



Contract 2840P

Affordable Housing Strategy

1. Introduction

The City of Richmond proposes to engage the services of a consultant to prepare an Affordable Housing Strategy for the City of Richmond.

In February, 2006, Richmond City Council resolved to prepare an update to the 1989 Affordable Housing Strategy, in consultation with Richmond stakeholders, that would provide a needs analysis (demand and supply) and propose an implementation strategy.

The objective of this request for proposals is to provide the City with qualified proponents capable of carrying out the work herein defined. The subsequent proponent submissions will form the basis for evaluation, interview and selection.

2. Submission Details

Five (5) copies of proposals marked “**Contract 2840P – Request for Proposals – Affordable Housing Strategy**” addressed to the Purchasing Section, will be received at the Information Counter, Main Floor, Richmond City Hall, 6911 No. 3 Road, Richmond BC V6Y 2C1, until 4:30 p.m., local time on Thursday, April 13, 2006. Submissions received after this time will be returned to the sender.

The City reserves the right to cancel this Request for Proposal for any reason without any liability to any proponent or to waive irregularities at their own discretion.

Proposals shall be irrevocable until the City awards this Contract or cancels this Request for Proposals, whichever first occurs.

All proposals will remain confidential, subject to the Freedom of Information and Privacy Act.

Any interpretation of, additions to, deletions from, or any other corrections to the Proposal document, will be issued as written addenda by the City of Richmond. It is the sole responsibility of the potential Bidders to check with BCBid, the City of Richmond’s Website and/or the Purchasing Section to ensure that all available information has been received prior to submitting a bid.

3. Enquiries

3.1 Clarification of terms and conditions of the proposal process shall be directed to:

Purchasing

David Phipps
Supervisor, Purchasing
Purchasing Department
City of Richmond

Telephone: 604-276-4287
E-mail: purchasing@richmond.ca

3.2 Technical clarification shall be directed to:

Technical

Lesley Sherlock
Social Planner
Policy Planning Division
City of Richmond

Telephone: 604-276-4220
E-mail: lsherlock@richmond.ca

The City, its agents and employees shall not be responsible for any information given by way of verbal communication.

Any questions that are received by City of Richmond Staff that affect the Proposal Process will be issued as addenda by the City of Richmond.

4. Project Background

Previous Richmond Affordable Housing Initiatives

Richmond has taken a number of policy and regulatory initiatives to address local affordable housing issues including:

- Richmond Official Community Plan (OCP) - adopted in 1999, includes Council's objectives of encouraging a broad variety of housing types, tenures and price ranges suitable to meet the needs of everyone in the community including families, singles, couples, persons with disabilities and seniors. The OCP also seeks to ensure that an adequate supply of residential land is available to meet future housing needs.
- Richmond Affordable Housing Strategy - adopted in 1989 and revised in 1994, provides a City policy framework and facilitates the development of affordable housing, particularly non-market housing, throughout the City.
- Richmond Affordable Housing Statutory Reserve Fund - City acquires land through its Affordable Housing Statutory Reserve Fund and leases it on a long-term, below market rate basis to non market housing developers. The reserve fund is based on the principle that the beneficiaries of urban growth should contribute to the social and economic costs of growth.
- Ground lease program - provided for the development of 500+ units of non market housing built on City land leased at affordable terms to the non-profit sector (since 1980s).

- Richmond Homelessness Needs Assessment and Implementation Strategy - “It’s My City Too”, endorsed by Council in June 2002.
- Affordable Housing Information - e.g., “Housing & Care: A Directory of Assisted Housing Facilities in Richmond” to provide location and contact information.
- Research - assisted policy development and action such as the 2001 Seniors Affordable Supportive Housing Study.
- Demonstration projects - e.g., convertible house project (“Flexhouse”) at 3860 Regent Street.
- Leadership and facilitation - working with the community stakeholders on the Homelessness Needs Assessment and Implementation Strategy.
- Fast tracking development reviews of affordable housing.
- Use of City owned land to help ease land supply, particularly for non market housing developments.
- Innovative housing developments, including small lot housing and reduced parking standards for certain housing types.
- Review of the development process, in consultation with development industry, to improve efficiency and effectiveness.
- Strategic partnerships with both the private and non-profit sectors to assist in the development of both private and non-profit housing in the City.

