

IX. SUBMISSION CONTENTS

1.1 Summary Information

<p>(For internal use only)</p> <p>BCHMC # _____</p> <p>VCH # _____</p>

Sponsor

Name of Society: _____
(Legal entity which will enter into the operating agreements.)

Mailing address: _____

Telephone: _____ Fax: _____

E-mail address: _____

Date of incorporation: _____

Canada Customs and Revenue Agency charity number: _____

Contact person and position: _____ Telephone: _____

Proposal Summary

The target for this RFQ is to identify a society with the qualifications to develop 50 units of assisted living in Richmond. While VCH is prepared to make available the Moncton Street site (see Appendix D), proponent societies may propose to use alternate sites they own or control. Please indicate which option your Society has chosen and briefly describe if the Society intends to develop on the site anything in addition to the 50 targeted ILBC units.

The Society proposes to use the Moncton Street site.

The Society proposes to use a site it controls at (specify location):

Legal description and PID numbers: _____

(Full legal description of the land with PID numbers.)

In conjunction with the 50 assisted living units which will be funded through ILBC, the Society would like to develop on the site the following:

Development Team

Project manager (contact): _____

Address: _____

Telephone: _____ Fax: _____

Service delivery consultant (contact): _____

Address: _____

Telephone: _____ Fax: _____

Procurement strategy. Indicate if the Society has determined its strategy for renovating the building and chosen a design and/or construction team.

Design-tender

Architect (contact): _____

Address: _____

Telephone: _____ Fax: _____

Design-build

Developer (contact): _____

Address: _____

Telephone: _____ Fax: _____

Developer's architect (contact): _____

Address: _____

Telephone: _____ Fax: _____

Construction management at risk

Construction manager (contact): _____

Address: _____

Telephone: _____ Fax: _____

Service Delivery Strategies

Hospitality services. Please check the appropriate column to indicate how the Society would prefer to provide the services required by the Tenants.

“Direct delivery” means by staff hired by the Society and “contract” means through a sub-contractor engaged by the Society.

Hospitality services	Direct delivery (society staff)	Contract (partners)
▪ Meal preparation		
▪ Meal service		
▪ Housekeeping		
▪ Laundry		
▪ On-call response		
▪ Social and recreational opportunities		

Personal care services. Please check as appropriate.

	Direct delivery	Contract (partner)
Personal care services		

If the Society proposes to deliver the personal care services through a contract partner and if that partner has been identified, please identify:

Personal care provider and contact: _____

Address: _____

Telephone: _____ Fax: _____

2.1 Letter of Committal

All submissions of qualifications (“RFQ submissions”) must include a letter of committal in the form below and a copy of a resolution by the Society’s Board of Directors or Executive Committee authorizing approval of the submission.

Date: _____

BC Housing
601 – 4555 Kingsway
Burnaby BC V5H 4V8

Sample

Attention: Co-ordinator, Program Implementation

Re: Request For Qualifications

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, 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 Qualifications (the “RFQ”) 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 provincially-funded bodies such as BC Housing release information on the allocation of provincial program funds. Records can be withheld if their disclosure would be harmful to the business interests of the 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 certify that neither the officers nor directors have any actual or potential conflict of interest between our interests and the interests of BC Housing and VCH under this RFQ process. We acknowledge that if a conflict exists, BC Housing and VCH may, at their 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 asked to make a detailed proposal.

We authorize and consent to BC Housing and VCH 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 us. We understand that such information may be a factor in the decision of BC Housing and VCH to enter into agreements for this RFQ.

Society’s legal name: _____

Authorized Officer: _____ Date: _____

3.1 Society Capacity

Sponsor Experience, Organization, and Development Team

Number of developments/programs managed: _____

Number of units:

- _____ seniors housing
- _____ supportive housing (including hospitality services)
- _____ assisted living (including hospitality and personal care services)
- _____ special needs housing
- _____ family housing
- _____ residential or intermediate care
(licensed; 24 hour access to professional services)
- _____ other: (describe) _____

Number of staff: _____ (Full Time Equivalent)

Number of directors (board members): _____

Number of members who are not also directors: _____

Does your organization have any formal relationship with other community groups, for example a provision in your by-laws requiring membership by some directors in a "parent" organization? (Describe briefly if "yes".)

Does your organization have a historical relationship with other community groups? For example, was your organization founded by a service club?

Does your organization have a fund-raising committee, branch, or a relationship with a foundation?

When was the last major capital project undertaken by the Society? Briefly describe its scope?

