

**Board of Directors Meeting Agenda**  
**CCHC Boardroom**  
**April 19, 2012**  
**4:00 pm – 6:00 pm**

- 1. Approval of Agenda**
- 2. Approval of March 15 2012 Minutes**
- 3. Business arising from minutes**
- 4. Committee Reports**
  - a. Executive Committee: Quarterly Financial Report  
*Motion to accept the Quarterly Financial Report for information*
  - b. PAH Project Planning Committee: verbal update
  - c. Financial Sustainability Committee: verbal update
- 5. Report from Managing Director**  
*Motion to accept the Managing Director's report for information*
- 6. New Business**
  - a. RFP Affordable Housing Project Business Plan  
*Motion to approve the RFP as presented*
  - b. Financial Sustainability Model  
*Motion to accept the report for information*
  - c. Draft 2012 Audited Financial Statements  
*Motion to accept draft 2012 audited financial statements as presented*
- 7. In Camera Items:**
  - a. Human Resource Issue
  - b. Contract Issue
- 8. Next meeting dates:**

May 17, 2012	September 20, 2012
June 21, 2012	October 18, 2012
August 23, 2012	
- 9. Meeting adjournment**

*A majority of the Directors in office shall constitute a quorum. In the case of an equality of votes, the Chair shall be entitled to a second or casting vote.*

**Board of Directors Meeting Minutes**  
***DRAFT***  
**Thursday, March 15, 2012**  
**CCHC Boardroom**

**Board members in attendance:**

John Borrowman	Kimber Meister
Hans Helder (4:08 pm)	Cathy Robinson
Bob Kocian	Brent Rosvold (4:20 pm)
Garth Lyon	Dan Sparks

**Others in attendance:**

Jennifer Bisley, Managing Director, CCHC  
Gary Buxton, Town Liaison to CCHC

**Regrets** none

There being a quorum, Garth Lyon called the meeting to order at 4:05 pm.

**1) Agenda Approval**

Moved by John Borrowman to approve the agenda as presented.  
Carried unanimously

**2) Approval of Minutes**

**Motion 2012.13**

Moved by Cathy Robinson that the Board approve the Minutes of the February 16 2012 Board meeting as presented.  
Carried unanimously

**3) Business Arising from Minutes: none**

*Hans Helder entered the meeting at 4:08 pm*

**4) Committee Reports:**

- a) **PAH Project Planning Committee:** verbal report
- b) **Financial Sustainability Committee:** verbal report

*Brent Rosvold entered the meeting at 4:20 pm*

*APPROVED Motion 2012.17 April 19, 2012*  
**CANMORE COMMUNITY HOUSING CORPORATION**

5) **Report from Managing Director:**

**Motion 2012.14**

Moved by Bob Kocian to accept the Managing Director's report for information.

Carried unanimously

6) **New Business:**

**a) CCHC Human Resource Policies**

**Motion 2012.15**

Moved by Dan Sparks to approve the following Human Resource Statements of Policy and Procedure (SPP) as presented:

SPP 5.01	Human Resources Primer
SPP 5.02	Recruitment, Selection and Orientation Policy
SPP 5.03	Employee Code of Conduct Policy
SPP 5.04	Salary and Wage Administration Policy
SPP 5.05	Performance Planning and Management Policy
SPP 5.06	Vacation, General Holiday, Hours of Work and Overtime Policy
SPP 5.07	Leaves of Absence Policy
SPP 5.08	Benefits Policy

Carried unanimously

**b) Eligibility Criteria Review**

*Deferred until after in camera items*

**Motion 2012.16**

Moved by Brent Rosvold to recommend to Council that no changes be made to the PAH Eligibility Criteria and PAH Partnership Agreement at this time.

Carried unanimously

7) **In Camera Items**

Moved by Kimber Meister to go in camera at 5:21 pm

**a) Intergovernmental Issue**

*Garth Lyon left the meeting at 5:40 pm*

**b) Intergovernmental Issue**

*Kimber Meister declared a conflict and left the meeting at 5:44 pm*

Moved by Bob Kocian to come out of camera at 5:46 pm

*Kimber Meister returned to the meeting at 5:46 pm*

8) Confirmation of future Board Meeting Dates: April 19, May 17, June 21, August 23, September 20, and October 18, 2012

9) Motion to Adjourn

Moved by Kimber Meister to adjourn the meeting at 6:17 pm

Carried unanimously.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Managing Director