Current Issues

Examples of affordable housing issues currently affecting Richmond include:

- Limited role of senior governments in funding affordable housing
- An inadequate cyclical model of senior government affordable housing programs and assistance
- The need for a clear, consistent definition of
 - affordable market housing
 - affordable social housing
 - current Richmond affordable rents (in dollars)
- Changing demographics, including a rapid rise in the seniors population projected until 2021
- 23% of Richmond families have incomes below the Low-Income Cut Off (LICO)
- Need to provide homeless facilities with the Salvation Army
- Minimal construction of non-market affordable housing in Richmond since 2000 (74 units) due to lack of senior government funding for land and construction
- Limited availability of affordable supportive housing for seniors, disabled, mental health consumers, etc.
- Lack of and a loss of affordable market rental units
- Applications to redevelop rental housing into market housing
- Recent evictions of tenants from Richmond Gardens (240 units)
- High land prices and construction costs
- Significant new development underway and anticipated, particularly in City Centre, West Cambie, and the Oval Neighbourhood
- Review of secondary suites in single-family and two-family dwellings/neighbourhoods

- Committee referral that staff attempt to negotiate with appropriate rezoning applicants, a bonus density to facilitate the inclusion of affordable or subsidized housing
- The sale of the City-owned property at 8111 Granville Avenue/8080 Anderson Road is deferred pending a staff report with a strategy for investment of the money in affordable housing and a community facility in the City Centre.

Council Resolution

In this context, Richmond City Council passed a resolution in February 2006 to prepare an affordable housing strategy (see Introduction). The purpose of this RFP is to solicit proposals for the preparation of this strategy.

5. Project Scope

(1) Study Focus

The focus is to comprehensively address how to provide a range of affordable housing in Richmond.

(2) Major Study Components

Under consultation with Richmond stakeholders and City staff, the consultant will prepare the following:

(i) Affordable Housing Definition

- review the City's definition of market and non-market affordable housing,
- compare with other definitions, and
- propose continuing or revising the existing definition, including rationale.

(ii) Interim Strategy

- Recommend how staff can process rezoning applications and development permits while the Affordable Housing Strategy is being prepared (what form of affordable housing to ask for, what methods to use, etc.)

(iii) Demand Analysis

- analyze available data to describe the need for affordable housing in terms of family, couples, singles, seniors, disabled, mental health consumers, etc. to 2016.

(iv) Supply Analysis

a. Forms:

- describe forms of affordable housing, including market and non-market rental, homelessness, home ownership, cooperatives, secondary suites, flex houses, supportive housing, etc.
- analyze, including pros and cons
- identify best forms to meet needs and what the City can do to meet the demand/supply

- b. Models:
- describe market and non-market affordable housing and homeless shelter financing and partnership models
 - analyze financing and partnership models, programs (government and other) & other forms of assistance, including pros and cons
 - identify preferred models, including density bonusing, cash-in-lieu contributions, etc. and how they can work in Richmond

(v) Implementation Strategy

- Develop an effective implementation strategy, including target populations, housing forms, partners, funding sources, locations, priorities and time frame.
- Investigate whether or not there are any unused federal or provincial funds to use in implementing an affordable housing strategy.
- Include a rental units retention strategy.
- Propose a monitoring and evaluation framework.
- Focus on tangible steps the City can take to facilitate the provision of affordable housing, over the long term
- How best to use the City's Affordable Housing Reserve (\$6 million) and City land.

(3) Community Consultation:

(i) Affordable Housing Stakeholder Consultation

Affordable Housing Stakeholder sessions will advise the consultant (two meetings, plus electronic draft revisions). The following is a preliminary list of who the consultant and City staff will consult with during the preparation of the Strategy:

- Habitat for Humanity
- United Chinese Community Enrichment Services Society (SUCCESS)
- Richmond Community Services Advisory Committee (RCSAC)
- Poverty/Affordable Housing Group
- Abbeyfield Group
- Canadian Mental Health Group
- Richmond Consumer & Family Advisory Committee
- Salvation Army
- Richmond Health Services
- Canadian Mortgage and Housing Commission (CMHC)
- Greater Vancouver Housing Corporation (GVHC)
- BC Housing
- Urban Development Institute
- Richmond Seniors Advisory Committee (RSAC)
- Seniors Affordable Housing Coalition
- Richmond Committee on Disability (RCD)
- BC Non-profit Housing Association
- Otto Dovertel, Dovertel Construction (Flex house interest)
- W. T. Leung Architect
- Richmond Rehabilitation and Housing Committee

(ii) Two Open Houses

- a. First Open House
 - To discuss issues, need, supply, priorities
- b. Second Open House
 - The draft strategy will be presented for public input at one Open House.

