



Request for Proposals Affordable Housing Strategic Plan for Pemberton

The Village of Pemberton is inviting qualified consulting firms and/or individuals to submit a proposal for the preparation of an Affordable Housing Strategic Plan. This Request for Proposals (RFP) provides a project summary, purpose, tasks, and content, together with the submission requirements and evaluation criteria.

The Village of Pemberton is a municipality with an area of approximately six (6) square kilometers, situated within the Squamish Lillooet Regional District (SLRD). The Village has a population of approximately 2,500 residents, whereby in 2005 BC Statistics indicated that Pemberton was the fastest growing community in British Columbia.

Pemberton's growth is attributed to its land resources together with its recreational opportunities and strategic location, situated at the northern reach of the Sea to Sky Corridor. Most relevant to the need for affordable housing, is the fact that Pemberton is only a 30 minute drive north of the Resort Municipality of Whistler.

Pemberton's economy was traditionally reliant on agriculture and the forestry industry until the early 1990's when Whistler rapidly developed into an international resort destination. Whistler's success soon translated into a significant increase in property values as the cost of ownership and rental housing began to exceed the local work force's financial means. In response, Pemberton became a more affordable option to Whistler employees, initially as a bedroom community and increasingly becoming an attractive community and employment centre for diversity of residents.

1.0 PROJECT SUMMARY

The continued enhancement of the community's quality of life is fundamental to the Village of Pemberton's Strategic Plan¹. In particular, actions related to social sustainability highlight the need to support affordable housing through the development and implementation of a strategic housing policy. The policy is intended to work towards ensuring that the Village has a diverse range of options, where residents, businesses and developers can assist in meeting local housing needs.

The Village of Pemberton has successfully received funding from the 2009 Pilot Project Grants (UBCM Health Promotion Fund) for the purpose of preparing an Affordable Housing Strategy.

¹ The Strategic Plan is a Village document that follows four (4) pillars specifically: Social Sustainability, Economic Sustainability, Environmental Sustainability and Good Governance. The Strategic Plan is the basis from which the Village sets immediate, short and long term actions and therefore is key to operations and the budget process.

A condition of the grant funding is to be a pilot project that provides information or develops processes that could be applied elsewhere by the Village or in other communities. In particular, the Village has represented that the Housing Strategy will:

- Assist in developing new policies and land use directions that will be part of the (recently initiated) Official Community Plan Update;
- Further identify and refine the appropriate approach to consultation and implementation of a plan within a community, to ensure awareness and participation of broader interests; and
- Provide an example of how smaller communities with limited resources can focus on certain initiatives that are unique to their community and can make a tangible difference in increasing the local supply of affordable housing.

The prospective consultant should also be aware that as a pilot project the proposed Housing Strategy will be evaluated by the Village and the granting agency based on the following:

- the ability to appreciate that the Village is facilitating rather than controlling the community engagement process and that public consultation will take a wider sphere of influence and involvement to resolve the housing issues;
- the willingness of partners to work together to solve an important community problem;
- the responsiveness of an integrated and sustained approach to identifying the challenges and achievable solutions;
- the appropriateness of the process followed, ensuring that it stays on track, is accountable to the participants, is timely, on budget and provides a deliverable that is supported by all the responsible interests;
- the process actually provides tangible and achievable solutions and outcomes;
- the action plan provides both "low hanging fruit" (immediate actions) as well as longer term solutions; and
- there is general community support for the deliverables and a process that meets expectations as far as deliverables and budgets.

2.0 PURPOSE

The project is intended to develop an Affordable Housing Strategy that is *truly specific to the real housing affordability issues facing the Pemberton community*. **Prospective consultants should recognize that the Village already has a strong understanding and implementation experience in addressing the challenges of affordable housing through widely embraced province-wide planning tools (i.e.**

inclusionary and secondary suite zoning, density bonusing, restricted housing stock, price controls, land banking, etc). These planning related initiatives should not be the focus of the Affordable Housing Strategy as they are being considered and, if appropriate, implemented through the 2009 Official Community Plan Update process.

Alternatively the intent of the proposed Pemberton Affordable Housing Strategy is to develop more pragmatic and tangible directions to address the community's specific challenges related to ensuring a suitable stock of affordable housing. In particular, the Strategy should consider the following traits that may influence housing availability in Pemberton:

- its supply of unrestricted and typically more affordable housing options for Whistler employees;
- it is the service centre for the entire Pemberton Valley (+/- 5600 km²) including portions of the Lil'wat Nation (Mt. Currie), D'Arcy, Pemberton Meadows, and Birken; yet offers limited public transportation options to serve affordable housing that exist in outlying areas;
- its residents may have social issues that may affect their ability to secure affordable and livable housing;
- it is desirable as a vacation (second) home destination as it is a gateway to countless recreational amenities as well as its proximity to Whistler resort;
- it has a number of affordable housing units that may be subject to redevelopment (and lost to the stock) in the near future;
- it has a limited supply of more affordable and developable lands as these lands are typically within the Agricultural Land Reserve;
- it has significant flood construction levels (1-2 metres above grade) often resulting in increased construction costs while also limiting the amount of buildable space; and
- it only has a small tax base and budget and therefore has limited fiscal or staffing resources in which to manage affordable housing.