DRAFT

# 4a CCHC Quarterly Financial Report

As of 31-Mar-12  
Prepared 12-Apr-12

	2012 YTD	Adjmt	2012 Adj YTD	2012 Budget	Adj YTD as % of Budget	Adj Notes
<b>GENERAL REVENUES</b>						
Town of Canmore Requisition	62,500	0	62,500	250,000	25%	
Interest	1,409	2,189	3,598	7,250	50%	Accrued GIC Interest
Other	0	-	0	-		
<b>Total General Revenues</b>	<b>63,909</b>	<b>2,189</b>	<b>66,098</b>	<b>257,250</b>	<b>26%</b>	
<b>GENERAL ADMINISTRATION</b>						
<b>Expenses</b>						
Advertising & Marketing	323		323	12,500	3%	
Bank Charges	71		71	200	35%	
Board & Committee Meetings	233		233	2,250	10%	
Insurance	1,489	-1,117	372	1,925	19%	Prepaid Insurance for Apr-Dec
Meals and Entertainment	121		121	1,000	12%	
Office Services	1,903		1,903	7,275	26%	
Office Supplies	843		843	4,575	18%	
Professional Fees	2,079		2,079	20,000	10%	
Professional Development	-		0	3,000	0%	
Salaries and Benefits	48,479	-1,575	46,904	201,150	23%	Prepaid Health Spending Acct Apr-Dec
Contract Labour	360		360	5,000	7%	
Telephone, Fax, Net	734		734	4,875	15%	
Travel, Conferences	-		0	2,250	0%	
<b>Total Administration Expenses</b>	<b>56,635</b>	<b>-2,692</b>	<b>53,943</b>	<b>266,000</b>	<b>20%</b>	
<b>Capital Expenditures</b>						
Computer Software	-	-	0	-		
Computer Equipment	-	-	0	1,500	0%	
Leasehold Improvements	-	-	0	500	0%	
<b>Total Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>2,000</b>	<b>0%</b>	
			0			
<b>ADMINISTRATION SURPLUS/(DEFICIT)</b>	<b>7,274</b>	<b>4,881</b>	<b>12,155</b>	<b>(10,750)</b>	<b>-113%</b>	
			0			
<b>PAH PROGRAM - SALES</b>			0			
PAH Fees and Sales Revenues	6,223		6,223	31,250	20%	
Resale Expenses	(4,453)		-4,453	(17,500)	25%	
<b>PAH Program Surplus/(Deficit)</b>	<b>1,770</b>	<b>-</b>	<b>1,770</b>	<b>13,750</b>	<b>13%</b>	
			0			
Rental Revenue	152,470		152,470	593,792	26%	
Operating Costs	(43,683)		-43,683	(165,976)	26%	
Operating Surplus/Deficit	108,787	-	108,787	427,816	25%	
Debt Servicing Costs	(101,398)		-101,398	(405,590)	25%	
<b>Transfer (to)/from Hector Cap Reserve Fund</b>	<b>(7,000)</b>		<b>-7,000</b>	<b>(28,000)</b>	<b>25%</b>	
Cash Surplus/(Deficit)	389	-	389	(5,774)	-7%	
<b>Transfer (to)/from PAH Reserve Fund</b>	<b>(389)</b>	<b>-</b>	<b>-389</b>	<b>5,774</b>	<b>-7%</b>	
			0			
<b>PAH PROJECT EXPENDITURES</b>			0			
Palliser Lot 7 (Town owned)	531		531	3,000	18%	
Coyote Ridge	-	-	0	-		
TSMV Lot 39	1,907		1,907	8,000	24%	
<b>Total Project Expenditures</b>	<b>2,438</b>	<b>-</b>	<b>2,438</b>	<b>11,000</b>	<b>22%</b>	
<b>CASH SURPLUS/(DEFICIT)</b>	<b>6,607</b>	<b>4,881</b>	<b>11,487</b>	<b>(8,000)</b>	<b>-144%</b>	
<b>TRANSFER (TO)/FROM</b>						
<b>CCHC OPERATIONAL RESERVE</b>		-	0	-		
<b>CCHC CAPITAL RESERVE</b>	<b>(1,907)</b>	<b>-</b>	<b>(1,907)</b>	<b>(8,000)</b>	<b>24%</b>	
<b>CASH BALANCE</b>	<b>8,513</b>	<b>4,881</b>	<b>13,394</b>	<b>-</b>		
<b>OPERATING RESERVE (unrestricted)</b>						
Opening Balance	47,940		47,940	61,334		
Increase/(Decrease)	8,513	4,881	13,394	-		
Closing Balance	56,453	4,881	61,334	61,334		
<b>CCHC CAPITAL RESERVE (restricted)</b>						
Opening Balance	648,551		648,551	646,645		
Increase/(Decrease)	(1,907)	-	-1,907	(8,000)		
Closing Balance	646,645	-	646,645	638,645		
<b>THE HECTOR CAPITAL RESERVE</b>						
Opening Balance	28,050		28,050	35,050		
Increase/(Decrease)	7,000	-	7,000	28,000		
Closing Balance	35,050	-	35,050	63,050		