Any additional Open Houses or public involvement will be determined by City staff in consultation with Affordable Housing Stakeholders.

(4) Roles

(i) Consultant

The Consultant will:

- perform services necessary to achieve the work set out in the proposed Work Program, and
- perform the work within the budget and work program timeframe.

(ii) City Staff Team

The City staff team will consist of staff from:

- Policy Planning
- Development Applications
- Building Approvals
- Finance
- Law

Policy Planning Department staff will:

- direct and manage the consultant contract
- at City expense:
 - provide central copying/printing service
 - make available meeting space
 - provide mail service
- make final decisions regarding consultant selection, work program, report revisions, etc.

(iii) Affordable Housing Stakeholders

The Affordable Housing Stakeholders will provide advice to the City staff team and consultant regarding:

- work program, definition clarification, Richmond demand/supply factors and issues, priorities
- interim strategy
- final strategy/implementation plan
- Open House process

The Affordable Housing Stakeholders will meet twice with the Consultant and City Staff, and provide written comments on the draft strategy/implementation plan.

6. City Provided Items

The City will provide to the consultant the following information:

- City of Richmond Official Community Plan
- Richmond Zoning Bylaw
- Relevant sections of Sub Area Plans
- Affordable Housing Policy
- 1994 Affordable Housing Strategy
- relevant reports, e.g., Homelessness Strategy, Seniors Affordable Supportive Housing Study
- Statistics Canada Census data, both city-wide and by planning area
- Richmond population projections
- Neighbourhood Profiles
- GVRD Affordable Housing Demand Study 2004
- City maps
- Other information and data as identified and agreed upon by both City staff and consultant.

The City will also provide:

- Central copying/printing service
- Meeting space
- Mail service

7. Budget

A budget of \$60,000.00 Canadian, including all applicable taxes, has been assigned to this project, including a final report and all associated costs.

8. Project Schedule

The project is to be completed by December 31, 2006 with work commencing as soon as possible in April, 2006. A project schedule is to be submitted with the proposal.

A joint meeting with any consultants wanting to make a bid on this project will be held on Monday, April 3, 2006 from 3:30 – 4:30 p.m. at Richmond City Hall, 6911 No. 3 Road. The purpose of the meeting is to answer any questions and clarify the scope/schedule of the project. Attendance of interested consultants is encouraged but not required.

The following proposed work program may be modified by the City, in consultation with the consultant.

Proposed Work Program – Affordable Housing Strategy		
Phase	Primary Role	Date, 2006
Preliminary		
- Develop and post RFP	Staff	March
- Proposal review; select and hire consultant	Staff	April
- Finalize work program	Staff, Consultant	April
Phase 1 – Prepare Interim Strategy; Describe Demand and Supply, Specify Needs		
- Stakeholders Meeting (#1) – review work program, input re: definition clarification, Richmond demand/supply factors, issues, possible interim strategy	Staff, Consultant, Stakeholders	May
- Public Consultation – First Open House - To discuss issues, need, supply, priorities	Consultant, staff	May
- Clarify affordable housing definition - Prepare Interim Strategy for current development applications - Demand Analysis: - Analyze available data to describe need for affordable housing in terms of family, couples & singles, seniors, disabled, mental health consumers, etc., to 2016	Consultant	May
- Supply Analysis – - Describe forms of affordable housing & identify best forms to meet needs - Analyze housing models, government & other programs & assistance - Identify City's role in demand/supply	Consultant	May
Phase 2 – Develop Draft Strategy/Implementation Plan		
- Implementation Strategy – - City and other organization roles clarified - Implementation strategy to 2016 developed	Consultant	June
- Stakeholders Meeting (#2) - draft strategy/ implementation plan presented for comment, revised based on Stakeholder input	Consultant, Staff, Stakeholders	June
- Draft Strategy/Implementation Plan presented to Planning Committee and Council	Consultant, Staff	July
Phase 3 – Public Consultation – Open House		
- Conduct Open House for public input on draft strategy	Consultant	September
Phase 4 – Finalize Strategy & Implementation Plan		
- Revise Strategy/Implementation Plan based on Open House feedback	Consultant	September
- Draft circulated to Stakeholders for final input on Strategy/Implementation plan before presentation to Council	Consultant, Staff, Stakeholders	October
Phase 5 – Final Report		
- Prepare Final Report and Strategy/Implementation Plan to Planning Committee and Council	Consultant, Staff	October
- Present Final Report and Strategy/Implementation Plan to Planning Committee and Council	Consultant, Staff	November

