, licences, fees, taxes or other legal requirements that would ordinarily be required for the implementation or operation of the service. A Proponent or service provider is solely responsible for complying with all applicable Federal, Provincial or Municipal legal requirements.

PART B

PROPOSAL DETAILS

6. BACKGROUND

1. The District of Squamish:

The District of Squamish is located at the tip of Howe Sound, on Highway 99, in Southern British Columbia's Sea to Sky Corridor. The municipality is the largest municipality in the Corridor, and is home to approximately 19,000 – 20,000 people, with the population of the greater Squamish area (the Squamish Lillooet Regional District) currently topping 40,000.

2. Housing Situation in Squamish:

Squamish's economy is transitioning from its past industrial and resource base, to one based largely on outdoor recreational activities and tourism. Enhancements to the Sea to Sky Highway associated with the 2010 Vancouver Olympic Games, emerging interest in recreationally based businesses and the recent development of the Sea to Sky Gondola are accelerating this transition.

The housing affordability situation in the community has worsened considerably in the last 2 – 3 years. The previous primarily industry-based economy was typically cyclical, with periodic boom and bust phases. Housing costs have generally not been an issue in the community, in that housing costs were related to local employment. Construction of improvements to the Sea to Sky Highway drastically changed the local situation, reducing commute times (and improving safety) to the Lower Mainland. These improvements brought Squamish into the Lower Mainland's "commutershed" making it possible to live in Squamish and work throughout the Lower Mainland.

As a result, Squamish's real estate market has become part of the Lower Mainland's real estate market with prices much more connected and related to those in the Lower Mainland. As such, prices are driven by the same factors experienced in the Lower Mainland of scarcity, supply and demand. Anecdotally, foreign ownership or capital does not seem to have been or is a factor here at present, nor does the 15% tax on foreign ownership seem to have had an immediate and apparent local effect.

However, now with real estate prices linked not to local employment and incomes but to the Lower Mainland market, Squamish has realized significant increases in real estate prices through 2015 / 2016. For example, single family home average prices increased from approximately \$650,000 to over \$900,000, while townhouse average prices increased from approximately \$310,000 to over \$370,000.

At the same time, rental vacancy rates (according to the B.C. Non Profit Housing Association) have decreased substantially. According to their index, the Squamish-

Lillooet Regional District is one of the least accessible regions in the country for renters. It is ranked as “severe,” the second-worst category, and falls 252nd out of 284 regions across Canada. Squamish’s rental situation in particular is ranked as “poor,” the third of five categories, and it finishes 444th out of 521 municipalities. The index states that average rent is \$1,044 including utility costs.

Bottom line: there is an existing and worsening issue of housing affordability in the Squamish community.

7. SCOPE OF SERVICES REQUIRED

1. **Duration of Services/Practice Areas:**

In 2016, the District of Squamish endorsed the Affordable Housing Task Force Final Report . Building on the reports’ recommendations and best practices, the District seeks a contractor to provide both project management and housing program skills to initiate the development of an affordable housing program.

The District’s objective is to increase the supply, availability and access to affordable housing units across the housing spectrum. Direct action by the District will focus on the affordable rental and modest market sectors of the spectrum. These are housing units that are made available at rents or prices that are affordable (using the typical CMHC metric of 30% of income being used for housing needs) to those that earn between 80% and 120% of the Area Median Income (AMI) for the District.

Indirect action by the District will facilitate and support the supply and provision of subsidized and social housing by other organizations and agencies where the residents typically earn less than 80% of AMI, and the resulting subsidy required is greater than for the modest market sector.

The market portion of the housing spectrum will continue to be addressed by the current builders and suppliers in the private business sector. Facilitating the development of market units, particularly purpose built rental, will provide “move up” options for residents and can lessen stress on other parts of the social and affordable housing spectrum. The District’s Community Planning Department will largely be responsible for this part of the program. The initial focus of activities in the 3 – 5 year time frame will be projects and programs that increase the supply and availability of purpose built affordable rental units.

It will be essential that any projects or programs work closely and effectively with other housing agencies in the community, to ensure that District efforts focusing on the affordable rental and modest market sectors is coordinated with efforts by others in other parts of the housing spectrum, to ensure that all needs are met. At present, Sea to Sky Social Services works with B.C. Housing to support housing programs through rent

subsidies and rents matched to income programs, and the Helping Hands Society addresses the homelessness and “hard to house” part of the spectrum.

2. Range of Services/Practice Areas:

The contractor is required to assist in the initial development and planning of a municipal housing program including strategies leading to implementation of affordable housing projects. The initial budget for 2017 is \$100,000. The activities include, but may not be limited to:

Program Management

- Facilitate partnerships with third parties using District or other lands to construct affordable housing.
- Business case and project feasibility review of third party / developer proposals for affordable housing developments.
- Preparation, issuance and review of request for proposal documents for the design and construction of affordable housing projects.
- Work closely with the Planning department to incorporate affordable housing policy into land use planning and development.
- Work closely with the District Real Estate department to assess land for a potential municipally supported purpose built rental development.
- Identify and apply for appropriate grant funding opportunities to support the program.
- Working closely to coordinate programs with other local affordable housing agencies and non - profit organizations.