**BOARD MEETING DATE:** April 19, 2012

**SUBJECT/TOPIC:** Managing Director's Report

**PURPOSE:** To update the Board on CCHC activities

**PRIORITIES**

**1. DEVELOP A FINANCIAL SUSTAINABILITY MODEL**

Committee is meeting on April 18, 2012. Draft structure and assumptions to be presented for information at the April Board meeting.

**2. PLAN A PAH PROJECT**

Committee met on April 13, 2012. Received approval for a \$10,000 CMHC Seed Funding Grant to develop a project business plan and undertake a preliminary financial analysis. RFP for Business Plan development to be presented to the Board for its approval at the April Board meeting.

**MANDATE AND ACTIVITY HIGHLIGHTS**

**1. HOUSING PROGRAMS**

**PAH Program - Ownership**

Wait List: 13

Current Listings:

For Sale by Owner:	1 x 2 bed at Mineside Court	\$228,776
For Sale by CCHC:	1 x 2 bed at Mineside Court	\$236,119
	1 x 3 bed at Mineside Court	\$348,842

- > Annual residency declaration process for PAH Leasehold owners underway
- > The 2012/13 maximum allowable gross annual household income to buy PAH is \$118,000 based on applicants' Line 150 income from their 2011 Tax Notice of Assessment from the Canada Revenue Agency (CRA). This takes effect as of May 1<sup>st</sup> to coincide with the CRA's tax filing deadline of April 30.

The maximum income represents 120% of Canmore Area Median Income for all couple families as calculated by CCHC pursuant to the eligibility criteria in the Town PAH Policy. The calculation is based on most recent Canmore tax filer data for all couple families from Statistics Canada adjusted by the annual percentage change in average weekly earnings for Canada. Note that the maximum income criterion remains unchanged from last year. The calculation is summarized in the table below.

<b>Calculation of 2012/13 maximum income to qualify to buy PAH</b>					
<b>Household Category</b>	<b>Median Income</b>	<b>Adjustment Factor</b>		<b>Median Income</b>	<b>120% Median Income</b>
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2011</b>	<b>2011</b>
All Couple Families	\$ 92,270	3.61%	2.53%	\$ 98,019	\$117,625

### **PAH Program - The Hector Rental**

Wait List: 7

Occupancy Rate:           April:           100%  
                                   March:           97%  
                                   February:       98%  
                                   January:        98%

- > The 2012/13 maximum allowable gross annual household incomes to rent at The Hector at Palliser Village, based on applicants' Line 150 income from their 2011 Tax Notice of Assessment from the Canada Revenue Agency (CRA) take effect on May 1<sup>st</sup> to coincide with the CRA's tax filing deadline of April 30.

The maximum income by unit type is set by the Province and is based on market rents as calculated by the Canada Mortgage and Housing Corporation (CMHC). Changes were made to studio and three-bedroom unit income limits, while one and two-bedroom income limits remain the same. See table below.

<b>Income Limits by Unit Type at The Hector</b>		
<b>Unit Type</b>	<b>Income Limits</b>	
	<b>2011</b>	<b>2012</b>
Studio	\$ 28,500	\$ 29,500
One Bedroom*	\$ 39,000	\$ 39,000
Two Bedroom	\$ 40,000	\$ 40,000
Three Bedroom	\$ 60,000	\$ 63,000
* interim income limit of \$39,000 approved in 2010		

These income limits apply to both The Hector rental project and equity units at Mountain Haven Cooperative (MHC). After an analysis of CCHC market rent surveys and a consultation with MHC, CCHC has asked the Province to allow a two-bedroom income limit of \$54,000. This is consistent with Banff income limits, better reflects affordability based on Canmore market rents, and will allow the projects to better accommodate low income families with two incomes.