Please summarize the Society's organization, using the format below. Add or delete "committees" as necessary.

Board/Committee Structure	Number of Members and Chair or Board Liaison (when applicable)	Role (brief description as appropriate)
General Membership		
Board of Directors		
Executive Committee		
Nominating (or Recruiting) Committee		
Operations (or Services) Committee		
Finance (or Audit) Committee		
Residents' Activities (or Liaison) Committee		
Development (or Special Projects) Committee		
Fund-raising (or Community Liaison) Committee		
Volunteer Activities Committee		

Support Documentation: Society Experience, Organization, and Development Team

1. **Mandatory** Please provide a profile of your officers and directors including their roles (if they have particular responsibilities) and their relevant experience, skills and/or education.
2. **Mandatory** Please provide a profile of your senior staff, if any, including their roles and responsibilities and their relevant experience, skills and/or education.
3. **Mandatory** Please submit a copy of the Society's Certificate of Incorporation, constitution and by-laws or application for incorporation and draft constitution and by-laws.
4. Please provide resumes of the credentials and any draft agreements or letters of intent between the Society and the members of the development team recruited to work on the project (e.g. project manager, architect, developer, hospitality and/or health services delivery consultant and/or partner).
5. Please submit copies of the most recent auditor's letter of opinion with respect to the Society's financial statements, any recent management letters from the Society's auditor, and your financial statements for the most recent fiscal year for which they are available.
6. Please attach, if available, committee job descriptions or materials which guide or indicate each sub-group's activities, e.g. schedule of activities organized, promotional pamphlets.
7. Please attach, if available, the Society's mission statement, history or any promotional material used for recruiting or fundraising.

4.1 Site Strategy / Rationale

Proponents have the option to lease the Moncton Street being made available by VCH or to provide a site they now control. Please respond as requested below, depending on the option the Society has chosen.

Moncton Street Site

VCH has investigated with the City of Richmond the approval process required to develop this site. As a rezoning is required, VCH held a public information meeting on June 3, 2004. Appendix E summarizes the results of those initiatives and provides a summary of the community feedback.

Proponents proposing to develop the Moncton Street site are asked to outline any of the challenges they anticipate and how they will respond, specifically addressing the following:

- How the site and its position in the surrounding neighbourhood might influence the design.
- How neighbourhood concerns will be managed throughout the municipal approval process.
- Whether the requirements of the site's development present any exceptional financial "negatives."
- How the effect of the approval process on the schedule will be managed.

Society-controlled Site

Proponents proposing to develop their own site are asked to outline any of the advantages they believe it presents to the Moncton Street site, specifically addressing the following:

- How the Society controls the site - through freehold or leasehold title, option to purchase or lease. If the site is controlled through an option, please enclose a copy of the executed agreement or contract of purchase and sale.
- The ultimate mortgageable interest the Society will have in the site and the net cost to the project to secure that interest. (E.g. Freehold title at no cost to be included in the mortgage; 60 year leasehold interest at an upfront nominal rent of \$10.)
- What is required for municipal approval.
- The site's location relative to appropriate amenities.
- Any financially positive or negative attributes the site has, for example development constraints (e.g. density requiring non-combustible construction) or access to services (e.g. utility or sewer lines).
- Any covenants or other restrictions on development which require third party approval.
- A summary of why the Society believes its site is preferable to the Moncton Street site.

Please provide a copy of the title for the alternate site being proposed.

5.1 Society and Community Equity Contributions

If the Society has opted to lease the Moncton Street site being offered by VCH, it will be deemed to have met the ILBC community equity requirement; however, the societies which can contribute additional equity to the Project or have mobilized additional local support will be evaluated more positively.

Please summarize any contributions below, identifying the source and nature of the contribution under “Description.” For example, a municipal government might provide a grant equivalent to Development Cost Charges (the “DCCs”) or relax property taxes.

Source	Description (including any conditions)	Value
Society: land value or cash equity		
Municipal government		
Other community partners		
Other		
TOTAL		

Support Documentation: Sponsor and Community Equity Contributions

Please submit copies of any written commitments for financial support from community supporters including municipal resolutions and letters of conditional support from service clubs or foundations.

6.2 Hospitality Services Concept

Does the Society have any experience in the delivery of hospitality services?

Does the Society intend to hire staff directly to provide hospitality services? If so, please outline the Society’s general strategy, including any expertise the Society has in this area (existing staff, volunteers, or consultants).

Has the Society identified a potential partner (either for-profit or non-profit) which has experience in the delivery of hospitality services?

