



THE CORPORATION OF THE CITY OF COURTENAY

## STAFF REPORT

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**To:** Council

**File No.:** 5040-20

**From:** Chief Administrative Officer

**Date:** March 2, 2015

**Subject:** Braidwood Housing Project Revised RFP

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### **PURPOSE:**

The purpose of this report is to present a revised Draft Request for Proposals (RFP) for the Braidwood Housing Project, and obtain Council direction to issue the RFP, evaluate the submitted proposals, and recommend a qualified proponent to Council.

### **POLICY ANALYSIS:**

The selection of a qualified proponent to build and operate the Braidwood Housing Project has been identified as Council's number one priority in the City's 2013 Strategic Priorities Report.

### **RECOMMENDATION:**

THAT based on the March 2<sup>nd</sup> 2015 staff report "Braidwood Housing Project Revised RFP", Council Approve in Principle the revised RFP, and DIRECT STAFF to proceed with OPTION 1, and invite qualified non-profit societies or groups to submit a proposal to develop and operate an affordable or supportive housing project at 810 Braidwood Road for persons and/or households in need of adequate and affordable housing in the Comox Valley; and

THAT the Braidwood Housing Project Working Group review the qualified proposals, and recommend a preferred proponent to Council as soon as possible after the RFP closing date of April 28<sup>th</sup> 2015.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM  
Chief Administrative Officer

## **BACKGROUND:**

At a Regular Open Council Meeting held on January 12<sup>th</sup> 2015, Council received a staff report (link to January 12<sup>th</sup> 2015 agenda and full report attached) that included the following recommendation:

*THAT based on the January 12<sup>th</sup> 2015 staff report “Braidwood Housing Project RFP”, Council DIRECT STAFF to proceed with OPTION 1, and issue a Request for Proposal for the City property located at 810 Braidwood Road that invites qualified non-profit organizations or groups to submit a proposal for the construction and operation of a housing project that addresses a wide range of in-need and at-risk tenants; and*

*THAT the Braidwood Housing Project Working Group review the qualified proposals, and recommend a preferred proponent to Council as soon as possible.*

Discussion focused on some of the language in the draft RFP, including:

1. Inclusion of language that identified supportive housing as a preferred option, while not eliminating other affordable housing proposals;
2. Possible legal and liability issues related to the use of funds the City used to purchase the Braidwood property with part of the proceeds from the sale of the properties at 865, 877 and 889 Cliffe Avenue;
3. Review of the draft RFP scoring matrix; and,
4. Including a staff representative from Island Health (Vancouver Island Health Authority) on the Braidwood Working Group

Council subsequently passed the following resolution:

*Moved by Hillian and seconded by Frisch that Council direct staff to revise the draft Request for Proposals for the City property located at 810 Braidwood Road.*

## **DISCUSSION:**

Following the January 12<sup>th</sup> 2015 Council meeting, the CAO and the Social Planning consultant tasked with preparing the Braidwood Housing draft RFP undertook the following actions:

- ✓ Revised the draft RFP and scoring matrix to include supportive housing;
- ✓ Contacted representatives from the Comox Valley Network Association of Registered Nurses, and AHERO to provide them with an opportunity to comment on the revised draft RFP and scoring matrix;
- ✓ Obtained a legal opinion regarding letters (as attached to this report) from the Village of Cumberland and CVRD related to the use of funds from the sale of the properties at 865, 877 and 889 Cliffe Avenue;

- ✓ Attended a February 5<sup>th</sup> 2015 AHERO meeting to review the revised draft RFP and discuss other issues related to the Braidwood Housing Project;
- ✓ Received comments from BC Housing on the revised draft RFP; and
- ✓ Confirmed participation by Island Health staff on the Braidwood RFP Working Group.

Staff have confirmed with the City's lawyer that the City would be correct in stating that, "The City is of the view that its purchase of 810 Braidwood Road and issuance of the RFP are consistent with the CVRD's requirement and the former s. 219 covenant, namely that the Cliffe properties, or proceeds from the sale of those properties, be used for emergency shelter and /or supportive housing purposes."

Staff recommend that a letter be sent to the Village of Cumberland in response to their January 15<sup>th</sup> 2015, along with a copy of the March 2<sup>nd</sup> 2015 staff report and revised RFP.

Based on the above, staff believe that the revised RFP addresses the issues identified by Council and as outlined in this report, and are recommending that the RFP be advertised with a closing date to receive proposals by no later than April 28<sup>th</sup> 2015. The RFP Working Group will then evaluate the qualified proposals and make a recommendation to Council.

The four member Working Group is chaired by John Jessup, and members include Jim Spinelli, Vancouver Island Board member of the BC Non-Profit Housing Association, and Ian Buck, Manager of Planning for the City of Courtenay. City staff have recently confirmed that Island Health will participate on the RFP Working Group, and that Lisa Murphy (Acting Manager, Mental Health & Substance Abuse) will be the staff representative.

#### **FINANCIAL IMPLICATIONS:**

In July 2013, BC Housing confirmed that they made \$50,000 available to the City, in a Proposal Development Fund (PDF) loan, to assist in the planning and development of a supportive housing proposal for this site. A portion of the funds committed by BC Housing can be used towards the development of the RFP and the process of selection of the non-profit operator. To date \$7,890 has been spent of the \$10,000 approved in the Social Housing Consultant contract.

Approval of a 60-year lease of the City-owned Braidwood Road site for \$10 per year pre-paid rent, will require a two-thirds majority of Council. However, forgiveness of development permit and building permit fees and DCC's will require the City to identify an alternate source of funding for this purpose. The Director of Development Services advises that DP and DVP fees of \$4,500, building permit fees of \$7.50 per \$1,000 of construction value (\$30,000 for a \$4.0 million construction value), and DCC's in the range of \$375,000 would apply.

Options for covering these costs require further consideration, and could include sourcing funds from the City's host gaming funds, Affordable Housing Amenity Reserve, and/or funds held in the Land Sale Reserve. As of this date, the following balances are retained in these funding sources:

<u>Funding Source</u>	<u>Funds Available</u>
1. Host Gaming Funds	Distribution Category – Social/Societal Initiative \$50,000.
2. Affordable Housing Amenity Reserve	\$271,000
3. Land Sale Reserve	Net amount remaining from sale of Cliffe Avenue Properties and subsequent purchase of Braidwood Property \$84,000

As outlined in the revised draft RFP, additional and yet to be determined costs may apply;

*Also, before leasing the site to the successful proponent, the City will undertake at no cost to the proponent a hazmat survey of the existing single-family house on the site, a phase 1 environmental site assessment of the property, and a civil engineering analysis of the capacity of the water main, storm drain and sanitary sewer serving the site. The City will undertake to pay the extra cost of demolishing the house due to the presence of hazardous materials, to pay the cost of environmental remediation should this be required as a result of the phase 1 ESA findings, and to pay the cost of upgrading water, storm and sanitary services to the property should this be required to adequately service the proposed development. It is also appreciated that if these costs are unreasonable in the sole discretion of the City, the City reserves the right to withdraw the site from development prior to executing the lease.*

**ADMINISTRATIVE IMPLICATIONS:**

The CAO is the project lead, and works directly with the consultant. Additional support is received from Development Services staff and was included in the 2014 corporate work plan. A total of 24 staff hours are estimated to be required in 2015.