- > CCHC completed provincial reporting requirements for the following 4 grants that the Town has with respect to The Hector: the RAHPI grant and Municipal Block Funding grants for 2007/08, 2008/09 and 2009/10. Of note is the increase in the number of Albertans served to 111 this last year from 83 in the previous year. This can be attributed to higher occupancy rates and a higher number of occupants per unit. See table below.

Unit Type	Number of Units	Albertans Served	
		2010/11	2011/12
Studio	8	6	12
One Bedroom	28	35	38
Two Bedroom (regular)	18	35	42
Two Bedroom (adaptable)	2	2	4
Three Bedroom	4	5	15
Total	60	83	111

- > Negotiations with respect to renewal of the property management agreement, which expires June 30, 2012, are reaching conclusion.
- > Town Administration is scheduled to present CCHC's proposal to transfer The Hector and the vacant lot at Palliser Village to Town Council on Tuesday April 17, 2012.
- > A Hector Resident Committee meeting is scheduled for April 23, 2012.

**Other:** Working with MHCH to complete provincial reporting requirements for the Town RAHPI grant.

## 2. RESEARCH AND ADVICE

- > CCHC has compiled 2012 quarterly rental statistics for Canmore and a comparison from 2009 to 2012. The availability of rental units is tightening up with only 111 and 110 units advertised to rent in February and March this year. CCHC has seen only one other month with as little as 110 units available (June 2011) since it has tracked rental availability since 2009. See tables below.

Canmore Rental Statistics 2012					
Unit Type		Jan	Feb	Mar	Q1 Averages
Shared	Average	\$ 583.79	\$ 611.15	\$ 554.55	\$ 583.16
	Median	\$ 600.00	\$ 600.00	\$ 550.00	
	Available	33	13	11	
Studio	Average	\$ 841.67	\$ 745.00	\$ 733.33	\$ 773.33
	Median	\$ 850.00	\$ 700.00	\$ 725.00	
	Available	3	4	6	
1 Bedroom	Average	\$ 939.75	\$ 939.75	\$ 950.68	\$ 943.39
	Median	\$ 897.50	\$ 897.50	\$ 872.50	
	Available	20	20	22	
2 Bedroom	Average	\$1,343.79	\$1,363.67	\$1,380.98	\$ 1,362.81
	Median	\$1,300.00	\$1,320.00	\$1,375.00	
	Available	47	45	46	
3 Bedroom	Average	\$1,797.50	\$1,782.00	\$1,771.75	\$ 1,783.75
	Median	\$1,600.00	\$1,565.00	\$1,587.50	
	Available	32	20	20	
4+Bedroom	Average	\$2,247.50	\$2,411.11	\$1,924.00	\$ 2,194.20
	Median	\$2,000.00	\$2,200.00	\$1,800.00	
	Available	12	9	5	
Total Available		147	111	110	



<b>2009-2012 Comparison of First Quarter (Jan-Mar) Average Canmore Rents by Unit Type</b>				
<b>Unit Type</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Shared</b>	\$ 585	\$ 539	\$ 521	\$ 583
<b>Bachelor</b>	\$ 789	\$ 716	\$ 727	\$ 773
<b>1 Bedroom</b>	\$ 946	\$ 1,019	\$ 923	\$ 943
<b>2 Bedroom</b>	\$ 1,363	\$ 1,254	\$ 1,253	\$ 1,363
<b>3 Bedroom</b>	\$ 1,684	\$ 1,531	\$ 1,748	\$ 1,784
<b>4+Bedroom</b>	\$ 1,884	\$ 2,857	\$ 2,393	\$ 2,194
<b>Average monthly availability of all units</b>	176	177	141	123

- > Reviewed affordable housing and employee housing provisions in the Bow Valley Trail Area Redevelopment Plan.

### **3. COMMUNICATION**

- > CCHC will be jointly presenting with the Whistler Housing Authority and Banff Housing at the Canadian Institute of Planners (CIP) annual conference in Banff in October 2012. The title of the presentation is "Affordable Housing Initiatives: Local Solutions through Local Collaboration".
- > Inquiries and website visits continue to be high although there was a significant drop in the number of views of the actual application forms, particularly for rental.

