

**The Blue Mountains Attainable
Housing Corporation**



REQUEST FOR HOUSING DEVELOPMENT CONSULTING PROPOSAL

BACKGROUND:

The purpose of The Blue Mountains Attainable Housing Corporation (TBMAHC) is to augment the supply of healthy and sustainable ownership and rental housing units in The Blue Mountains which are affordable to a larger portion of the population.

Recent research concluded that the medium household income in the South Georgian Bay Region was \$67,000 (2016) and the average price for a single-family home rose to \$512,000 requiring a qualifying household income of about \$121,000 – almost double the regions medium income. Rental rates are equally daunting and in the tourism industry alone, over 2,000 households are potentially facing housing challenges.

GOAL:

TBMAHC intends to partner with the private sector to lead and facilitate the continual building of new, permanent, attainable housing for low income or moderate-income working households and families, with a focus on year-round low-income rental, entry-level home ownership, seasonal rental housing to support the local workforce needs and housing for seniors. An initial focus on various forms and styles of attainable rental housing is anticipated to be a priority.

OBJECTIVE:

The objective of this proposal is to retain an individual or company (the “Proponent”) with the right skills and expertise to work directly with the TBMAHC Board to create a business model/formal business plan setting out a clear organizational approach, key objectives and deliverables (including, for example, desired framework, priority built-form, location and expected number of units), timelines and budget for the building of a supply of rental, single family and seniors housing stock in the Blue Mountains that is and will remain affordable and attainable. This may require assisting the Board with updating the TBMAHC Bylaws/Articles of Incorporation to enable TBMAHC to partner with the private sector to acquire land and/or land and buildings, develop and service land, construct buildings, and dispose of land and buildings, whether by purchase, sale, lease or otherwise, all for the provision of affordable housing for persons and their families whose primary place of employment or self-employment is or was, before retirement, the Town of the Blue Mountains. The Housing Authority will:

- Have a clear approved mandate and governance structure to ensure accountability, value for money and alignment with Council’s housing policy, or policies;
- In partnership with the private sector, manage the operation, sale, rental, resale and the waitlist for all units under the authority of the TBMAHC;
- Become a center of expertise to expedite housing delivery through innovative approaches and partnerships;
- Facilitate the redevelopment of selected Town sites and other new “partner” sites to reach the housing targets;
- Become a central point of contact at the Town for new affordable housing projects located on Town and partner owned sites;
- Have the ability to focus on gaps in the housing market where needed.

It is anticipated that the plan and action items will require public sector incentive supports & private sector partnerships to build, operate and supply the housing units.

KEY ACTIONS:

As part of this project, the successful Proponent will:

- Review and consider existing research such as reports prepared by the Town, Labour Supply Task Force and others;
- Assess the by-laws, governance, mission, vision statements, and key activities of TBMAHC, including the role and functions of the Directors, Committees and Officers and propose updates as necessary driven by the business model/business plan identified and approved by TBMAHC Board. Central to this exercise will be a review of and access to potential ongoing funding mechanisms to ensure viability and sustainability of the Corporation;
- Identify and integrate key stakeholders required to participate in the project as appropriate, including Town Staff, Council representatives, relevant local business and resident associations, social agencies, advisory committees, etc.;
- Review, assess and make recommendations relating to relevant municipal planning processes and procedures in reviewing development proposals, including providing guidance to the Town on a sustainability performance metrics (a consolidated set of Sustainability Metrics to help guide, inform and rank the performance of new development applications);
- Identify and access potential government funding opportunities, e.g. Canada Mortgage and Housing Corporation's (CMHC) programs;
- Develop criteria for site selection, which includes access to transportation, existing uses, minimum size requirements, impacts on existing neighbourhoods, and the removal of parkland and open space from consideration, and then develop a comprehensive list of all vacant lands whether Town owned or privately owned, or owned by the Provincial or Federal government located in the Town of The Blue Mountains that could be used by the Town and the Attainable Housing Corporation for consideration as possible attainable housing;
- Prepare a Request for Information ("RFI") process to collect information, best practices, recommendations, etc. that may help to shape a preliminary business model/plan, scope of work & final Request for Proposal ("RFP") document and process;
- Facilitate/work with TBMAHC Board to achieve alignment and buy-in on top level objectives and approaches ("Project Scope"), culminating in the creation of an RFP document to be broadcast to the development sector with a goal to secure proposals which will help TBMAHC achieve its stated housing goals.

Key elements of the RFP must include:

- Broadcast and seek potential bidders for the RFP process, including both local and regional developers/entities as well as both for-profit and non-profit housing developers;
- Facilitate the TBMAHC Board's evaluation and selection of any successful proponents resulting from the RFP process;
- Creation and execution of a communications and community engagement plan, including identification and solution management of any local issues that may need to be addressed in order to implement the RFP results;
- Identification and solution management of any local and/or regional planning issues that must be addressed in order to implement the RFP results.

PROJECT TIMELINES & TERMS:

The anticipated engagement period will be approximately 6 months in duration with an option for contract extension as required and determined by the Board.

The anticipated engagement format will be a term contract.

The Proponent will report to the Chair of the Board of The Blue Mountains Attainable Housing Corporation.

MINIMUM QUALIFICATIONS:

It is expected that the Proponent engaged by The Blue Mountains Attainable Housing Corporation will have the following minimum qualifications:

- Knowledge of local planning, land use and development rules and regulations specifically as it relates to the Town of The Blue Mountains and Grey County;
- Experience with attainable housing policy frameworks;
- Experience in the design and building of attainable housing units;
- Experience in the design and writing of business models & plans;
- Experience in the design and management of formal RFI and RFP processes to secure project partners to execute desired projects and deliverables;
- Experience conceiving of and driving the execution of Public Private Partnerships;

- Experience working with developers and municipalities;
- Understanding of not-for-profit corporations & governance structures;
- Effective committee/stakeholder facilitation.

BUDGET:

TBMAHC will look to proponents to propose costs.

PROPOSAL GUIDELINES:

Please include the following elements in your proposal:

1. Corporate/Team Overview
 - Including information to demonstrate minimum qualifications, referencing past project work and outcomes;
 - Include background information and experience of each team member that will be assigned to the project.
2. Project Plan
 - Including process to be applied to structure and achieve Goals, Objectives and Key Actions outlined prior;
 - Anticipated timeline and critical path.
3. Proposed Costs
4. Creativity & New Ideas
 - While TBMAHC has outlined Goals, Objectives and Action Items, we are open to proposals which included additions/innovations that will augment our current thinking.

Proponents are asked to please submit one (1) digital and one (1) paper copy of their proposals. Proposals must include signatures of all team members identified for the project as well as relevant corporate signing officers.

Please prepare a separate cost document, sealed in a separate envelope, to be included with the paper copy of the proposal.

Proposals should be sent to:

The Blue Mountains Attainable Housing Corporation
32 Mill Street, P.O. Box 310
Thornbury, Ontario
N0H 2P0

EVALUATIVE CRITERIA:

1. Minimum Qualifications - 30%
2. Process/Approach – 30%
3. Price - 30%
4. Creativity – 10%

SELECTION PROCESS:

A selection committee will review all proposals and select the successful proponent based on the Evaluative Criteria contained in this document. Top contenders may be asked to meet directly with the selection committee as part of the selection process.

PROPOSAL PERIOD:

Proposal deadline is 2 PM February 15, 2019.
Selection will take place by February 28, 2019.

Proponents will be permitted to send questions to the selection committee up and until January 31, 2019. Responses will be shared among all potential proponents. Questions must be submitted in writing to attainablehousing@thebluemountains.ca