**STRATEGIC PLAN REFERENCE:**

The selection of a qualified proponent for the Braidwood Housing Project has been identified as Council’s number one strategic priority for 2015.

**OFFICIAL COMMUNITY PLAN REFERENCE:**

- ✓ The provision of non-profit housing as a means of increasing the supply of rental housing is strongly encouraged. Preference is for affordable and social housing to be dispersed throughout the City and not concentrated in one area.
- ✓ Ensure the provision and integration of special needs and affordable housing.
- ✓ Encourage housing opportunities and convenient community services for individuals having special housing requirements.

**REGIONAL GROWTH STRATEGY REFERENCE:**

- ✓ Ensure a diversity of housing options to meet evolving demographics and needs.

- ✓ Encourage residential multi-unit or multi-lot developments to contribute to affordable housing options including, but not limited to a range of unit sizes and types, lot sizes, multifamily or attached-unit buildings, rental units and secondary suites. These contributions could take the form of land, cash, buildings or other such items as supported by the local governments.

**PUBLIC ENGAGEMENT:**

Two Braidwood Neighbourhood Open Houses were held on April 23 and 24, 2014. Additional public engagement will be required to be undertaken by the selected proponent.

**OPTIONS:**

OPTION 1 - Council Approve in Principle the revised RFP, and DIRECT STAFF to invite qualified non-profit societies or groups to submit a proposal to develop and operate an affordable or supportive housing project at 810 Braidwood Road for persons and/or households in need of adequate and affordable housing in the Comox Valley; and

THAT the Braidwood Housing Project Working Group review the qualified proposals, and recommend a preferred proponent to Council as soon as possible after the RFP closing date of April 28<sup>th</sup> 2015.

OPTION 2 - Council DIRECT STAFF to revise the draft Request for Proposals for the City property located at 810 Braidwood Road.

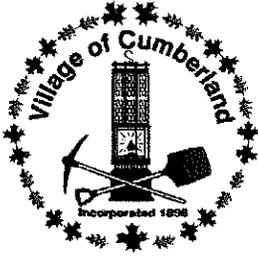
Prepared by,



David Allen, BES, CLGEM, SCLGM  
Chief Administrative Officer

*Attachments:*

1. *Staff Report, "Braidwood Housing Project RFP", January 12<sup>th</sup> 2015 - [http://www.courtenay.ca/assets/City~Hall/Council/Agendas/2015/2015-01-12\\_Council\\_Agenda.pdf](http://www.courtenay.ca/assets/City~Hall/Council/Agendas/2015/2015-01-12_Council_Agenda.pdf) ;*
2. *Letter from the Village of Cumberland regarding Braidwood Housing Project, January 15<sup>th</sup> 2015; and*
3. *Letter to Village of Cumberland Mayor and Council from Bruce Jolliffe, Chair CVRD, January 26<sup>th</sup> 2015;*
4. *Revised Braidwood Housing Project RFP, February 2015*



# Corporation of the Village of Cumberland

2673 Dunsmuir Avenue  
P.O. Box 340  
Cumberland, BC V0R 1S0  
Telephone: 250-336-2291  
Fax: 250-336-2321  
cumberland.ca

File No. 0400-60

January 15, 2015

By email: jward@courtenay.ca

Mayor and Council  
City of Courtenay  
830 Cliffe Avenue  
Courtenay BC V9N 2J7

Dear Mayor Jangula and Council,

**Re: Braidwood Housing Project**

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As the City of Courtenay prepares to issue a request for proposals for the Braidwood Housing Project, the Council of the Village of Cumberland requests that the City provide confirmation that the conditions of the 2013 transfer of property and funds from the CVRD to the City of Courtenay for the purpose of developing an emergency shelter and/or supportive housing are being met. The provision of supportive services to enable residents to live independently was a key provision in the transfer of the property and funds.

Concerns have been raised that the original intent of the CVRD to provide an emergency shelter and supportive housing has progressively deteriorated over the years to the point where it was recently suggested that only affordable housing be developed due to funding shortages. Council trusts that the City of Courtenay will abide by the agreement and make certain that the intent to provide an emergency shelter and/or supportive housing is not lost.

Yours sincerely,

Leslie Baird  
Mayor

c. Mayor and Council, City of Comox

Office of the Chair

600 Comox Road, Courtenay, BC V9N 3P6  
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Toll free: 1-800-331-6007  
www.comoxvalleyrd.ca



File: 5040-01

January 26, 2015

Sent via email only: [Mayor.Baird@cumberland.ca](mailto:Mayor.Baird@cumberland.ca)  
[info@cumberland.ca](mailto:info@cumberland.ca)

Mayor Baird and Council  
Village of Cumberland  
2673 Dunsmuir Avenue, Box 340  
Cumberland, BC V0R 1S0

Dear Mayor Baird:

**Re: Braidwood Housing Project**

Thank you for your letter dated January 15, 2015 regarding the proposed request for proposals being considered by the City of Courtenay. In your letter, you have asked that the “CVRD provide confirmation that the conditions of the 2013 transfer of property and funds from the CVRD to the City of Courtenay for the purpose of developing an emergency shelter and/or supportive housing are being met.” The letter goes further to state that Cumberland “council trusts that the board will ensure that the city abides by the agreement and make certain that the intent to provide an emergency shelter and/or supportive housing is not lost.”

Below is a chronology of the transfer and disposition of the Cliffe properties and VIHA funds, including reference to the section 219 covenant, which was discharged in August 2013 prior to the City disposing the property.

- May 29, 2012: CVRD board resolution:

WHEREAS housing affordability and homelessness in the Comox Valley continue to be challenging issues where all partners have worked hard in whatever ways they can towards finding solutions;

AND WHEREAS the Comox Valley Regional District purchased properties at 865, 877 and 889 Cliffe Avenue to provide land for an emergency shelter and supportive housing;

AND WHEREAS the City of Courtenay is the local government that will manage development processes related to the Cliffe Avenue properties and the City of Courtenay is best able to make decisions regarding emergency shelters and supportive housing inside the City of Courtenay that will most directly impact neighbouring properties and its own citizens;

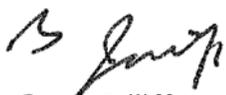
NOW THEREFORE BE IT RESOLVED THAT the Comox Valley Regional District transfer the properties at 865, 877 and 889 Cliffe Avenue to the City of Courtenay for one dollar on the condition that the properties, or proceeds from the properties should the City of Courtenay dispose of the properties, be used for emergency shelter and supportive housing purposes as originally intended when the CVRD purchased the properties under Bylaw No. 52 being “Emergency Shelter and Supportive Housing Land Acquisition Service Establishment Bylaw No. 52, 2009”;

AND FINALLY THAT a minimum of \$100,000 from the Vancouver Island Health Authority 2012 grant be transferred to the City of Courtenay to assist with the development of an emergency shelter and supportive housing.