9. Proposal Submissions

All proponents are required to provide the following information with their submissions, and in the order that follows:

- A Corporate profile of their firm outlining its history, philosophy and target market.
- A detailed listing of relevant experience.
- A description of the consultant's understanding of the project objectives/outcomes and vision, and how these will be achieved.
- A detailed project methodology explaining each project task including what will be expected of both the consultant and the City with respect to each task.
- Team Composition – a complete listing of all key personnel who will be assigned to this project. This will include their relevant experience, qualifications for this project, roles and responsibilities, leadership, etc., in addition to their availability for this project.
- A detailed proposal of what will be delivered, including the expected outcome and benefits to the City of Richmond.
- A complete definition of the process that will be employed to meet the objectives of this project, eg., approach to be taken, feasibility and market study, etc.
- A detailed schedule of all activities, including milestones, project meetings, interim reports and progress reports required for this project.
- Provision of a priced methodology complete with a time allotment for each identified task proposed to employ to carry out the work, this shall form the basis for payments to the successful proponent. Supplement this with a schedule of fees for staff to be assigned to the project. These rates shall be the basis for adjustments to the value of the contract in the event the scope of work varies from that proposed.
- A minimum of three (3) client references from projects of a similar size and scope.

10. Working Agreement

The successful proponent will enter into a contract for services with the City based upon the information contained in this request for proposal and the successful proponents submission and any modifications thereto.

Proponents may include their standard terms of engagement.

11. Evaluation Criteria

Proposals shall be evaluated to determine the best value offered to the City against conformance to the following criteria:

- Understanding of project objectives/outcomes and vision
- Project Methodology
- Team Composition – Experience and Qualifications of those staff to be assigned to the project, including Critical Skills Factors (see below)
- Project Deliverables
- Value for Money
- References
- Interview (if required)

12. Critical Skills Factors

Consultant critical skill factors include:

- experience and ability to develop an Affordable Housing Strategy that the City of Richmond can immediately begin to implement
- knowledge of market and non-market affordable housing policy, initiatives and funding contexts (federal, provincial, regional, municipal, other)
- expertise in performing housing needs assessments involving qualitative and quantitative data collection and analysis
- expertise in community planning processes involving community consultation, including skills in multi-stakeholder group facilitation
- program/strategy development and implementation
- understanding of municipal processes
- ability to work collaboratively with diverse groups
- ability to work with different levels of government
- project coordination
- proposed budget and work program management
- report writing including developing recommendations
- conflict resolution skills
- data analysis
- excellent English oral presentation and written skills
- other, as necessary.



Note: Receipt of this completed form will assist us in calling for future bids. Please complete and submit this form prior to the closing date and time as shown on the Request for Quotation/Proposal/Tender form.
Please remember to include Quotation/Proposal/Tender No. at right.

Quotation/Proposal/Tender
No. **2840P**

A Quotation/Proposal/Tender is not being submitted for the following reason(s):

- | | |
|--|--|
| <input type="checkbox"/> We do not manufacture/supply the required goods/services | <input type="checkbox"/> Cannot obtain raw materials/goods in time to meet delivery requirements |
| <input type="checkbox"/> We do not manufacture/supply to stated specifications | <input type="checkbox"/> Cannot meet delivery requirements |
| <input type="checkbox"/> Specifications are not sufficiently defined | <input type="checkbox"/> Cannot quote/tender a firm price at this time |
| <input type="checkbox"/> Insufficient information to prepare quote/proposal/tender | <input type="checkbox"/> Insufficient time to prepare quote/tender. |
| <input type="checkbox"/> Quantity too small | <input type="checkbox"/> We are unable to competitively quote/tender at this time. |
| <input type="checkbox"/> Quantity too large | <input type="checkbox"/> We do not have facilities to handle this requirement |
| <input type="checkbox"/> Quantity beyond our production capacity | <input type="checkbox"/> Licensing restrictions (please explain) |
| <input type="checkbox"/> Cannot meet packaging requirements | <input type="checkbox"/> Agreements with distributors/dealers do not permit us to sell directly. |
| <input type="checkbox"/> Cannot handle due to present plant loading | <input type="checkbox"/> Other reasons or additional comments (please explain below) |

I / We wish to quote / tender on similar goods / services in future <input type="checkbox"/> Yes <input type="checkbox"/> No	Authorized Company Official – Signature and Title	Date
This space for City of Richmond Comments	Firm Name	
	Address	
	City	
	Province Postal Code	
	Telephone Number	