



**Housing  
Partnership  
Canada**

**REQUEST FOR PROPOSALS #19-277-15**

**MIXED MODEL DEVELOPMENTS**

**Housing Services Corporation  
(on behalf of Housing Partnership Canada)**

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**Date Issued:**

**Wednesday, May 1, 2019**

**Closing Date:**

**Wednesday, May 29, 2019  
By 2:00 p.m. EDT (Toronto time)**

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## 1. INTRODUCTION

Housing Services Corporation (HSC), on behalf of Housing Partnership Canada (HPC), invites prospective proponents to submit proposals for the provision of consulting services for the comparative analysis of mixed model developments in Canada as identified in **Appendix A** (Services).

At the request of HPC, HSC is administering the procurement of the Services.

This RFP is not a formal tender call and does not create any binding legal obligations on HSC nor HPC.

The purpose of this RFP is to select a qualified proponent with whom HSC and HPC shall negotiate a consulting agreement (the Agreement) to be entered into between HPC and the successful proponent (the Successful Proponent) to deliver the Services.

### 1.1 Background

#### HOUSING PARTNERSHIP CANADA

HPC is a collaboration of Canada's housing leaders. HPC operates as a peer based network and business cooperative for senior housing practitioners of influential organizations which have a demonstrated commitment to innovation.

HPC provides a catalyst for a dynamic exchange of information and experiences among its members, and fosters deeper collaboration and exploration on business practices and approaches with regard to the development, operation and sustainability of social housing in Canada. See [www.housingpartnership.ca/](http://www.housingpartnership.ca/) for more information.

#### HOUSING SERVICES CORPORATION

HSC has been engaged by HPC to provide administration support services including managing procurement services. HSC was established by the Province of Ontario under the provisions of the Housing Services Act (Ontario). The Act established HSC as an independent not-for-profit corporation to represent the interests of its members consisting of municipal service managers, local housing corporations and the non-profit and co-operative housing providers previously administered by the provincial government. See [www.hscorp.ca](http://www.hscorp.ca) for more information.

## 2. SCOPE OF SERVICES

### 2.1 Requirements

HSC requests Proponents to review the requirements outlined in **Appendix A** and provide HSC with the information as indicated in the Form of Response, attached as **Appendix B**.

### 2.2 Contracting Approach

It is the present intention of HPC to enter into a contract with the Successful Proponent to deliver the Services (Agreement).

The Successful Proponent shall provide the Services in accordance with the Agreement, and such other terms as shall be agreed upon by the Successful Proponent and HPC.

The Agreement to be signed by the Successful Proponent shall be in the form required by HPC and shall include the following terms:

- The Successful Proponent shall perform the work outlined in **Appendix A** - Scope of Services.
- At the sole discretion of HPC, the Successful Proponent can be used for additional skills or services to those identified in **Appendix A** - Scope of Services, provided that the skills or services relate to the identified area of expertise.
- Pricing is fixed for the period of the Agreement.

The form of Agreement to be signed by the Successful Proponent is attached as **Appendix C**. Any comments to this form of Agreement must be included in the Form of Response, attached as **Appendix B**.

## 3. CONFIDENTIALITY

All information provided by or obtained from HSC or HPC in any form in connection with this RFP either before or after the issuance of this RFP:

- a) is the sole property of HPC as applicable and must be treated as confidential;
- b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent Agreements;
- c) must not be disclosed without prior written authorization from HPC as applicable; and
- d) shall be returned by the Proponents to HPC as applicable immediately upon the request of HPC.

#### 4. EXECUTION OF SERVICES AGREEMENT AND NOTIFICATION

HPC reserves the right in its sole discretion and for any reason whatsoever:

- a) to accept or to reject any or all Proponent responses in whole or in part,
- b) not to proceed with all or any part of the services under this RFP, or
- c) issue a second RFP.

Once an Agreement is signed with the Successful Proponent, HSC shall notify the other Proponents that they have been unsuccessful in this RFP.

#### 5. PROPONENT INSTRUCTIONS

##### 5.1 Questions

Any questions on this Request for Proposal should be directed in writing via e-mail to Rosabelle Gonzales at [rfp@hscorp.ca](mailto:rfp@hscorp.ca) no later than **Tuesday, May 14, 2019 by 2:00 p.m. EDT, Toronto time.**

##### 5.2 Responses to this RFP

Proponents must include all information requested and provide it in the order in which it is requested on the Form of Response, attached as **Appendix B**. Proponents that fail to provide all information requested may be disqualified.

Proponents must complete each section of the attached Form of Response document.

**Proponents shall submit their response to this RFP via HSC's Bonfire portal.**

Please follow these instructions to submit via our Public Portal.