- November 27, 2012: CVRD board approves purchase contract and forwards to Courtenay for consideration.
- January 22, 2013: CVRD board resolution at in-camera, board rose and reported on  
    THAT the purchase agreement to transfer the CVRD-owned lots at 865, 877 and 889 Cliffe Ave. to the City of Courtenay, including the section 219 covenant, as attached to the January 22, 2013 in-camera board agenda be approved;  
    AND FURTHER THAT the board:
  - a) rise and report on the purchase contract and
  - b) conduct the required public notice of disposition;    AND FINALLY THAT the chair of the board and corporate legislative officer be authorized to execute the contract following the public notice.
- August 8, 2013: City of Courtenay letter requesting discharge of section 219 covenant. Includes council motion that sale proceeds be deposited in land sale reserve account for the development of an emergency shelter and/or supportive housing elsewhere pursuant to the section 219 covenant currently registered on the lands
- August 14, 2013: CVRD discharges section 219 covenant from Cliffe properties.

From this chronology, you can see that the CVRD and City of Courtenay agreed to the Cliffe properties transfer on the condition that the properties, or proceeds from the sale of the properties, be used for the development of an emergency shelter and/or supporting housing. At this time, there is no legal instrument between the CVRD and the City of Courtenay regarding the reserve funds and the use of those funds would be at the discretion of the City of Courtenay. I hope this answers your questions on this matter.

Sincerely,



Bruce Jolliffe  
Chair

cc: Mayor and Council, City of Courtenay  
Mayor and Council, Town of Comox

LOGO

City of Courtenay

**Request for Proposals**

**to**

**Non-Profit Societies**

**For Development and Operation of an Affordable or  
Supportive Housing Project**

**at**

**810 Braidwood Road**

**in the**

**City of Courtenay**

**February 2015**

**CITY OF COURTENAY**

**Request for Proposals**

**Issued: March 3, 2015**

**Closing Date and Time**

**Submissions must be received by**

**2:00pm Pacific Daylight Savings Time on Tuesday, April 28, 2015**

**Closing Location and Address**

**Attention: Mr. David Allen, CAO, City of Courtenay**

***RFP for City-owned 810 Braidwood Road Affordable or Supportive  
Housing Site***

**830 Cliffe Avenue**

**Courtenay, BC**

**V9N 2J7**

**Email or Faxed Submissions will not be accepted**

**All Enquiries regarding this RFP should be directed to:**

**John Jessup, Social Planning Consultant, City of Courtenay by email**

**only at**

**[John\\_Jessup@shaw.ca](mailto:John_Jessup@shaw.ca)**

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## **1. INTRODUCTION**

### **1.1 Background**

The City has acquired a site at 810 Braidwood Road with an area of 1617 square meters (17,405 square feet) within walking distance of amenities, shopping and the downtown. There is a large, older single family dwelling on the site. The site is zoned Residential Four Zone (R-4) with a maximum Floor Area Ratio (FAR) of 1.2 for apartments and a maximum building height of 14 meters (46 feet). This would allow development of a 4 storey apartment building with a maximum gross floor area of  $(1.2 \times 1617\text{m}^2)$  1940 square meters or 20,886 square feet. The City has determined however that a maximum 3 storey apartment building would be more appropriate for this site, given its limited size and the close proximity of existing multiple residential buildings.

This RFP is intended to secure a proposal from a non-profit society to develop and operate an affordable or supportive housing project for persons and/or households in need of adequate and affordable housing in the Comox Valley.

An important City requirement of this RFP is a Community Engagement Strategy. The successful proponent is expected to design such a strategy in consultation with the City and lead this strategy as part of the neighborhood planning process for the project.

### **1.2 Provincial and Municipal Commitments and City Objectives**

The objective of this RFP is to engage a non-profit society to develop and operate an affordable or supportive housing project on the City-owned 810 Braidwood Road site.

The successful proponent will have strong partnership abilities and a proven track record in operating affordable or supportive housing projects for the tenant group(s) proposed. In order to provide a range of housing solutions and services, the Society may wish to partner with other service providers (public agencies and non-profit organizations) and complete a joint submission for the project wherever possible.

The Province has provided through BC Housing a \$50,000 Proposal Development Funding (PDF) loan for the design and development of an affordable or supportive housing project on the City-owned 810 Braidwood Road site. Ten thousand dollars (\$10,000) of this loan has been allocated by the City to hire a Social Planning Consultant to prepare an RFP to non-profit societies to develop and operate an affordable or supportive housing project on the site. This

portion of the loan included an assessment of housing needs in the Comox Valley, a neighborhood consultation process in and around the subject site and the preparation and administration of the RFP. Once the Society has been selected through this RFP process, the Society is expected to pursue funding opportunities based on their proposed model. Capital financing may be available through BC Housing's CPI (Community Partnership Initiative) program and would be dependent on a review of the business plan and long-term financial sustainability of the project. Potential applicants are encouraged to visit BC Housing's website at: [www.bchousing.org/Partners/Opportunities/Current/CPI](http://www.bchousing.org/Partners/Opportunities/Current/CPI) for more information on the CPI program. Approval of this financing is not a requirement of this RFP.

The terms of reference for the project include a wide range of target groups in need of affordable or supportive housing in the Comox Valley. This could include a variety of models along the housing continuum, from supportive housing to affordable rental. Some options to assist in project viability which the proponent may consider include rent supplements which target some groups to allow them greater choice in where they live. Rent supplements which bridge the gap between 30% of gross income or the BC Benefits shelter allowance, are currently available for seniors over 60 years of age (SAFER), and working poor families not on BC Benefits income assistance (RAP) and individuals at risk of homelessness (HOP and HPP).

The City will enter into a Memorandum of Understanding (MOU) with the successful proponent chosen to develop and operate the project. This will include a rent free 60-year lease of the site to the successful proponent. In addition, the City will pay 100% of the DCC's (Development Cost Charges) applicable for a new construction project on the site. The City will also consider paying for municipal fees and charges for development permit and building permit and connection fees for municipal services for the project.

Should the financial viability of the proposed project require the forgiveness of property taxes, the City would consider this possibility on a time limited basis, i.e. for 5 or 10 years, after which property taxes would be phased in gradually over time to ensure continued financial viability of the project.

Also, before leasing the site to the successful proponent, the City will undertake at no cost to the proponent a hazmat survey of the existing single-family house on the site, a phase 1 environmental site assessment of the property, and a civil engineering analysis of the capacity of the water main, storm drain and sanitary sewer serving the site. The City will undertake to pay the extra cost of demolishing the house due to the presence of hazardous materials, to pay the cost of environmental remediation should this be required as a result of the phase 1 ESA findings, and to pay the cost of upgrading water, storm and sanitary services to the property

should this be required to adequately service the proposed development. It is also appreciated that if these costs are unreasonable in the sole discretion of the City, the City reserves the right to withdraw the site from development prior to executing the lease.