<b>2012 PAH Inquiries</b>			
	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
Rent	14	17	20
Buy	9	9	10
General/Other	1	0	1
<b>Total</b>	<b>24</b>	<b>26</b>	<b>31</b>
<b>2012 Website Visits</b>			
	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
New Visitors	471	554	504
Returning Visitors	492	411	545
Views: Listings	333	352	353
Views: Buy	154	182	113
Views: Rent	228	295	127
Views: Hector Rent at PEKA website	533	605	689

### **4. GENERAL ADMINISTRATION**

- > Continued with 2011 audit preparation. Draft statements expected for review at the April Board meeting.
- > The Managing Director has joined the Alberta Public Housing Administrators Association, a professional association of Housing Administrators working in the Province of Alberta in the

publicly-funded housing industry in order to share information and get ideas to enhance the capacity of CCHC to manage non-profit housing.

## PERFORMANCE MEASURES

### PAH Program: Owned

1. Applications approved: Target: 20  
Approved YTD: 3 (15%)
2. Average # of days units held in inventory: comparison to 2010 and 2011  
*Reporting quarterly*

### PAH Program: Rental

1. Applications approved: Target: 45  
Approved YTD: 15 (33%)
2. Occupancy rate: Target: 95%  
YTD (average): 98%

**Customer Satisfaction Survey:** Target: less than 5% not satisfied  
*Reporting end of 2012*

Prepared by: Jennifer Bisley, Managing Director  
Prepared on: April 13, 2012

**MEETING DATE:** April 19, 2012

**SUBJECT/TOPIC:** **Request for Proposal (RFP): Affordable Housing Project Business Plan**

**PURPOSE:** For decision

**ISSUE:** CCHC is issuing an RFP to solicit proposals for a consultant to develop an affordable housing project business plan.

**RECOMMENDATION:** Approve the draft RFP as presented.

**BACKGROUND:**

The Board approved the following motions in January 2012.

- 2012.02 Moved by John Borrowman that the Board approve the PAH Project Planning Committee Terms of Reference as amended.
- 2012.03 Moved by Brent Rosvold to authorize the PAH Project Planning Committee to submit an application for \$20,000 in CMHC Seed Funding.

The Terms of Reference refers to the Committee's purpose, objectives and deliverables.

The purpose of the Committee is to provide direction to and support the planning of a PAH Project, recognizing the link between demand, eligibility criteria and cost of housing, and consistent with the three main phases of housing development: 1) Feasibility Phase; 2) Pre-Development Stage; and 3) Construction Phase.

An objective of the Committee is to determine the feasibility of an affordable housing proposal in relation to the stated vision, identified site, experience and knowledge of team members, and project financial viability. A key deliverable of the committee with respect to the Feasibility Stage is a Project Business Plan.

The Committee was successful in securing the \$10,000 CMHC Seed Funding non-repayable grant specifically for purposes of developing a business plan and conducting a preliminary financial feasibility analysis.

The Committee recommends to the Board that it approve the RFP as presented.

**DISCUSSION**

The Committee proposes issuing the RFP in order to identify a consultant to develop a business plan and conduct a preliminary financial feasibility analysis as outlined in the Terms of

Reference and the CMHC Seed Funding grant application.

The RFP will be advertised through BOWDA, the Town and CCHC websites, Alberta Purchasing Connection (MERX), Canmore Business and Tourism, and sent to consultants with appropriate expertise.

The PAH Project Planning Committee will serve as the RFP Evaluation Committee and will apply the process outlined in the attachment. Note that the final step in the process is a review by the CCHC Board of the recommendation of the Evaluation Committee.

**ALTERNATIVES:**

- 1) Approve the draft RFP as presented.
- 2) Make minor amendments to the RFP for clarity and approve as amended
- 3) Not approve the draft RFP as presented and provide further direction to the PAH Project Planning Committee if significant amendments are required.

**ATTACHMENTS:** RFP: Consultant to Develop and Affordable Housing Project Business Plan  
RFP Evaluation Process

**Prepared by:** Jennifer Bisley, Managing Director

**Prepared on:** April 16, 2012

**Canmore Community Housing Corporation**

**REQUEST FOR PROPOSALS**

**Consultant to Develop an Affordable Housing Project Business Plan**

**Issued April 20, 2012**

**Invitation**

The Canmore Community Housing Corporation (CCHC) is seeking proposals from consultants to develop a business plan that conceptualizes a new affordable housing project being proposed for Canmore, Alberta.

CCHC will consider proposals where the total cost of the contract is between \$7,500 and \$12,500 (excluding GST).

