



2019 Social Housing Municipal - Smart Partnership Template

'SMART PARTNERSHIP' ARRANGEMENTS

INTRODUCTION TO TEMPLATES

Background

The **Social Housing Smart Partnership** contracting arrangement is a systems approach to establish strong mutually beneficial contractual arrangements between a municipality and an accredited non-profit Social Housing Institution (SHI). The intention is to establish a solid basis on which a municipality can work with a Social Housing (SH) Partner to use social housing delivery to achieve important municipal urban restructuring and socio-economic development objectives.

It helps a municipality to structure these partnerships so that it can release assets and resources to be properly used for its intended socio-economic objectives. At the same time, it provides the basis for the SH partner to run a more viable and sustainable SH business ensuring its longer-term ability to deliver on the municipality's intent.

The approach and related templates and tools are prepared in accordance with the national social housing policy and regulations and within the framework of the MFMA. It also recognises that there is a strong national regulatory framework for monitoring performance of SHIs through the Social Housing Regulatory Authority (SHRA).

The approach structures a strong linkage between social housing pipeline management by the municipality, the release of land, buildings and other resources while protecting against misuse, and meeting the conditions of the partnership.

This introduction and related templates and tools for the 'Smart Partnership Approach' are the intellectual property of the National Association of Social Housing Organisations (NASHO) in South Africa and Rooftops Canada. The documents were developed as part of the *Equal Spaces: Social Housing to End Spatial Apartheid Project 2016-2020* funded in part by the Government of Canada through Global Affairs Canada. Please see the "LEGAL NOTICE" on the next page for further details on the allowable use of these documents.



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The ‘Smart Partnership Approach’ was developed to help South African municipalities structure their social housing programmes for effective and efficient delivery in line with their socioeconomic and spatial development mandates. The documents are intended for use by South African municipalities, and as appropriate by accredited South Africa SHIs, to guide the preparation of their own smart partnership arrangements.

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SOCIAL HOUSING

REQUEST FOR PROPOSAL

All sections highlighted (yellow) need to be filled and/or modified

Insert logo of the Municipality

Insert name of the Municipality

Note: This cover page is only an example. It is anticipated that the Municipality will use its own Supply Chain Management document format for RFPs.

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This Request for Proposal (RFP) is an invitation to submit a Concept Proposal, along with the Pre-Feasibility and Financial (PFF) format, to develop [ADDRESS] as an integrated community that will accelerate the production of social and affordable rental housing units.

1. Introduction

The Municipality is seeking a Social Housing Partner fully (or partially) accredited by the Social Housing Regulatory Authority (SHRA) who on its own or in a joint venture with a Private Sector Development Partner will provide a proposal for the development of [ADDRESS].

[XXX] Land is [X,XXX.X] square metres ([X.XX] hectares) in size and zoned to accommodate a [x] to [y] storeys residential or mixed use building(s) [with retail at grade, office uses etc]. The as-of-right density is [xxx,xxx] square metres. However, it is the Municipality's opinion that the site can accommodate in the range of [xxx,xxx] square meters of density.

Figure 1: [XXX] Context Plan

The development of [ADDRESS] is envisioned as a (residential community with mixed-use such as retail, office...) or (a residential project).

2. Definitions

In this RFP, unless otherwise required or indicated by the context, the singular shall include the plural and *vice versa*; words indicating any one gender shall include the other genders; words indicating natural persons shall include juristic persons and bodies corporate and vice versa; terms defined elsewhere in this RFP shall have the meanings respectively assigned to them; and, the following terms shall have the meanings respectively assigned to them hereunder, namely:

- 2.1. **Housing Database** means the Municipality's housing database comprising persons who have registered a need for a housing opportunity;
- 2.2. **Land Availability Agreement (LAA)** means an agreement entered into between the Municipality and the Social Housing Partner as it relates to the specific terms and conditions governing the release of municipal land on a long-term lease, freehold or other agreed basis;
- 2.3. **Municipality** means the municipality listed on the cover page of this RFP;
- 2.4. **Parties** means the Municipality and the Social Housing Institution (SH) Partner;
- 2.5. **PFF** means the Pre-Feasibility and Financial Project Proposal which is the project's initial development concept and preliminary financial viability model as presented by the SH Partner to the Municipality in response to the municipal RFP;
- 2.6. **Project** means the development and management of immovable property for a specific affordable housing development taken on by the Social Housing Partner in accordance with the Project Agreements concluded between the Parties;
- 2.7. **Project Agreement (PA)** means an agreement entered into between the Municipality and the Social Housing Partner as it relates to project-specific implementation;
- 2.8. **RFP** means Request for Proposal;
- 2.9. **SHRA** means the Social Housing Regulatory Authority established in terms of the Social Housing Act, No. 16 of 2008;
- 2.10. **Social Housing (SH) Partner** means a Social Housing Institution (SHI) accredited by the SHRA;
- 2.11. **Social Housing Unit** means a rental unit built under a contractual delivery agreement with the SHRA, partially financed through national grant funding disbursed by the SHRA, built in compliance with SHRA specifications and operated within the Social Housing regulations as directed and monitored by the SHRA.