**1.3 Site Information and Context**

<b>Municipal Address</b>	810 Braidwood Road
<b>Legal Description</b>	Lot 1, Section 16, Comox District, Plan 27169
<b>Present Use</b>	Single-Family Dwelling
<b>Area</b>	Approximately 0.40 acres
<b>Zoning</b>	R-4 Residential Four Zone

**Area Zoning and Subdivision Plan  
Showing Subject Site**

The site is zoned R-4 Residential Four Zone which supports multi-residential buildings, as well as a facility for adults with a disability, and daycare. A multi-residential building means an apartment dwelling, cluster housing or townhouse dwelling. A facility for adults with a disability means a facility that is operated by a non-profit society or private contractor either licensed or under permit from the Provincial Government and funded by the Ministry of Social Services and Housing, whose purpose is limited to the provision of a daycare program for the purpose of counselling, teaching and job training for adults with a disability. Daycare means a facility providing group day care, family day care, nursing school, child minding, out of school care, or specialized care in accordance with the provisions of the Community Care Facilities Licensing Act.

The single-family dwelling on the site is currently rented to a single family with children. A relocation plan for the existing tenant must be included as part of the RFP submission.

Repurposing of the existing building on the site is possible but not preferred.

The selected Society is expected to take the lead in all capacities in the neighborhood and city public participation process, including representations to the media, the public and other levels of government.

## **2. REQUEST FOR PROPOSALS**

### **2.1 Request**

The City of Courtenay invites non-profit societies to submit a proposal to design, develop and operate an affordable or supportive housing project on the City-owned 810 Braidwood Road site.

The housing project can be targeted to a single tenant group in need or at risk of not having access to adequate and affordable housing. Or, the housing project could be targeted to a compatible mix of tenants who are homeless or at risk of homelessness. Need must be demonstrated. And, compatibility among diverse target groups, if applicable, must be justified.

The Residential Four Zone (R-4) requires that all housing units be self-contained dwelling units, including sleeping, sanitary and cooking facilities. The building will need to accommodate people with disabilities and be wheelchair accessible.

The number of units proposed must take into consideration the size of units and the development capacity of the site. The City will not support a building on this site over 3 stories and/or 30 units.

Residential units and related residential amenities may occupy the ground floor such as a gathering space for tenants, community kitchen, and suite for live-in manager. The Residential Four Zone (R-4) limits social service uses to day care and a facility for adults with a disability.

The building will have to meet the requirements of the City of Courtenay building bylaw and zoning bylaw and all other municipal permitting requirements. Further, the City of Courtenay encourages sustainability initiatives that demonstrate LEED and/or Built Green construction standards.

Appendix 4 is the Submission Form required to be completed in response to this RFP.

## **2.2 Roles**

The successful proponent will take the lead in developing a proposal to design, build and operate an affordable or supportive housing project on the site. Support services, if required by the targeted residents of the project, would be provided on-site by non-profit organizations or government agencies wherever possible. Partnerships with other private non-profit and public agency service providers may therefore be part of the RFP proposal. Joint proposals are encouraged wherever possible.

The successful proponent role will be to provide:

1. Leadership and direction in designing an efficient and attractive building, a staffing and programming model and a sustainable business plan to operate the project on a long term basis;
2. Tenants with rental housing including privacy, safety and the ability to exercise their independence within the guidelines set out in a tenancy agreement;
3. Supervision and maintenance of on-site amenities necessary to provide tenants with a complete home environment;
4. Coordination of support services provided by other local public agencies or non-profit organizations;
5. Property management services to maintain the building to an acceptable and appropriate standard and delivered with an understanding of and commitment to the tenant group(s) intended to occupy the housing.

The City will assign a staff person to help the successful proponent work through the development process at the City.

## **2.3 Society's Scope of Services**

The scope of services that the successful proponent will be expected to provide in the development and operation of the housing is summarized below.

- The successful proponent will take on the role of project developer. This will include directing project design and leading any public consultation process such as neighborhood open houses required by the City.
- In addition to project design, the successful proponent will be responsible for property management, support services coordination, and financial planning.

- Proponents may choose to explore innovative possibilities for providing on site services utilizing existing community resources in order to meet the priority need for housing in Courtenay. This may lead some proponents to target their housing to residents who are capable of independent living without on-site support. Or, alternatively, other proponents may choose to target their housing to include some residents who could live independently with minimum to moderate support provided off-site by another organization or agency in partnership with the successful proponent. However, if this were the case, the successful proponent would be, at a minimum, responsible for support services coordination appropriate to the needs of those residents being housed. If such a partnership is contemplated by the proponent, a letter of understanding would be required between the housing operator and the support services provider as part of the RFP submission.
- The successful proponent will be responsible for financial planning. The first step in financial planning will be the preparation of preliminary capital and operating budgets as part of the business plan included with the RFP submission.
- The successful proponent will be responsible for liaising with the City of Courtenay to negotiate a 60-year lease at no cost to the Society. The successful society will also be responsible for seeking City guarantees that the subject site is clean and stable, and the existing building on the site contains no hazardous materials. Negotiating with the City to obtain a commitment from the City to pay DCC's, permit and connection fees, and possible forgiveness of property taxes for 5 to 10 years, will also be the responsibility of the successful proponent as part of the financial planning for the project.

### **3. REQUEST FOR PROPOSALS SUBMISSION REQUIREMENTS**

Information must be provided in the order listed below and as outlined in Appendix 3.

#### **3.1 Contact Information**

A completed form as contained in Appendix 4 providing contact information for the Society and Service Providers must be included in the Submission.

### **3.2 Letter of Committal**

A letter from the Society committing to the terms of the RFP must be included in the Submission. An example is included in Appendix 5.

### **3.3 Board Resolution**

A copy of a resolution by the Society's Board of Directors or Executive Committee authorizing the RFP must be included in the Submission. An example is included in Appendix 6.

### **3.4 Housing Targeting Profile**

There is need to balance the competence and capacity of the group to develop and operate the project, with the priority of need that the housing proposal addresses. In order to capture this aspect of the proposal, a housing target group scoring matrix and guidelines have been incorporated into this RFP.

The target group score looks at 4 elements:

- A. Primary target group
- B. Secondary target groups
- C. Affordability index, and
- D. Delivery of support or care.

Proponents are asked to choose the primary target group which best represents the overall focus of their proposal.

Next, proponents are requested to choose up to three secondary target groups that they propose to include in the project.

Thirdly, proponents are instructed to breakdown the affordability of the units in the project between rent-g geared-to-income (RGI) which are the most urgently required for single homeless people and modestly-priced strata title units which may be targeted to low and moderate income seniors.

Finally, proponents are asked to indicate how they propose to deliver support or care services to the tenants of the housing project.

Based upon the scores from each of these categories, the total targeting score for the project will be determined.

Appendix 1 is the Target Group Scoring Matrix and Guidelines and must be filled out as a mandatory part of the RFP submission. The Working Group will review the proponent's target group score and confirm whether or not it accurately reflects the focus of the proposal.

### **3.5 Society Competency and Capacity Profile**

In addition to the target group scoring matrix, a Society Competency and Capacity Scoring Matrix is Appendix 2. The Working Group will evaluate each RFP based the elements contained in the Competency and Capacity Scoring Matrix and assign points to each proposal based on the scores for each category outlined in the Matrix.