Please indicate which social and recreational opportunities the Society would like to facilitate for its Tenants and whether it has identified the means to do so.

Does the Society have special equipment or resources which will facilitate the social and recreational activities?

6.3 Personal Care Services

For this Project, Vancouver Coastal Health is looking for a society which can deliver the required personal care services directly or through sub-contractors managed by the Society.

Does the Society intend to hire staff directly to provide personal care services? If so, please outline the Society's strategy, including any expertise the Society has in this area (existing staff, volunteers, or consultants).

Does the Society have any experience in the delivery of personal care services?

Has the Society identified a potential partner (either for-profit or non-profit) which has experience in the delivery of personal care services?

Support Documentation: Hospitality and Personal Care Services Delivery

If the Society has identified a partner (or partners) to deliver the hospitality and/or personal care services, please submit any memoranda of understanding or letters of intent among the Society and its partners and resumes for the partners, listing experience and the qualifications of the principals (owners, managers) of the partners.

7.1 Operating Budget

Please submit a draft operating budget in the following form, providing notes to each line item describing the basis for the estimate. This budget is to establish the Society’s estimate of hospitality and personal care costs. The standard housing operating cost norms have been filled already.

OPERATING BUDGET

Society Name:
Project Address:
of Housing Units:

					<u>Yearly</u>	<u>Monthly</u>
REVENUE						
Tenant Rent Contribution						
BC Housing Contribution						
Health Authority Funding						
Other (specify) (i.e. investment income, additional meals):						
TOTAL REVENUE						
EXPENDITURES						
<u>Staffing (including Relief)</u>						
	<u># Union FTE's</u>	<u># NonUnion FTE's</u>	<u># Excluded FTE's</u>	<u># Hours/Yr</u>	<u>Total Salary</u>	
Administrator						
Administrative Support						
Social/Recreation Coordinator						
Personal Care Workers						
Dietary/Food Services						
Housekeeping/Laundry						
Maintenance (e.g. caretaker)						
Other (specify):						
Subtotal						
Relief						
Accrued Vacation						
Purchased Services – Admin						
Purchased Services – Dietary						
Purchased Services – Laundry						
Purchased Services – Personal Care						
Other (specify):						
Total Labour Costs						

Benefits

E.I.		
C.P.P.		
W.C.B.		
M.S.P.		
Pension Plan		
Extended Health & Dental		
Group Life, A.D.D. & L.T.D.		
Other (attach details)		

%

Total Benefits

Total Staffing Costs

Supplies

Raw Food Costs		
Supplies – Housekeeping/Laundry		
Supplies – Kitchen		
Other miscellaneous supplies & equipment		

Total Supplies Costs

Housing Expenses

Mortgage (P & I)		
Property Taxes		
Maintenance & Repairs:		
Building Maintenance, Materials/Repair, Small Equipment		
Grounds Maintenance, Materials/Repair, Small Equipment		
Service Contracts (attached list)		
Utilities (specify):		
Heating & Domestic Hot Water		
Electricity other than Heat		
Water & Sewer		
Garbage Removal		
Insurance		
Replacement Reserve		
Contingency for Vacancy Loss		

Total Housing Expenses

Administration (non-staffing costs)

Administration:		
Office Overhead i.e. Supplies & Small Equipment, Rental Equip.		
Telephone & Other Communication Service		
Association Dues		
Purchased Services (Non-Labour)		
Audit & Legal		
Other (specify):		

Total Administration Costs

TOTAL EXPENDITURES

TOTAL REVENUE (from Page 1)

PROJECTED SURPLUS/(DEFICIT)

Support Documentation: Operating Budget

Please provide notes for each budget category explaining the basis for the estimate. For “EXPENDITURES Staffing,” please provide the weekly staff schedule showing which staff positions are on duty over the course of each day.

Operating Budget Completion Guidelines**Society**

Fill in the Society's full name as shown on the Certificate of Incorporation.

Project Address

Fill in the proposed site and civic address if known.

of Housing Units

Fill in the number of units for which the Society is seeking assistance.

REVENUE

This section should be completed after the “Expenditures” section has been drafted.

• Tenant Rent Contribution

Assume an average gross income of \$1200 per month which is approximately \$1140 after tax. Each Tenant will pay 70% of their after-tax income on average about \$800 monthly. Multiply this average amount by the number of units.