##### 1. Prepare your response materials:

##### Requested Information

| Name             | Type                 | # Files  | Requirement |
|------------------|----------------------|----------|-------------|
| Form of Response | File Type: Any (*.*) | Multiple | Required    |

## **Requested Documents:**

Please note the type and number of files allowed. The maximum upload file size is 100 MB.

Please do not embed any documents within your uploaded files, as they will not be accessible or evaluated.

## **2. Upload your response at:**

<https://hscorp.bonfirehub.ca/opportunities/23072>

Your response must be uploaded prior to the Closing Date of **Wednesday, May 29, 2019 by 2:00 PM EDT**. We strongly recommend that you give yourself sufficient time and **at least ONE (1) hour** before the Closing Date to begin the uploading process and to finalize your response.

## **Important Notes:**

Each item of Requested Information is instantly sealed and will only be visible after the Closing Date.

Uploading large documents may take significant time, depending on the size of the file(s) and your Internet connection speed.

You will receive an email confirmation receipt with a unique confirmation number once you finalize your response.

Minimum system requirements: Internet Explorer 8/9/10+, Google Chrome, or Mozilla Firefox. Javascript must be enabled.

## **Need Help?**

HSC uses a Bonfire portal for accepting and evaluating proposals digitally. Please contact Bonfire at [Support@GoBonfire.com](mailto:Support@GoBonfire.com) for technical questions related to your response. You can also visit their help forum at <https://bonfirehub.zendesk.com/hc>.

Proponents are strongly encouraged to limit their responses to a maximum of 10 pages in total. The Evaluation Committee reserves the right to review only the first 10 pages of your proposal and no more.

### **5.3 Participation Instructions**

Information directing prospective Proponents to the RFP documentation will be made available on the following electronic tendering services: MERX - website: [www.merx.com](http://www.merx.com), e-mail: [merx@merx.com](mailto:merx@merx.com), telephone number: 1-800-964-6379; Biddingo.com - website: [www.biddingo.com](http://www.biddingo.com), e-mail: [info@biddingo.com](mailto:info@biddingo.com), telephone number: 1-888-891-8314; as well as HSC's website [www.hscorp.ca](http://www.hscorp.ca) and HPC's website [www.housingpartnership.ca](http://www.housingpartnership.ca).

### **5.4 Amending or Withdrawing Proposals Prior to Submission Deadline**

At any time prior to the Submission Deadline, a Proponent may amend or withdraw a submitted proposal. Any amendment should clearly indicate what part of the proposal the amendment is intending to replace.

A notice of amendment or withdrawal must be sent to the address of HSC's Manager of Procurement and Compliance.

### **5.5 HSC May Seek Clarification and Incorporate Response into Proposal**

HSC and HPC reserve the right to seek clarification and supplementary information relating to the clarification from Proponents after the Submission Deadline. The response received by HSC from a Proponent shall, if accepted by HSC and HPC, form an integral part of that Proponent's proposal. HSC and HPC reserve the right to interview any or all Proponents to obtain information about or clarification of their proposals. In the event that HSC receives information at any stage of the evaluation process which results in earlier information provided by the Proponent being deemed by HSC to be inaccurate, incomplete or misleading, HSC reserves the right to revisit the Proponent's compliance with the mandatory requirements and/or adjust the scoring of rated criteria.

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## 5.6 Evaluation Process

HPC will conduct the evaluation of proposals in the following two stages:

### Stage I

Stage I will consist, in part, of a review to determine which proposals have complied with the mandatory requirements outlined below.

|    | <b>MANDATORY REQUIREMENTS</b>  | <b>Y/N</b> |
|----|--|------------|
| 1. | Proposal received on time  | -          |
| 2. | Form of Response submitted and signed by authorized representatives(s) | -          |

Qualified proposals that meet all mandatory requirements will be scored based on the following criteria:

|    | <b>EVALUATION CRITERIA</b>             | <b>MAXIMUM POINTS</b> |
|----|--|-----------------------|
| 1. | Project Understanding and Methodology  | 35                    |
| 2. | Relevant Experience and Qualifications | 30                    |
| 3. | Work plan/Project Schedule             | 15                    |
| 4  | Pricing                                | 20                    |
|    | <b>TOTAL SCORING</b>                   | 100                   |

HPC reserves the right to interview selected proponents, as applicable, as part of the Stage I Evaluation Process.

### Stage II

In this final Stage II, the Agreement will be negotiated and finalized for execution with the highest evaluated Proponent. The final signed Agreement may contain terms different or supplementary to those contained in the Successful Proponent's proposal.

No Proponent shall have any rights against HSC or HPC arising from such negotiations or the failure to execute an Agreement.