**Submission Details**

Interested parties are requested to submit three (3) paper copies and an electronic copy of their proposals marked Affordable Housing Business Plan Development Proposal at the CCHC office at #203, 600A 9<sup>th</sup> Street, Canmore, Alberta T1W 2T2.

**Closing Date: 3:00 pm local time on Wednesday, May 16, 2012.**

The CCHC 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.

The proponent has the sole responsibility for any costs associated with preparing the proposal in response to this RFP.

Proposals shall constitute a valid and irrevocable offer until CCHC awards this Contract or cancels this Request for Proposal, whichever occurs first.

All Proposals will remain confidential subject to the *Freedom of Information and Protection of Privacy Act*.

Any interpretation of, additions to, deletions from, or any other corrections to the Proposal document, will be issued as written addenda by CCHC. It is the sole responsibility of the potential proponents to check with CCHC to ensure that all available information has been received prior to submitting a bid.

**Enquiries**

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

**Jennifer Bisley**  
Managing Director, CCHC  
Tel: 403-609-9983  
Email: [jbisley@canmorehousing.ca](mailto:jbisley@canmorehousing.ca)

Verbal responses to enquires are not binding on any party.

## **Project Description**

The Canmore Community Housing Corporation (“CCHC”) is an arms-length non-profit corporation of the Town of Canmore (“Town”) established in 2000. Our mission is to bridge Canmore’s housing affordability gap with long-term options for the well-being of the community. Our mandate is to provide housing solutions for a healthy and balanced community. We do this through community housing programs, research and advice and communications.

At present, CCHC administers affordable rental and homeownership programs with an inventory of 44 ownership and 60 rental housing units. These units are part of our “Perpetually Affordable Housing” (PAH) Program, which has specific eligibility criteria, terms and conditions of ownership, and building guidelines set out in Town Policy (PAH Policy, 145-2011, April 19, 2011). CCHC also leases land to a housing cooperative that administers its own 44 unit housing program and holds undeveloped land for future affordable housing development. More detailed information on CCHC, its developments and programs, can be found at [canmorehousing.ca](http://canmorehousing.ca).

In 2010 CCHC undertook a strategic assessment of demand and lands available for future affordable housing development. In 2011, CCHC prioritized specific sites for development and identified general principles for future development on CCHC and Town owned lands. Based on this work, CCHC is developing a Business Plan to pull together all key aspects of a proposed project to determine its feasibility and, should the project proceed to the pre-development stage, to be used to gain support of funders, lenders, community members and community leaders.

CCHC is proposing a staged development of two to four bedroom attached homes on one of two sites. The sites have one to two hectares of developable land and would be expected to yield approximately 40 to 70 units. The proposed target market is median income working households earning between \$50,000 and \$96,000. Purchase prices are expected to range from \$200,000 to \$350,000.

Rental units are not currently anticipated to be part of the program but this may change should the market and financial analysis support the inclusion of rental units. CCHC is also open to considering other building and financial innovations to enhance the initial and long-term affordability of the project. These innovations may include a mixed market-affordable housing development, inclusion of secondary suites, modular building practices, and green building standards. Again, these decisions will depend on the results of the market and financial analysis undertaken as part of the business plan development process.

CCHC will contract out all development and construction management to a qualified consultant.

## **Scope of Work**

CCHC is seeking an experienced Consultant familiar with affordable housing developments to develop an affordable housing project Business Plan. The Consultant will be responsible to identify, gather, review and analyze relevant and available information and to assemble this information in a logical and easily understood format.

The Business Plan is to include, at a minimum, the following components:

- 1) Executive Summary
- 2) Organization and Services
- 3) Market Analysis
- 4) Marketing Plan
- 5) Construction/Development Management Plan
- 6) Property/Program Management Plan
- 7) Financial Plan

In developing the Business Plan, the Consultant will be expected to conduct a preliminary financial feasibility analysis and make recommendations with respect to the marketing, construction/development management, program/property management and financial plans based on the financial and market analyses.

CCHC will provide the Consultant with available information on the organization, program, community demographics, local housing market, and lands for development. Other available resources are CCHC staff, management and Directors who have significant expertise in housing development, construction management, mortgage financing, and property and program management.

Detailed information on the expectations for each section of the Business Plan and available resources are found in Exhibit A.

### **Proposal Submissions**

All proponents are required to provide the following information with their proposals and in the order that follows. Proposals are to be no longer than 4 pages. Supplementary information may be attached to the proposal in excess of the 4 page limit.