Appendix 4 contains the format and required information fields to be provided by respondents to this RFP. It is not necessary at this stage for the applicant to have identified a development consultant, an architect or a builder. In summary, the required information includes the following:

- **Vision for the Affordable Housing Project:**
  - Statement of operating objectives for the housing project
  - Fit between Society's mandate, experience, target residential population and neighborhood context
  - Size of building, number and type of units, location of residential amenities (e.g. gathering space, community kitchen, live-in manager suite) and staff offices
  - A plan for provision of support services appropriate for the tenant population, if proposed
  - Compatibility and working relationship between partnering non-profit societies
  - Plan for public consultation and community relations
  
- **Experience:**
  - Generally, in providing affordable or supportive housing to the chosen targeted residential group(s)
  - In the Comox Valley, in providing affordable or supportive housing to the chosen targeted residential group(s)
  - Providing services to targeted population, including skills to address issues of poverty, social determinants of health and mental health and addiction challenges

- Ability to manage development of a new construction housing project and the associated capital budget
  - Ability to manage existing housing facilities or programs within financial guidelines
  - Generally, continuum of non-profit housing options currently provided
  - Positive working relationships and partnerships with a variety of community resources and support services appropriate to the tenant population
  - Development experience related to the provision of affordable or supportive housing in the past 5 years
- **Capacity:**
    - Number and location (municipality) of Society members
    - Board governance and standing committees
    - Management staff structure and reporting relationships
    - Depth and experience of property management staff including experience and demonstrated skill with tenant population
    - Facilitation of tenant participation in project management
    - Scope of tenant support staffing in existing projects
- **Financial:**
    - Ability to provide an equity or in-kind contribution to the capital cost of the housing project
    - Ability of Society and/or service provider partner(s) to contribute towards the support service program(s) of the housing project
    - Copy of most recent audited financial statement
- **Legal Status:**
    - Registered society or informal community group
    - CRA (Canadian Revenue Agency) status: registered charity or municipal status
    - Proof of Society registration in British Columbia: legal name of Society, registration number and date
    - Copy of current society constitution and society bylaws
    - Legal affiliation with any other societal or corporate groups
    -

## **Supplemental Information**

Supplemental information may be submitted at the society's discretion.

## **4. EVALUATION AND DEVELOPMENT APPROVAL PROCESS**

### **4.1 Evaluation**

The successful proponent will be chosen by the elected Council of the City of Courtenay. This will be based on an evaluation of all submissions by the RFP Working Group and a recommendation to City Council from the Working Group. The four member Working Group is chaired by John Jessup, City Social Planning Consultant, and members include Jim Spinelli, Vancouver Island Board member of the BC Non-Profit Housing Association, Lisa Murphy, Acting Manager, Mental Health and Substance Use Services, North Island Region, Island Health, and Ian Buck, Manager of Planning for the City of Courtenay. The City of Courtenay's CAO, David Allen, is the Project Manager.

The Target Group Scoring Matrix and Guidelines are Appendix 1. This is meant to be filled out by the applicant as a mandatory part of the RFP submission. The Society Competency and Capacity Scoring Matrix will be filled in by the Working Group based on the contents of the RFP submission which is Appendix 4.

### **4.2 Development Approval Process**

The development approval process involves the following stages:

- **Request for Proposals (RFP) Stage:**  
The RFP is issued and potential respondents have 4 weeks from the date of issuance to ask questions or make enquiries concerning the RFP to the City Social Planning Consultant. Societies have 8 weeks from the date of issuance of the RFP to provide their submissions in the form outlined in Appendix 3 of this RFP document.
- **Evaluation Stage:**  
The City of Courtenay RFP Working Group reviews and evaluates the proposals received by the submission deadline. Proponents may be contacted to clarify their proposals and/or provide additional information.
- **Council Approval Stage:**  
The RFP Working Group will report to City Council their findings and recommend the three top scoring Society proposals. Advantages and disadvantages of each of the top scoring proponents will be noted in the RFP Working Group report. A society representative from each of the top scoring submissions will be asked to make a 3 minute presentation to Council on why their submission should be approved by Council. The Society chosen by a simple majority of Council will be appointed sponsor of the

proposed affordable or supportive housing project on the City-owned 810 Braidwood Road site.

- **Schematic Design and Program Development Stage:**

Once appointed project sponsor, the successful proponent will approach BC Housing to Enter directly into the documentation required to access the balance of the Proposal Development Funding (PDF) loan (approximately \$40,000). PDF is an interest-free, forgivable loan which can be used to further advance the proposal.

## **5. ADMINISTRATIVE ISSUES**

### **5.1 Freedom of Information**

Submissions made in response to this Request for Proposals (RFP) will be treated in accordance with the relevant provisions of the Freedom of Information and Privacy Protection Act.

### **5.2 Expenses**

Each society making a submission does so at their own cost and risk. The City of Courtenay is not liable to pay a society's cost of preparing and submitting a proposal and the cost of any subsequent presentations or discussions with the City of Courtenay.

### **5.3 Disclaimer**

The City of Courtenay reserves the right at their sole discretion to cancel this RFP or to not select any of the societies making a submission.

### **5.4 Submission Protocol**

Societies responding to this RFP must prepare their submission in the format outlined in Appendix 3 which has been provided in a *Microsoft Word* template for ease of completion.

Submit four (4) copies of the RFP proposal in printed hardcopy unbound form and one (1) electronic PDF version via memory stick or CD. All printed copies and the electronic version must be submitted in one package, clearly addressed as follows:

**CITY OF COURTENAY**  
**Attention: David Allen, CAO, City of Courtenay**  
***RFP for City-owned 810 Braidwood Road Affordable or Supportive Housing Site***  
**830 Cliffe Avenue**  
**Courtenay, BC**  
**V9N 2J7**

Submissions MUST be received at the above address no later than 2:00PM Pacific Daylight Savings Time on Tuesday, April 28, 2015.

Submissions submitted by email or fax will NOT be accepted.

Submissions received after the specified closing time will be returned, unopened, to the Society.

All Enquiries regarding this RFP should be directed to: John Jessup, Social Planning Consultant, City of Courtenay, by email only at [john\\_jessup@shaw.ca](mailto:john_jessup@shaw.ca). Enquiries will be accepted up until two business weeks prior to the closing deadline (April 14, 2015, 5:00pm PST). All questions and responses will be reported on the City of Courtenay's website as soon as possible.

## Appendix 1: Target Group Scoring Matrix and Guidelines

This is a target group scoring matrix and guidelines. It will provide a means of scoring the housing target groups, level of affordability and delivery of support services to the project.