If HPC is unable to negotiate and sign the Agreement with the highest evaluated proponent, then HPC shall have the right to either commence negotiations with the next highest evaluated proponent or terminate this RFP.

## 5.7 Tentative Schedule

The following dates are tentative and are subject to change without notice:

| Task   | Target Date                                 |
|--|---|
| Posting of this RFP  | Wednesday, May 1, 2019                      |
| Deadline for questions   | Tuesday, May 14, 2019<br>By 2:00 p.m. EDT   |
| Answers to questions and distribution of addenda to RFP, as required   | Friday, May 17, 2019                        |
| Closing date for submission of proposals   | Wednesday May 29, 2019                      |
| Evaluation of proposals  | Thursday, May 30 to<br>Friday, June 7, 2019 |
| Meetings with short-listed proponents, as required<br><i>Proponents are expected to be available on this date should these meetings be required.</i> | Week of June 24, 2019                       |
| Agreement with HPC to take effect  | Tuesday, July 2, 2019                       |
| Completion date for Services   | February 2020                               |

## 6. GENERAL CONDITIONS

- 6.1 HSC reserves the right to accelerate and postpone the schedule for this RFP.
- 6.2 Each Proponent shall prepare at its sole cost and expense its response to this RFP. Neither HSC nor HPC shall reimburse any Proponent for its rejected response.
- 6.3 HSC reserves the following rights:
  - 6.3.1. HSC can request that any Proponent clarify or make changes to its response.
  - 6.3.2. HSC can, in its sole discretion, choose to meet with none, some or all of the Proponents to discuss their response.
  - 6.3.3. Responses that are improperly signed, illegible, contain omissions or irregularities may, in HSC's sole discretion, be rejected. HSC may also waive any informality or irregularity.
  - 6.3.4. HSC may verify with any Proponent or third party any information set out in the response. HSC may check references other than those provided by any Proponent.

- 6.3.5. HSC may disqualify any response that contains material misrepresentations or any other materially inaccurate or misleading information.
- 6.3.6. HSC, this RFP and all responses to it are governed by the Municipal Freedom of Information and Protection of Privacy Act, Ontario.

These reserved rights are in addition to any other express rights or any other rights which may be implied and neither HSC nor HPC shall be liable for any expenses, costs, losses or direct or indirect damages suffered by a Proponent resulting from HSC or HPC exercising any of its express or implied rights under this RFP.

## **APPENDIX A SCOPE OF SERVICES**

### **RESEARCH STUDY**

#### **Comparative Analysis of Mixed Model Developments in Canada**

### **SCOPE OF WORK**

#### **Context:**

Increasingly, new affordable housing is being developed using mixed model approaches in order to achieve financial viability and promote more inclusive communities. The purpose of this research study is to analyze the opportunities and challenges posed by using mixed model development to achieve broader housing objectives.

Housing Partnership Canada (HPC) is interested in supporting the development of a research paper which will further the understanding of mixed model developments, their legal and financial structures and affordability goals. The purpose of the research is intended to identify and demonstrate how mixed model development can be achieved in a Canadian context, and to promote a broader understanding of the key success factors of these projects in providing affordable housing.

The resultant research report will offer a key information sharing document which will help to support informed decision making within the housing sector. As such, HPC wishes for this research to explore the following:

- Identify and document a minimum of nine samples of mixed model projects across Canada - three representing mixed tenure, three representing mixed income and three representing conversions of public housing to either mixed income or mixed tenure. Every effort should be made to include a blend of locations and market sizes.
- Consider and address how mixed models are defined, and the opportunities and challenges faced by the models identified.
- Document the corporate and legal structures, financial model/proforma and any partnership arrangements that may be in place.
- Document the physical structures and building types used for each mixed model development in the sample including information on affordability, number of units and target demographic.

- Note the pros and cons of government-owned, charitable, P3, non-profit, and for profit developments.
- Document the tax implications and risks associated with developing new housing under the mixed income model and identify recommended changes which CRA could consider that would better support the use of this model.
- Speak to the mechanisms in place to support the long term success of these models and the on-going provision of affordable housing.

The resulting report will suggest key lessons learned, outline considerations when setting up affordable housing using this delivery model, and how governments can better support these developments moving forward.

### **Research Questions:**

The research will examine three broad areas and address the following questions through the investigation:

#### a) Exploring mixed model development options

Mixed model developments are defined in many ways. This research means to look at three: (1) development of new mixed tenure; (2) development of new mixed income; and (3) conversions of public housing to either mixed tenure or mixed income.

- Identify the definition of each model
- What are their various opportunities and challenges?
- What were the financial and/or market considerations in selecting this model?