It is crucial that the Strategy identify solutions and courses for action for an array of challenges, looking at community specific constraints that affect the provision and securing of affordable housing for Pemberton residents.

The Strategy must be a community driven process with a priority to deliver a document that will proactively work towards addressing affordability considerations as they relate to housing supply. The desired outcomes of the Strategy will to be a catalyst that brings together community ideas and directions within an realistic and implementable framework. At this time Pemberton has yet to bring together the range of local stakeholders and interests to work towards addressing community-wide affordable housing challenges.

3.0 REQUIRED TASKS:

The work program shall include the following tasks:

1. Identify target groups that do not have affordable, safe and livable housing;
2. Understand the challenges in securing and providing affordable, safe and livable housing that are unique to Pemberton;
3. Work with community social groups/agencies and stakeholders on developing successful approaches in addressing the housing needs and supply, considering short and long term timeframes;
4. Identify proactive approaches that will remove direct and indirect barriers to securing and providing affordable housing;
5. Develop an action plan that will increase the supply of affordable and livable housing that will appropriately meet the needs of the community. The action plan should not only identify implementation items for the Village but also recognize available resources and partnerships (funding, staffing, and other resources) that can assist with the implementation of the Strategy; and
6. Ensure extensive community consultation and engagement throughout the development of the Strategy.

4.0 PROPOSAL CONTENT

The proposal shall respond to the requirements contained within this RFP document. In addition, each submission shall include the following:

4.1 Proposed Work Program

The work program shall specifically outline the tasks, key deliverables and public/stakeholder consultation opportunities as outlined in this RFP. The UBCM Health Promotion Fund has offered to provide a community facilitator at no cost to the project. Opportunities for this assistance should be incorporated into the work program.

4.2 Proposed Schedule

The schedule should provide detailed estimates for project milestones, precise times for specific stages and include the completion dates for public/stakeholder meetings and deliverables. Applicants shall provide a timeline to complete the overall study, it is anticipated that the project should take no more than six (6) months to complete.

4.3 Consultant Qualifications

This contract seeks a consultant with extensive experience in compiling and analyzing data, facts and experiences related to the challenges of supplying affordable housing. Ideally, the consultant will have some familiarity with Pemberton's demographics; existing housing supply and constraints; land

development requirements, and local economic and social stakeholders that are involved in the provision of housing as well as any other skills important to fulfill the project requirements. The submission shall provide the following details:

- Consultant(s') name, address, email and brief firm description;
- Resumes and references for each of the individuals proposed to work on the project;
- Consultant(s') professional experience in completing projects of a similar nature and subject matter; and
- Consultant(s') references for related work.

4.4 Budget

The proposals shall provide the following budgetary details:

- Itemized costs for completing the proposed work program
- Billable rates and estimated expenses for each consultant working on the project
- Estimation of expenses and taxes
- Three copies of the proposed budget enclosed in a separate sealed envelope or email as a separate and distinct component of the proposal

The total budget including expenses is \$20,000.

4.5 Project Deliverables

The final Housing Strategy deliverable shall be submitted in report and digital format, at the expense of the selected consultant.

4.6 Village Responsibilities

The proposal should clearly identify those roles and responsibilities that are required of the Village.

5.0 SUBMISSION REQUIREMENTS

The Village of Pemberton shall receive the proposals no later than ***4 pm on Friday March 13, 2009*** either:

- seven (7) copies and one digital copy (if delivered); or
- one digital copy (if by email)

Proposals shall be addressed to:

Caroline Lamont
Manager of Development Services
Village of Pemberton
P.O. Box 100,
7400 Prospect Street
Pemberton BC V0N 2L0
Email: clamont@pemberton.ca

If during the review and preparation of the proposal, certain errors, omissions or ambiguities are discovered, questions should be addressed to the Manager of Development Services at the address stated above. Written clarification will be provided to all potential applicants. No person has the authority to verbally alter the details of the proposal.

The Village will not accept proposals by fax or any proposals received after the deadline. Where hard copies are submitted, respondents should allow sufficient delivery time to ensure receipt of the proposal by the stated deadline (note Pemberton could be considered remote to some courier companies).

For inquiries and/or information regarding this RFP please contact Caroline Lamont at (604) 894-6135 or email clamont@pemberton.ca.

6.0 EVALUATION CRITERIA

During the evaluation process any or all of the consultants may be invited for an interview at their own expense. Consultants will be evaluated specifically on:

- The quality of the proposal;
- Responsiveness to the requirements of the RFP;
- Qualifications and relevant experience;
- Understanding of the project;
- Approach to the project;
- Quality of work experience;
- Experience of proposed personnel; and
- Proposed budget and ability to complete the work.

The Village reserves the right to reject any or all submissions, to waive informalities and irregularities in the submissions received and accept any proportion of any submission if deemed in the best interest of the project and the Village.

All materials submitted regarding this RFP and deliverables from the subsequent contract with the successful consultant will become the property of the Village and will only be returned at the option of the Village. The Village is not liable for any costs incurred by entities prior to the execution of the contract.