Code	Category	Maximum Score
A.	Primary Target Group (Choose 1 group only): <ol style="list-style-type: none"> <li>1. Co-ed homeless singles</li> <li>2. Male only homeless singles</li> <li>3. Female only homeless singles</li> <li>4. Women fleeing violence</li> <li>5. Single women with children</li> <li>6. Seniors (55 years and older)</li> <li>7. Older single adults (40 to 54 years)</li> <li>8. Younger single adults (19 to 39 years)</li> <li>9. Families (couples and dual-parent families with children)</li> </ol>	5 4 4 4 4 3 2 1 1
	Subtotal Primary Target Group	
B.	Secondary Target Groups (Choose a maximum of 3 groups): <ol style="list-style-type: none"> <li>1. Aboriginal people</li> <li>2. Brain injured people</li> <li>3. Developmentally disabled people</li> <li>4. Low income working families</li> <li>5. Mental health and substance use clients</li> <li>6. People leaving foster care, hospital or correction facilities</li> <li>7. People with physical impairments (walking, hearing, seeing, etc.)</li> <li>8. Seniors in need of support or care</li> </ol>	1 1 1 1 1 1 1 1
	Subtotal Secondary Target Group	
C.	Affordability Index: <ol style="list-style-type: none"> <li>1. Rent-geared-to-income (RGI) units</li> <li>2. Low-end-of-market (LEM) units</li> <li>3. Average or median market rental units</li> <li>4. Life-leased units for seniors</li> <li>5. Modestly-priced strata title units</li> </ol>	5 4 3 2 1
	Subtotal Affordability Index	
D.	Delivery of Support or Care: <ol style="list-style-type: none"> <li>1. Support workers on-site 24/7</li> <li>2. Support workers on-site day-shift, weekdays only</li> <li>3. Island Health ICMS Team offices on site</li> <li>4. Support workers not on site, provided on outreach basis</li> <li>5. Personal care provided by Island Health home support on outreach basis</li> </ol>	4 3 3 2 1
	Subtotal Support or Care Delivery	
E.	Total Score	

See Page 2 of 3 for Target Scoring Matrix Guidelines.

# Appendix 1: Target Group Scoring Matrix and Guidelines

## GUIDELINES

It is proposed that each proposal be scored on the basis of the target group(s) it proposes to house, the affordability of the units it proposes to build and operate, and whether and in what manner support or care services are proposed to be delivered to the target groups housed.

Target group scoring is based on two levels: (1) the primary target group; and, (2) within the primary target group, the focus of the project on specific subgroups which are in particular need of adequate and affordable housing.

Affordability is also an important factor. How many units will be rent-geared-to-income (RGI) as opposed to market rental units, for example, is a critical factor in evaluating the desirability of the proposal.

Support and/or care is also significant. How will support be provided to tenants who require help and guidance in maintaining their tenancy and perhaps hopefully improving their personal situation.

### Primary Target Group

Homeless men and women are seen as the most vulnerable. A co-ed housing project which allowed both men and women to be housed would seem to be the highest priority. Thus, this primary target group is scored the highest (score of 5).

Male only and female only homeless projects are scored less (score of 4) because they are not as able to follow the ebb and flow of homelessness in the community. A project like this may be around for 60 to 75 years and the mandate to house both men and women as need rises or falls is a desirable attribute.

The emphasis on singles is because they are seen to be the most vulnerable: they live on their own with no spouse or partner to support them. This does not mean that a housing proposal would not include some larger units for couples, but that the primary focus of the housing would be on singles.

Two other primary target groups identified in previous needs assessments are women fleeing violence and single women with children. As such, each of these groups are given the second highest score (score of 4).

Proponents are asked to circle the score of the primary target group which best describes the focus of their housing proposal. Only one (1) primary target group can be chosen.

For example, if the primary target group is “female only homeless singles”, the “4” opposite “female only homeless singles” would be circled.

### Secondary Target Groups

Depending on the mandate of the non-profit group or a coalition of non-profit groups partnering to build and operate the housing project, several secondary target groups may be the focus of the project.

These are listed in alphabetical order and all given a score of 1 each. Up to a maximum of 3 secondary target groups may be chosen.

## Appendix 1: Target Group Scoring Matrix and Guidelines

If more than one particular group is indicated, compatibility between and among groups must be demonstrated in the proposal in order to qualify for the extra point(s).

For example, if “developmentally disabled people” and “seniors in need of support or care” were circled, the proposal would be given a score of 2 under this category. This is provided that compatibility between these two secondary groups is justified.

### Affordability Index

Offering Rent-Geared-to-Income (RGI) units may be a challenge. However, it is still the highest priority, particularly for providing affordable housing for the homeless population. RGI is the shelter allowance for single persons (\$375 per month) or 30% of average gross monthly income if a person is not on welfare.

Proponents should choose the affordability levels they are aiming for in their proposals.

If half the units in the project were RGI units, the affordability score would be 0.50 times 5 or a score of 2.5.

If the other half of the units were Average Market Rental units, the affordability score would be 0.50 times 3 or 1.5.

The total affordability index would be 2.5 plus 1.5 or 4.0.

And, so on.

### Delivery of Support or Care

Ideally, we would like to have at least one support worker on site on a 24/7 basis. In spite of the low probability of achieving this in the current financial climate, we have given this a score of 4.0.

Alternatively, a more realistic situation under these economic circumstances is support workers provided on an outreach basis utilizing existing community resources based at another location. In this situation, the project would be given a score of 2.

Proponents should choose the one which most closely resembles their objectives.

### Concluding Remarks

The maximum target group score is a proposal with the following characteristics:

A. Primary Target Group: “Co-ed homeless singles”	5
B. Secondary Target Groups: Maximum of 3	3
C. Affordability Index: 100% RGI Units	5
D. Support Workers on site 24/7	<u>4</u>
Total Maximum Possible	17

This score will be added to the Competence and Capacity Score in Appendix 2 which has a maximum of 100 points. Thus, making a total maximum possible score of 117 points.

## APPENDIX 2: Competency and Capacity Scoring Matrix

All submissions will be evaluated and scored on their relative merits compared to other submissions, using the following scoring matrix.

Category	Maximum Score
<b>Vision for the Affordable Housing Project:</b> <ul style="list-style-type: none"> <li>• Statement of operating objectives for the housing project</li> <li>• Fit between Society's mandate, experience, target residential population and neighborhood context</li> <li>• Size of building, number and type of units, location of residential amenities and staff offices</li> <li>• Approach to challenge of providing support services</li> <li>• Compatibility and working relationship between partnering non-profit societies</li> <li>• Plan for public consultation and community relations</li> </ul>	
<b>Scoring Subtotal</b>	<b>25</b>
<b>Experience:</b> <ul style="list-style-type: none"> <li>• Generally, in providing affordable housing to the chosen targeted residential group(s)</li> <li>• In the Comox Valley, in providing affordable housing to the chosen targeted residential group(s)</li> <li>• In serving the chosen targeted residential group(s)</li> <li>• Ability to manage development of a new construction housing project and the associated capital budget</li> <li>• Ability to manage existing housing facilities or programs within financial guidelines</li> <li>• Generally, continuum of non-profit housing options currently provided</li> <li>• Current community resource partnerships</li> <li>• Development Experience in past 5 years</li> </ul>	
<b>Scoring Subtotal</b>	<b>45</b>
<b>Capacity:</b> <ul style="list-style-type: none"> <li>• Number and location (municipality) of Society members</li> <li>• Board governance and standing committees</li> <li>• Management staff structure and reporting relationships</li> <li>• Depth and experience of property management staff</li> <li>• Facilitation of tenant participation in project management</li> <li>• Scope of tenant support staffing in existing projects</li> </ul>	
<b>Scoring Subtotal</b>	<b>15</b>
<b>Financial:</b> <ul style="list-style-type: none"> <li>• Ability to provide an equity or in-kind contribution to the capital cost of the housing project</li> <li>• Ability of Society and/or service provider partner(s) to contribute towards the support service program(s) of the housing project</li> <li>• Copy of most recent audited financial statement</li> </ul>	
<b>Scoring Subtotal</b>	<b>10</b>
<b>Legal Status:</b> <ul style="list-style-type: none"> <li>• Registered society or informal community group</li> <li>• CRA (Canadian Revenue Agency) status: registered charity or municipal status</li> <li>• Proof of Society registration in British Columbia: legal name of Society, registration number and date</li> <li>• Copy of current society constitution and society bylaws</li> <li>• Legal affiliation with any other societal or corporate groups</li> </ul>	
<b>Scoring Subtotal</b>	<b>5</b>
<b>Total Score</b>	<b>100</b>