Specific Deliverables

- Develop a proposed long term affordable housing program for the District
- Conduct housing needs assessments to establish clear housing type needs and that these are tailored to demands.
- Develop an eligibility program for affordable housing units that the District may acquire.

The District anticipates that the contractor will be able to anticipate and evaluate complex problems, bring knowledge of existing government-sponsored housing initiatives and programs, provide research and analytical skills to conduct housing and market research and have knowledge of the fundamentals of finance, accounting and project evaluation.

The District anticipates that a contractor (s) will have a university degree in Business Administration, Public Administration, Planning/Development, or a related discipline and / or a combination of education and related work experience, likely with five (5) years of experience in the field. Project management training and / or certification would also be beneficial.

The initial contract is expected to be of a 12 month duration to achieve provide services to the District during regular business hours, Monday to Friday, 35 hours per week.

8. REQUIRED SUBMISSION CONTENT

In order to receive responses in a uniform format and to enable the fair evaluation of those received; Proponents should structure their proposal as follows:

1. Title Page:

Showing RFP title, Proponent's name and address, closing date and time, and Proponent's contact person and telephone number.

2. Proposal:

Include ALL information requested in this RFP indicated below.

3. Appendices:

Any attached firm brochures, or supporting information. Please be brief and concise.

Please order the proposal section as outlined below, and provide the requested information, identifying each section by number.

If there is sufficient interest from prospective Proponents, then an information meeting may be held by the District. Proponents should indicate their interest in such a meeting on Appendix A.

1. Name and Address of Company:

The name, street address, mailing address, telephone number and e-mail address of the Proponent's company, and any location(s) that may be applicable.

2. Overview of Company / Practice:

An overview of the individuals past experience or the Proponent's company including such items as its size, years in existence, any preferred or specialized area(s) of practice, an organizational chart (if relevant), and an outline of the individual or firm's experience in the applicable practice areas listed in this RFP.

Proposed Contract Administrator/Company Contact:

The name of an individual(s) who would be responsible for assigning, supervising and performing the work outlined in this RFP for the District pursuant to any agreements entered into following this RFP process.

3. Associates, Employees, Contractors of Firm:

A list of associates, other employees and any anticipated contractors who might be assigned or engaged to provide services to the District, the types of services and practice areas that they might be involved in, and their specific qualifications and experience as they relate to those service and practice areas.

4. References:

A list of three (3) current or past clients, to which the Proponent firm has supplied services similar in nature to those listed in this RFP, who may be contacted as references. Please include a contact name and telephone number for each client.

5. Fee Structure/Billing Information:

Detailed information on the Proponent firm's fee structure and billing information. In particular, please address the following (all fees or other costs should be noted exclusive of applicable taxes, however, please indicate which taxes would apply):

- All fees relevant to fulfill all terms and conditions as set forth in the RFP for the services indicated in 7.1, including.
 - Frequency of billing; monthly, progress, etc.;
 - Provisions for providing estimates of fees for extraordinary items;
 - Expected billing arrangements with any contractors who might be engaged as a sub-contractor to provide services to the District (for example, different hourly billable rates or different methods of billing);
 - Retainer details including any applicable estimated monthly retainer with an explanation of services covered within that retainer and when extra costs or billable hours would commence;
 - A list of services, if any, billed on a flat fee basis, and the fee charged;
 - A list of services, if any, available without charge;
 - Rates for costs other than those already noted (for example, travel time costs, office equipment costs, disbursements, including any applicable mark-up);
 - The time frame for which the above noted rates or costs would be held firm, and any trigger mechanisms which dictate adjustments to the rates or costs and the manner in which the firm would address these adjustments with the District;
 - A sample services billing (demonstrating how billing is tracked by file, staff person/department requesting service, billable hours or other basis of calculation, disbursements, etc.); and
 - The firm's expected payment terms.

6. Additional Information:

Please provide to the District any additional information that the Proponent wishes considered in the evaluation of its proposal.

APPENDIX A
Receipt Confirmation Form – District of Squamish RFP
For Affordable Housing Coordination Services

Please complete this form and promptly via email to:
Gary Buxton, General Manager of Community Planning & Infrastructure, District of Squamish:
gbuxton@squamish.ca

PROPONENT (FIRM'S) NAME: _____

ADDRESS: _____

CITY: _____ POSTAL CODE: _____

CONTACT NAME AND POSITION: _____

EMAIL: _____

PHONE NUMBER: _____

I/We have received a copy of the above noted RFP.

- I/We will not be submitting a proposal.
- I/We will be preparing a proposal for submission and I/We authorize the District's Representative to send any further correspondence to the contact above.
- I/We would be interested in attending an initial information meeting.

I/We understand that whether or not I/we submit a proposal my/our status as a potential supplier of goods or services to the District of Squamish in the future (other than goods or services supplied pursuant to any contract for service which results from this RFP process) will not be affected.

AUTHORIZED SIGNATORY / DATE