- Consultant profile
- Listing of relevant experience preparing housing development business plans and financial feasibility analyses.
- Listing of key personnel that will be assigned to this project, including their relevant experience, qualifications, roles and responsibilities.
- Statement indicating what will be delivered and the timeline.
- Up to three client references from projects of a similar size and scope.
- All costs and fees to provide the service in Canadian dollars.

### **Working Agreement**

The successful proponent will enter into a contract for services with CCHC. The work is expected to be completed prior to August 31, 2012. Proponents shall include their standard terms of engagement in their proposals.

### **Proposal Amendments**

Proponents may amend or withdraw their proposal prior to the deadline for proposal submission by submitting written notice to CCHC. All proposals become irrevocable after the deadline for proposal submission.

## **Proposal Withdrawals**

Proponents may withdraw their proposal prior to a written Notice of Award for the project from the CCHC. The proponent will provide a written request to withdraw.

## **Evaluation Criteria**

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

- Understanding of project objectives/outcomes
- Demonstrated experience in developing business plans for similar affordable housing projects
- Demonstrated local experience and/or understanding of the housing market
- Project deliverables
- Value for money
- References
- Interview (if required)

## **Proposal Acceptance/Rejection and Conditions**

CCHC reserves the right to accept or reject any or all proposals and to waive irregularities and informalities at its discretion. CCHC reserves the right to accept a proposal other than the lowest priced proposal with stating reasons.

By submitting a proposal the proponent waives any right to contest in any legal proceeding or action the right of the CCHC to award the project to whomever it chooses, in its sole discretion, and for whatever reasons the CCHC deems appropriate. Without limiting the generality of the foregoing, the CCHC may consider any other factor besides price and capability to perform the project that it deems to be relevant to its decision.

Acceptance of a proposal by the CCHC shall only be through written Notice of Award to the successful proponent.



## EXHIBIT A

### BUSINESS PLAN COMPONENTS

#### 1. Executive Summary

This section is to include a summary of key elements in the business plan, highlight key points and define “affordable housing” with respect to the proposed development.

#### 2. Organization and Services

This section is to include a detailed description of CCHC and the nature of its business including its corporate profile, guiding directives, history, programs and key successes. A description of the proposed affordable housing project should also be included.

Available resources include incorporation documents, business plans, annual reports, and access to CCHC management and Directors.

#### 3. Market Analysis

This section is to provide an analysis of the primary target market for the affordable housing development including the geographic location(s), demographic and target market service needs.

It will answer the following questions:

- Are the target market group(s) willing and able to pay the proposed prices?
- Are they willing to purchase an affordable property with resale terms and conditions?
- Are they willing to move into the proposed built-form(s)?
- Are they interested in living in the proposed area(s)?

It will also include the following:

- an overview of the affordable housing sector, including development and operation trends and major players;
- an evaluation of mortgage changes and the impact on affordability for the target market;
- an evaluation of direct and indirect competition; and
- an assessment of competitive advantage and an analysis of how CCHC will overcome any entry barriers.

The Consultant will be expected to provide recommendations with respect to the target market, built-form, housing tenure, and location.

Available resources include housing need assessments, demand surveys, real estate statistics (rental and sale), local census information, inquiry statistics, policy documents governing eligibility and terms of ownership, and access to CCHC staff, management and Directors with broad housing development expertise. CCHC will update any survey and statistical information at the request of the Consultant.

#### **4. Marketing Plan**

This section is to include a detailed explanation of the revenues projections, pricing plan, proposed advertising and promotional activities.

The Consultant will be expected to provide recommendations based on the market and financial analysis.

Available resources include policy documents that govern pricing, existing promotional materials, and access to CCHC staff and management, and CCHC Directors with expertise in new home and resale home sales.

#### **5. Construction/Development Management Plan**

This section is to provide an outline of the CCHC legal structure and its development and management resources. It should evaluate CCHC's capacity to contract out management of construction and development to a qualified consultant and make recommendations as appropriate.

Available resources include business plans and access to CCHC staff, management and Directors with expertise in construction and development.

#### **6. Property/Program Management Plan**

This section is to focus on the management of the affordable housing program and properties to ensure the properties remain adequate, affordable and available to the target population.

Available resources include business plans, policy and procedure documents, and access to CCHC staff and management, and CCHC Directors with expertise in condominium management.