• BC Housing Contribution

To calculate:

- a) Apportion the staffing costs (including benefits) which are related to housing, principally some portion of the administrator and support positions, and the maintenance staff and a reasonable portion of the “Administration (non-staffing costs)”.
- b) Add the total housing staffing cost (a) and the “Total Housing Expenses” category in “Expenditures” below.
- c) Assume that \$360 per unit per month of the Tenant Rent Contribution goes toward all housing expenses.
- d) BC Housing’s contribution will be b) minus c)

• Health Authority Funding

VCH is responsible for the shortfall in funding the hospitality (if any) and the personal care services.

To calculate the hospitality shortfall and the personal care cost:

- a) Apportion those staffing costs (including benefits) which are related to provision of the hospitality and personal care services, some portion of the administrator and support positions, all supplies, and a portion of the “Administration (non-staffing costs)”.

Note: VCH needs to know the cost of personal care services. See below under “EXPENDITURES” for how to estimate personal care costs.

- b) Assume that \$440 per unit per month from the Tenant Rent Contributions goes toward the hospitality services costs.
- c) VCH's contribution will be a) minus b)

- **Other**

Include any other anticipated revenue, e.g. extra meals, interest income on funds on deposit, rental revenue for space in the common areas or donations and fundraising events.

TOTAL REVENUE

Total all revenue categories.

EXPENDITURES

Staffing (including relief)

All staff positions should be shown in this sub-section.

When staff will perform multiple tasks, please estimate how much time will be spent on each task, using the category of Full Time Equivalent (FTE). For example, if a person is spending half time on "Housekeeping/Laundry" and half time as a "Personal Care Worker," please indicate .5 FTE in each sub-category.

If the Society will be purchasing services by contract, rather than delivering services through directly employed staff, use the categories immediately below, e.g. "Purchased services – dietary".

Note:

Please provide your staffing assumptions in "Notes to the Operating Budget", for example, what positions are being combined.

- **Administrator**
Salary (not including benefits) of the main staff person, i.e. executive director or CEO.
- **Administrative Support**
Salary (not including benefits) for office support staff, assistant, receptionist, bookkeeper.
- **Social/recreation Co-ordinator**
Salary (not including benefits) for position.
- **Personal Care Workers**
Salary (not including benefits) for positions. **Assume one hour per Tenant per day of personal care services to determine the staffing levels needed.** (This will not apply when VCH is organizing the delivery of personal care services.)
- **Dietary/Food Services**
Salary (not including benefits) for all positions involved in food preparation and serving food.
- **Housekeeping/Laundry**
Salary (not including benefits) for positions.
- **Maintenance**
Salary (not including benefits) for position.

- **Other**
Specify.
- **Relief**
Allow for the cost of extra staff to cover when regular staff are on vacation, statutory holiday or sick leave.
- **Accrued Vacation**
Not applicable in the first year of operations.
- **Purchased Services – Administration**
The price for any administrative services (e.g. bookkeeping) acquired on a contract basis, i.e. through a non-employee relationship.
- **Purchased Services – Dietary**
The price for any food services (e.g. food preparation) acquired on a contract basis, i.e. through a non-employee relationship.
- **Purchased Services – Housekeeping/Laundry**
The price for any housekeeping/laundry services (e.g. laundry) acquired on a contract basis, i.e. through a non-employee relationship.
- **Purchased Services – Personal Care Services**
The price for any personal care services acquired on a contract basis, i.e. through a non-employee relationship.
- **Other** (specify)
- **Total Labour Costs**

Benefits

Unless the Society has the experience/expertise to compute the individual benefit costs, allow 20% of the total salary costs (not including the cost of any “purchased services”).

- **Total Benefits**

Supplies

- **Raw Food Costs**
All food acquisition costs incurred directly by the Society.
- **Supplies – Housekeeping/Laundry**
All cleaning and laundry costs incurred directly by the Society.
- **Supplies – Kitchen**
All costs incurred directly by the Society for kitchen equipment and supplies.
- **Other Miscellaneous Supplies & Equipment**
- **Total Supplies Cost**

Housing Expenses

- **Mortgage (P & I)**

For the purposes of this RFQ operating budget, assume P & I payment of \$30,000 per month.

- **Property Taxes**

Include the costs for municipal taxes in this category, as well as any license fees the Society has to pay for municipal or regional services.

Some municipalities include service fees for water and sewer with their property tax billing. Record these costs under the “Water and Sewer” category under **Utilities**.

- **Maintenance & Repairs:**

- *Building maintenance, materials/repairs, small equipment*

Budget for plumbing and electrical supplies needed on site for repairs. Also include the costs for hiring plumbers, electricians and carpenters to make repairs and estimate cost for any appliance repairs.