3. Social Housing and Private Sector Development Partnerships

To increase the pace and scale of affordable housing delivery built in integrated neighbourhoods, the Municipality is seeking a Social Housing Partner(s) who on its/their own or

in joint venture with a Private Sector Developer will provide development proposals for the development of municipally owned lands with a focus on affordable housing production. In prime real estate locations, this approach is expected to open the door to finance high density building form and affordable housing with or without government grants.

The Municipality will welcome development proposals demonstrating an equal footing of partnerships between the Social Housing Partner (SH Partner) and Private Sector Developers. Ownership control of the land and its development pace will be awarded to the SH Partner to utilise as equity in the partnership. The Municipality is open to consider any deal structure (joint venture, partnership, outright land sale) that accomplishes its social objective of providing social and affordable rental housing and maximises the number of units. The Municipality expects the development proposal to cross-subsidise its social and affordable rental housing targets and generate revenues from sources such as the sale of land for market products, a share of profits, development/project management fees, ownership of retail opportunities and associated rental income stream to cross-subsidise either the capital costs and/or long term operation of the social and affordable rental housing units. A priority consideration for the Municipality will be the transparency of the proposed Business Plan. In the case of a mixed development, this is expected to demonstrate a financially viable project proposal that will have a Business Partnership that develops market products, manages market risks and shows the timing associated with the SH Partner receiving net revenues and land payments to cross-subsidise the social and affordable housing products.

4. The Municipality is open to any and all proposed forms of business structures

The Municipality is prepared to introduce its significant resources to support the creation of integrated neighbourhoods with significant components of social and affordable rental housing. The availability of subsidised land value to develop integrated communities with social and affordable rental housing is designed to introduce equity for the SH Partner to leverage its position in the proposed business deal.

The development financial plan is to assume that the land cost on all social housing units receiving government grants will be estimated at **nominal value or maximum 10% of market**

value, while for all market products including residential ownership for sale or commercial components, land cost will be priced at market value. The land component for market products is expected to be paid to the SH Partner at full market value as a project cost and, in advance of any profit distribution. The SH Partner's land payment market component and partnership profits share are accounted to cross-subsidise the social and affordable rental housing products. Commitment structures, including deposits and the timing of payments will be a key consideration to the Municipality.

Proposals should also include a detailed description of the decision-making structure for the Project.

Proposed business terms will be evaluated based on the total net proceeds to the SH Partner, its proceeds utilisation, after all affordable and social housing component costs are taken into consideration, the production of social and affordable rental housing units, an evaluation of the risk associated with the proposal, as well as the proposed deal structure.

5. The Opportunity

5.1. Site and Neighbourhood Context

Insert name of site is centrally located in name of precinct, and close to numerous local and Municipality-wide amenities, making it a highly desirable place to live. Some of the key features of the site include:

- **Proximity to Employment Opportunities:**
- **Excellent transportation access:**
- **Transit access:** xxxx is well served by transit, xxxx with service every xy minutes or less at peak periods.
- **Entertainment, dining and retail amenities:** The proximity to shopping, xxx makes xxx attractive to potential renters and purchasers.
- **Access to parks and recreation facilities:**
- **Good community amenities:** (if not, comment on subsequent development approach)

5.2. Zoning Status

The development of multi-unit residential building(s) on (address xxx) is consistent with the Zoning By-law. The development of a building(s) of xxx,00 square meters in size or greater would be in keeping with the intentions of the general Zoning By-law, however, it will require engaging in a planning process to accommodate [redacted] either through a xxx or through a Zoning amendment.

The Municipality expects to work with the SH Partner and its development partners to bring an application to [redacted] to maximise the development potential of (address).

5.3. Social Housing Programme Grants or Cross-subsidisation for Affordable Housing

The Municipality offers support to the SH Partner to apply for RCG grants or alternatively to propose its own financial approach to produce affordable housing and demonstrate financial viability with any cross-subsidisation required for development, construction and a minimum of 30 years operation as affordable housing.