## APPENDIX 3: Submission Checklist

**Required Submission Content and Required Order of Submission as outlined in Appendix 3: Submission Form.**

- Contact Information and Executive Summary (approximately 250 words) of Key Attributes of Submission**
- Letter of Committal (Sample Appendix 4)**
- Board Resolution (Sample Appendix 5)**
- Housing Targeting Scoring Matrix (Appendix 1)**
- Society Competency and Capacity Scoring Matrix (Appendix 2):**
  - **Vision for the Affordable Housing Project:**
    - Statement of operating objectives for the housing project
    - Fit between Society's mandate, experience, target residential population and neighborhood context
    - Size of building, number and type of units, location of residential amenities and staff offices
    - Approach to challenge of providing support services
    - Compatibility and working relationship between partnering non-profit societies
    - Attitude towards public consultation and community relations
  - **Experience:**
    - Generally, in providing affordable housing to the chosen targeted residential group(s)
    - In the Comox Valley, in providing affordable housing to the chosen targeted residential group(s)
    - In serving the chosen targeted residential group(s)
    - Ability to manage development of a new construction housing project and the associated capital budget
    - Ability to manage existing housing facilities or programs within financial guidelines
    - Generally, continuum of non-profit housing options currently provided
    - Current community resource partnerships
    - Development experience in the past 5 years

## APPENDIX 3: Submission Checklist

- **Capacity:**
  - Number and location (municipality) of Society members
  - Board governance and standing committees
  - Management staff structure and reporting relationships
  - Depth and experience of property management staff
  - Facilitation of tenant participation in project management
  - Scope of tenant support staffing in existing projects
  
- **Financial:**
  - Ability to provide an equity or in-kind contribution to the capital cost of the housing project
  - Ability of Society and/or service provider partner(s) to contribute towards the support service program(s) of the housing project
  - Copy of most recent audited financial statement
  
- **Legal Status:**
  - Registered society or informal community group
  - CRA (Canadian Revenue Agency) status: registered charity or municipal status
  - Proof of Society registration in British Columbia: legal name of Society, registration number and date
  - Copy of current society constitution and society bylaws
  - Legal affiliation with any other societal or corporate groups

**APPENDIX 4: Submission Form**

**3.1 Contact Information**

**Society Contact Information:**

Name of Society: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Contact Person and position: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Incorporation number: \_\_\_\_\_

**Service Provider Contact Information (if applicable):**

Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Contact Person and position: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

**Development Consultant Contact Information (if applicable):**

Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Contact Person and position: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

**Architect Contact Information (if applicable):**

Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Contact Person and position: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

## APPENDIX 4: Submission Form

### Executive Summary of the Submission (approximately 250 words):

- Anticipated residents to be housed
- Society’s approach to identifying and selecting residents
- Support services and programs if required and how these will be secured and funded
- Society’s underlying management philosophy for the housing project
- Anticipated short and long-term outcomes for the residents
- Partnerships that will be used in the management of the housing project and in providing support services and programs to the residents if required
- Fit between the Society’s mandate, experience, target clients and neighborhood context
- Development experience in last 5 years
- Property management approach for this project
- Community relations approach for this project

### 3.2 Letter of Committal

Submission must include here a letter of committal similar to the sample provided in Appendix 4.

### 3.3 Board Resolution

Submission must include here a resolution of the Society’s board of directors or executive committee authorizing approval of this EOI submission similar to the sample provided in Appendix 5.

### 3.4 Housing Vision

Describe the Society’s experience with the primary residents of the proposed housing project and how that experience has shaped the Society’s philosophy and practice:

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Describe the Society’s relationships (formal or informal) with other organizations / agencies / individuals which the Society considers advantageous in working effectively with the primary residents of the proposed housing project:

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## APPENDIX 4: Submission Form

Describe the Society's experience providing support services (directly or indirectly) to the primary residents of the proposed housing project:

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### 3.5 Operating Approach

In this section, societies should expand upon the Executive Summary of the Submission outlined in Section 3.1 above. Societies should describe each of the key attributes in the Executive Summary in more detail up to a total maximum of 750 words.

- Anticipated residents to be housed
- Need for affordable housing in the Comox Valley for the proposed residents to be housed
- Availability of affordable housing in the Comox Valley for the proposed residents to be housed
- Gap between need and supply in the Comox Valley for the proposed residents to be housed
- Society's approach to identifying and selecting residents
- Support services and programs if required and how these will be secured and funded
- Society's underlying management philosophy for the housing project
- Anticipated short and long-term outcomes for the residents
- Partnerships that will be used in the management of the housing project and in providing support services and programs to the residents if required
- Fit between the Society's mandate, experience, target clients and neighborhood context
- Development experience in last 5 years
- Property management approach for this project
- Community relations approach for this project

### 3.6 Corporate Governance

Summarize the society's organizational structure using the format below:

Organizational Components	Number of Members including Chair or Board Liaison	Role (Brief description)
General Membership		
Board of Directors		
Executive Committee		
Nominating/Recruiting Committee		
Operations/Services Committee		
Finance/Audit Committee		
Residents' Activities/Liaison Committee		
Development/Special Projects Committee		

**APPENDIX 4: Submission Form**

Fundraising/Community Liaison Committee		
Volunteer Activities Committee		

Also in this section, societies should provide their articles of incorporation. These must include:

- Certificate of Incorporation (includes legal name, registration number and date of incorporation)
- A current copy of the society’s constitution and a mission statement if not included in the body of the constitution
- A current copy of the society’s bylaws

**3.7 Financial Information**

Provide the date of the society’s fiscal year end and date of last audit for the society:

Fiscal Year End: \_\_\_\_\_

Last Audit: \_\_\_\_\_

Also provide in this section, a copy of the most recent letter of opinion and any recent management letters from the society’s auditor including the audited financial statements available for the most recent full fiscal year.