#### b) Documenting the legal structures necessary to create mixed model developments

- Collect the various legal structures and documents that have been used across Canada to create each of the three identified types of mixed model developments.
- Review and document the key considerations when setting up a housing corporation or affordable housing delivery model, noting the pros and cons of government-owned, charitable, P3, non-profit, and for profit developments.
- Identify CRA implications of the various legal structures.

#### c) What is the long-term success of these models?

- What mechanisms are in place to ensure affordability over time?
- What models provide services to support low or moderate income households, and to what extent?

- Identify if measures for social outcomes are in place and, if so, the time period over which data is collected.

### **Scope of Work:**

The research will:

- Identify mixed model projects which have been developed or are in the planning/construction phases of development in Canada. This could be done initially through a call for projects to HPC members; and then broadened to other projects that could be identified through a specific group of development partners (i.e. VanCity, New Commons). A minimum of 9 projects must be identified for the research to proceed.
- Outreach to identified projects to determine their interest in being part of the study, their applicability to the study, and to collect necessary information.
- Develop an analysis matrix by which each mixed model development is analyzed and documented.
- Identify common factors that lead to both the financial viability of the project and the success of the integration of affordability into the building.
- Identify key or common elements that could be applied to different providers and stakeholder organizations across Canada.
- Identify key considerations for those wishing to create mixed model developments.
- Identify changes to funding, planning, design or government and/or legal structures that would further support and encourage mixed model development.

### **Methodologies/Approach:**

The research should involve information gathering through a collection and review of key development documents; including those noted in Schedule 1.

The research process to undertake this work will include the following:

- Project identification
- Collection and review of key documents as outlined in Schedule 1
- Development of analysis matrix
- Analysis of projects at a micro and macro level

- Development of key findings

### **Project Oversight:**

Both a Steering Committee and Project Working Group have been created to guide the research. The Steering Committee will, on behalf of HPC, review and approve the research for release and will be used as a vehicle to distribute the Report once completed. The Project Working Group will provide advice and support to the selected proponent on the research scope, methodology and deliverables. They will review the draft Report and content for the short research bulletin and make recommendations for its acceptance to the Steering Committee.

### **Deliverables:**

- Prepare a Project Scope (scope finalization) and projected timeline for completion of the different stages of the research for the approval of the Project Working Group.
- Develop an analysis matrix for the approval of the Project Working Group.
- Develop a long list of potential mixed model developments/conversions to be included in the Project; for final selection approval by the Project Working Group.
- Draft Final Report encompassing analysis, results, key findings (to be reviewed by the Project Working Group and the Steering Committee and revised as required).
- Final Report that includes an Executive Summary and Appendices (if applicable).
- Research Bulletin (brief 3-4 pages) that provides highlights about the research and key findings.
- Prepare a slide deck in (PPT format) that summarizes the research and the key findings/results that will be used to present for presenting to a range of sector stakeholders. Some of the material included in the slide deck must be consistent with the content prepared for the Research Bulletin.
- Submission of all associated data and information gathered through the research process (i.e., surveyed information gathered, interview responses, charts, tables and all visuals prepared for the Report).

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**Project Timelines:**

| <b>Task</b>   | <b>Target Date</b> |
|---|--------------------|
| Agreement to take effect  | July 2, 2019       |
| Submission of Project scope, timeline and analysis matrix                     | August 2019        |
| Submission of long list of developments/conversions to be included in Project | September 2019     |
| Submission of Draft Final Report  | November 2019      |
| Completion date for Services  | February 2020      |

**SCHEDULE 1  
DOCUMENT REVIEW CHECKLIST**

| Project Details          |  |
|--------------------------|--|
| <input type="checkbox"/> | Written project synopsis including background, project scope, purpose, objectives, business case, assumptions, risk analysis etc.                                      |
| <input type="checkbox"/> | Sales and marketing plan   |
| Financial                |  |
| <input type="checkbox"/> | Project Proforma, including revenue projections and cash flow projections  |
| <input type="checkbox"/> | Operating budgets  |
| <input type="checkbox"/> | Rent roll or proposed rents  |
| <input type="checkbox"/> | List of project sources and uses of equity/grants/financing and any conditions   |
| Partnerships & Equity    |  |
| <input type="checkbox"/> | Agreements between confirmed partners or equity contributions (including land)   |
| <input type="checkbox"/> | Operating, Development and/or Housing Agreements   |
| Community Needs          |  |
| <input type="checkbox"/> | Market studies, need & demand reports, any studies which note location as it relates to amenities and/or transit and if location is appropriate for type of residents. |

**APPENDIX B  
FORM OF RESPONSE**

**Attached as a separate file.**