Equipment costs, including rental of building maintenance equipment, and janitorial supplies such as hand tools, pails and cleaning products are included in this section.

- *Grounds maintenance, materials/repairs, small equipment*

Include maintenance contract costs for lawn maintenance and services such as pruning and landscaping work. Costs for minor repairs to pathways, parking areas and sidewalks are also included in this category. Budget for grounds equipment rental costs, fertilizer, plants, gasoline and other materials needed for grounds maintenance and repair.

- *Service contracts (attach list)*

Include recurring contracts for services such as security, snow removal and pest control in this category. Also include service contracts for fire alarm and sprinkler inspections, elevator and intercom maintenance.

- **Utilities:**

- *Heating and domestic hot water*

If the development will have central heating for the common areas and Tenant’s units, enter the total heat and hot water costs in this category. When the units contain individual gas and electricity meters in each resident’s name, only enter the costs for heating hot water and the heating costs for common areas.

- *Electricity other than heat*

Include the lighting costs for common areas and other electrical power costs.

If the development will have electric heat, heating costs should be allocated to the Heat/Hot Water Category. If you are unsure of what to budget for heat and other electrical costs, BC Hydro may help with an estimate of the breakdown.

- *Water and sewer*

Include an estimate of what the Society will pay for municipal water or sewer services.

- *Garbage removal*
Include the costs for municipal garbage pick up or for a private waste removal company here.
- **Insurance**
Insurance costs for liability, fire, theft, earthquake and other damages, and directors' liability should be entered on this line.
- **Replacement Reserve**
Allow \$60 per unit per month. This reserve covers the future replacement costs of appliances, flooring, furnaces, hot water tanks, carpets, linoleum, window covering, painting and paving.
- **Contingency for Vacancy Loss**
The contingency for vacancy loss is intended to help the Society meet normal operating costs in times of moderate vacancies.

Budget up to one percent of "Total Housing Expenses" as a contingency for vacancy loss.
- **Total Housing Expenses**

Administration (non-staffing costs)

- **Office Overhead (supplies, small equipment, rental equipment)**
Include costs for office supplies such as paper, staplers, computer and photocopier supplies, bank charges, etc., as well as office equipment rental in this section.
- **Telephone and other Communication Services**
Enter the expenses for telephones, cell phones, Internet service, and pagers.
- **Purchased Services (non-labour)**
- **Audit & Legal**
Enter the amount you pay to have financial statements audited and for legal services in this category.
- **Other (specify)**

TOTAL EXPENDITURES

TOTAL REVENUES (from page 1)

PROJECTED SURPLUS (DEFICIT)

Plan for a breakeven budget.

8.1 Schedules

Societies must submit two schedules:

- The first should estimate the time required to prepare a detailed proposal which will meet the conditions for Project Commitment from BC Housing and VCH.
- The second should estimate the time required to complete the planning and construct the Project once project commitment has been received.

To meet the conditions for “project commitment,” a proposal must provide BC Housing and VCH sufficient information to confirm:

- that it can achieve or has achieved all local approvals;
- that the capital proposal can be completed for the agreed price;
- that the physical design conforms to the needs of the program, as agreed by BC Housing and VCH; and
- that the plan for operations meets program standards and is affordable.

Schedule I: Development of detailed proposal to Project Commitment

Activity	Date of Completion	Time Required (in weeks) for Task and any Comments
1. Development of housing concept		
2. Development and execution of community consultation strategy ¹		
3. Construction management – to complete feasibility, scope development and costing		
4. Municipal land use approvals achieved, including Development Permit		
5. Completion of design drawings and outline specifications, i.e. design development phase		
6. Capital budget development completed		
7. Detailed support services (hospitality and personal care) plan completed		
8. Operating budget completed		

¹ See Section 1, Project Commitment Stage, Drawing and Specification Requirements, *Independent Living BC Design and Construction Standards*.

Schedule II: Project Commitment to Project Occupancy

Activity	Date of Completion	Time Required (in weeks) for Task and any Comments
1. Completion of working drawings		
2. Review of working drawings by BC Housing		
3. <u>Design-Build</u> : Completion of contract documents and construction contract execution		
4. Building permit issued		
5. <u>Design-Tender</u> : Tender issued; contract awarded		
6. Loan commitment, execution of lease, mortgage, operating agreements		
7. Construction start		
8. First advance		
9. Commissioning (implementation of management plan) start date		
10. Commissioning (implementation of management plan) completion date		
11. Substantial Completion		
12. Interest Adjustment Date		
13. First Occupancy		