In addition, please summarize your last audited financial report as follows:

Category	Amount (\$)
1. Assets	
2. Liabilities	
3. Retained Earnings	
4. Income:	
a. From clients/tenants	
b. From government agencies (specify all sources)	
c. From fund raising/other sources (specify all sources)	
d. Total Income	
5. Expenses:	
a. Mortgage expense/lease rent	
b. Total payroll (including benefits) and service contracts:	
i. Property management	
ii. Support Services	
c. Overhead	
d. Total Expenses	
6. Last fiscal year’s surplus/(deficit)	
7. Accumulated surplus/(deficit)	
8. Restricted Reserves	

**3.8 Current Programs and Services Delivered**

List each program and service delivered by your society, funding sources and amounts received from each source, and current total annual budget for each program and service. Use the table below to summarize this information:

**APPENDIX 4: Submission Form**

Program Name/Description	Funding Source	Funding Value	Annual Budget
<b>Total</b>			

Provide details of any programs or services shared among other projects currently managed by your society, and any programs or services your society currently shares with other societies:

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**3.9 Housing Operating Experience**

Provide a list of the housing projects you currently operate summarized in the table below:

Project Name	Location (Municipality)	Number of Buildings	Years Operated	Total Units	Type of Residents	Support Services Provided	Annual Operating Budget
<b>Total</b>							

**4.0 Staffing Capacity**

Indicate the number of staff your society employees in the delivery of programs and services offered in the current fiscal year. Use *Full Time Equivalents* (FTE's) to count staff. FTE means the number of hours one person works, if they worked one shift (7 to 8 hours) per day, five (5) days a week all year, minus all statutory holidays and vacation time. If the general staffing categories used in the table below are inappropriate, use more appropriate terms.

**APPENDIX 4: Submission Form**

Program/Service	Program Staff	Facility Staff	Administration Staff	Volunteers
<b>Total</b>				

In addition, provide an organizational chart that includes all full-time and part-time staff, and any volunteers. As well, provide brief job descriptions of staff positions especially as they relate to the duties and experience in supervising and supporting the primary type of residents proposed for the housing project.

**4.1 Capital Contributions**

Summarize the capital and operating contributions which your society proposes to bring to the housing project, using the table below to summarize the source and nature of the contribution.

Source	Contributor Name and Conditions	Capital (\$)	Operating (\$)
Society			
Municipal Government			
Provincial Government Agencies (other than BCH)			
Federal Government Agencies			
Other			
<b>Total</b>			

Submit copies of written commitments of financial contributions from community supporters, including letters of conditional support from service clubs and foundations.

**4.2 Property Management Budget**

Estimate your society’s costs for providing basic property management for the housing project, including the following tasks:

- Maintaining financial records
- Collecting rents and paying housing related expenses
- Performing basic janitorial and minor maintenance work
- Keeping necessary maintenance records
- Organizing and scheduling all cyclical maintenance of primary building systems
- Other significant management tasks (be specific)

Explain the major assumptions you used in calculating your estimates, for example, existing infrastructure or experience managing other housing projects.

**4.3 Integrated Operating Budget**

**APPENDIX 4: Submission Form**

Estimate an integrated operating budget for the housing project proposed. Use the table below as a guide. All expenses in the *housing column (A)* should equal the revenue in the housing column. Any support service expenses should be included in the *support services column (B)*, if proposed, and have a confirmed funding source in the support services column.

<b>Revenues</b>	<b>Housing Expenses (A)</b>	<b>Support Services (B)</b>	<b>Total (C)</b>
Tenant Rents			
BC Housing Rent Supplements*			
Other Funding:			
Specify Source(s)			
<b>TOTAL REVENUE</b>			

\*No BC Housing operating subsidies are available. However, depending on the clientele being housed, rent supplements from BC Housing may be available.

<b>Expenses</b>	<b>Housing Expenses (A)</b>	<b>Support Services (B)</b>	<b>Total (C)</b>
Housing:			
Property taxes			
Insurance (building)			
Utilities			
Maintenance			
Other(specify)			
<b>Subtotal Housing Expenses</b>			

<b>Expenses</b>	<b>Housing Expenses (A)</b>	<b>Support Services (B)</b>	<b>Total (C)</b>
Administration:			
Management:			
On-site Manager			
Clerical Support/Reception			
Bookkeeping			
Corporate Management			
HR Programs/Training			
Office OH/Supplies			
Audit/Legal			
Miscellaneous (specify)			
<b>Subtotal Admin. Expenses</b>			

<b>Expenses</b>	<b>Housing Expenses (A)</b>	<b>Support Services (B)</b>	<b>Total (C)</b>
Support Services Staff:			
By Staff Title (specify)			
<b>Subtotal Support Services Staff</b>			
Support Services Non-staff			
By Item Name (specify)			
<b>Subtotal Support Services Non-staff</b>			
<b>Subtotal Support Services Expenses</b>			

**APPENDIX 5: Sample Letter of Committal**

Date:

City of Courtenay  
830 Cliffe Avenue  
Courtenay, BC  
V9N 2J7

Attention: David Allen, Chief Administrative Officer

Subject: Request for Proposals for City-owned 810 Braidwood Road Site

I, (name) am the (position) of (Society’s full legal name), the Proponent of the attached submission. By a resolution passed by the Society’s board of directors on (date), a copy of which is attached as Appendix 5 to this Submission, I have the authority to make this Submission and bind and make representations for the Society. Through this Submission, we agree to all the terms and conditions of the Request for Proposals (the “RFP”) and we agree to be bound by statements and representations made in this Submission.

We understand that our submission is subject to the Freedom of Information and Protection of Privacy Act under which applicants can request that the provincially-funded agencies such as the City of Courtenay and BC Housing release information on the allocation of municipal and provincial program funds. Records can be withheld if their disclosure would be harmful to the business interest of the municipal or provincial body or the party with which it is doing business; however, in the case of a dispute, the final decision is made by the Information and Privacy Commissioner.

We hereby certify that neither the officers nor the directors of the Society have any actual or potential conflict of interest between our interest and the interest of the City of Courtenay and BC Housing under this RFP process. We acknowledge that if a conflict exists, the City of Courtenay or BC Housing may, at its discretion, withhold consideration of our Submission. Further, we understand that the President of the Society will be required to execute a statutory declaration with respect to conflict of interest if our Society is selected to develop an affordable housing project on the City-owned 810 Braidwood Road site.

We hereby authorize and consent to the City of Courtenay and BC Housing receiving and exchanging with others, including credit bureaus, any references provided in the Submission, and with other persons with whom we have had dealings, credit and other information about the Society. We understand that such information may be a factor in the decision of the City of Courtenay and BC Housing to enter into agreements related to this RFP.

Society’s full legal name:

Authorized Officer (signature): \_\_\_\_\_ Date: \_\_\_\_\_

Name (Please print): \_\_\_\_\_ Title: \_\_\_\_\_

**APPENDIX 6: Sample Board Resolution**

**(Name of Society)**

**(Date of Board Meeting)**

**(Members Present)**

I hereby certify that on (Date) the following motion was passed by (Full legal name of Society).

Motion:

“THAT having reviewed the City of Courtenay Request for Proposals to non-profit societies, THAT (Name and position) be authorized on behalf of the (Full legal name of Society) to submit a proposal to the City of Courtenay to develop and operate an affordable housing project on the City-owned site at 810 Braidwood Road in the City of Courtenay, and to bind and make representations on behalf of the (Full legal name of Society).

Moved by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

Motion Carried: In favor/against/abstaining votes

Certified a True Copy of Board Resolution

Signed:

\_\_\_\_\_  
Secretary, (Full legal name of Society)