#### **7. Financial Plan**

This section is to contain two sub-sections:

- 1) The Capital Plan to illustrate project feasibility with respect to equity, funding and financing identified and/or secured for its development.
- 2) The Operating Plan to illustrate project viability, in that the revenue is adequate to support the operating costs and mortgage debt.

The section will include the following:

- description of the funding requirements
- detailed financial statements including a start-up budget, replacement reserve budget, cash flow projection, income statement and balance sheet
- financial statement analysis
- an initial timeline for the affordable housing development

Note that two sites for development are currently under consideration. The consultant will be required to conduct a preliminary financial feasibility analysis to assist CCHC in selecting the site that makes most sense to develop in consideration of the financial feasibility and market analyses.

Available resources include CCHC financial information, site information, and access to Town and CCHC finance management staff, and CCHC Directors include housing developers and mortgage specialists.

## **Process for Evaluating RFPs**

A Coordinator will be identified among evaluation committee members who will facilitate the evaluation process.

### **Individual Scoring**

Evaluation committee members are provided with copies of each RFP to begin their individual review of the proposals.

#### **Step One: Review all proposals**

Take notes, make comments or prepare questions for discussion. Do not score at this point.

#### **Step Two: Determine status**

Determine whether each proposal is "responsive" or "non-responsive." A "responsive" proposal conforms in all mandatory respects to the RFP. A proposal may be deemed "non-responsive" if any of the required information is not provided, the submitted price is found to be excessive or inadequate as measured by criteria stated in the RFP, or the proposal is clearly not within the scope of the project described and required in the RFP.

Extreme care should be used when making this decision because of the time and cost that a potential proponent has put into submitting a proposal. If a proposal is determined to be "non-responsive," provide a written justification for this conclusion.

#### **Step Three: Score proposals**

Score proposals based on the criteria established in the RFP. Proposals must be evaluated solely on the stated criteria listed in the RFP. Only material presented in the written proposals and vendor demonstrations can be considered in the evaluation.

Prior experience with the product and/or proponent cannot be considered in scoring the proposals. Include a written justification for each scoring category. A scoring sheet, drafted by the evaluation committee and/or chairperson, will be provided to assist you in the process of awarding and totaling points.

#### **Step Four: Discuss proposals**

The full evaluation committee should discuss all aspects of the proposals so that there is a "unified understanding" of the criteria and corresponding responses. Individual scores may be adjusted at this point based upon discussion. The committee may tally the final point assignments by the following methods:

1. Consensus score
2. A total of all of the points given by individual committee members
3. An average of the individual scores.

Any method or combination is acceptable.

#### **Step Five: Interview**

This step is optional. If interviews are deemed necessary, issue a letter asking the proponent to attend the interview or give a presentation. This is an opportunity for both sides to explain their viewpoints. If an oral interview is pursued as an option, it must be so stated in the RFP and scored according to stated criteria.

#### **Step Six: Discussion/Negotiation**

This step is also optional. If the committee is unsure of certain items or issues included in an RFP response, it may request further clarification from the proponent. The Coordinator will distribute clarification questions. Responses will be returned to the Coordinator and circulated to the evaluation committee.

**Step Seven: Best and Final Offer.**

This is optional. A letter asking the proponent to submit a "Best and Final Offer" may be issued by the SPB at the request of the evaluation committee. Once a "Best and Final Offer" is received, the committee will evaluate it in the same manner as the original proposal. Unless the RFP so states, a "Best and Final Offer" may not be requested from the proponent on price alone.

**Step Eight: Recommendation**

The full evaluation committee makes a written recommendation as to whom the contract should be awarded. This written recommendation should contain scores, justification and rationale for the decision, along with any other variables that may have been considered.

If scoring methods (2) or (3) are used, as noted in above in Step 4, individual scoring sheets must be provided at the end of the evaluation process.

If consensus scoring is used, the consensus score sheets and any other material relating to the evaluation process must be turned in to Coordinator.

**Step Nine: Review**

The CCHC Board will review scoring and justification. If in agreement with the Evaluation Committee decision, the CCHC will:

1. Issue Notice of Award and rejection letters
2. Obtain the required insurance documents and contract security
3. Issue a purchase order or vendor contract, as appropriate.

If a formal contract is required by the agency, a signed copy must be forwarded to the CCHC Board for final review and signature. A copy of the fully executed contract will be retained for the CCHC's RFP file.

This completes the RFP process.