5.4. Project Timing

The Municipality is keenly interested in accelerating the pace of affordable housing delivery in the Municipality. ... (Any desired deadline? Construction start?).

5.5. Infrastructure and Servicing Capacity

Describe bulks status. Bulk network, servicing – electricity, water, stormwater, sewage, garbage collection. Availability of servicing, Constraints, and timing (are there any special contributions? Fees reduction, waiving?)

5.6. Traffic and Transport

Insert details

5.7. Public Facilities

Insert details

5.8. Geotechnical information

Information of any existing studies (any premium considerations?)

5.9. Other Considerations

Insert details

5.10. Municipality's Resources and Incentives

The Municipality wishes to assist the development of social and affordable rental housing in integrated communities. As part of a future Partnership Agreement the following Municipal incentives may be available for this Project:

- Full rates rebates;
- Exemption from development charges;
- Exemption from planning charges;
- Exemption from building plan approval charges;
- Where universal indigency applies to utilities it is applicable per unit and not only to whole buildings;
- All municipal services and municipal utility charges set at domestic base level.

The Municipality will consider the following possible additional incentives if these are crucial to the achievement of its socio-economic and urban restructuring objectives. These are subject to detailed financial assessment of their necessity:

- Reduction in parking ratios;
- Increases in density and height conditions;
- Application of an additional densification top-up municipal grant subsidy or interest-free loan;
- Assisting with the necessary planning approvals process where appropriate;
- Application of a Green Bond or other innovative financial mechanisms to help ensure that green, sustainable technologies can be introduced.

6. Municipality's Vision and Development Objectives for the Area

6.1. Intensification and densification

The Municipality's objectives for the offering of this land is the intensification and densification of the Municipality supporting the use of public infrastructure, public transportation and social facilities along with social and economic neighbourhood integration within the municipal area.

The primary use of the site is to achieve the Municipality's social housing development programme targets through the development or refurbishment of the buildings for social and affordable rental housing units that will provide access by low-moderate income households to good basic housing in well-located urban environments. In order to achieve this, the proponent will work within the Social Housing funding model but can use the site planning framework and local real estate market opportunities as appropriate, to develop market products that can cross-subsidise and maximise the number of social and affordable rental housing units. The Municipality also, as part of the development proposal process, can decide to make available additional resources and incentives to help the achievement of its socio-economic and urban restructuring objectives.

The Municipality's Densification Policy advocates high densities (xx-xxx du/ha net) with building heights of x-y storeys.

The Municipality requires development concepts for the land within minimum density requirements.

The expected development minimum net density is xxx du/ha.

6.2. Maximise the Number of Social and Affordable Rental Housing Units

The principal objective of the Project is to maximise the number of social and affordable rental housing units with the intention to create an integrated community and cross-subsidise development and long-term operation of the social and affordable rental housing units. The Municipality expects xxx social and affordable rental housing units, the minimum number that can be produced

on the lands in addition to any combination of Gap Rental units, other residential market products for ownership or commercial land uses in a traditional sectional development.

The social and affordable rental housing units must comprise at least **45%** of the total number of residential units in the development proposal of which at least **20%** must be in the primary household income band range of R1,500-R3,500 income per month and, at least 25% in the secondary household income band range of R3,501-R15,000 income per month. Gap Rental Units are defined to benefit households in the income band range of R15,001-R20,000 income per month.

6.3. Provide Economic Opportunities for Low-Income Residents Particularly Women

Another key objective of the Project is to improve the economic status of low-income women residents or existing SH Partner low-income women tenants through expanded opportunities. Investing in women and girls is the right thing to do and the smart way to reduce poverty and inequality.

The Municipality and its SH Partner are encouraged to capitalise on their ability to make a difference in the lives of low-income citizens, particularly women, by advocating for and enabling connections to the labour market, business development and skills-building opportunities. The SH Partner and its developer partner are expected to leverage their relationships and spending power to bring about economic and social renewal of communities where they operate and where low-income tenants live.

The core mechanism for delivering economic opportunities is the SH Partner's and the development partner's procurement system. The successful developer partner should be aligned with the Municipality's and the SH Partner's objectives and leverage the significant value of construction and consulting contracts that enable a variety of economic opportunities for low-income residents, including one or more or a combination of the following initiatives:

- 6.3.1. **Workforce development:** The SH Partner and its developer partner will require and enable job opportunities for residents particularly women with all affiliated companies, contractors, consultants and business partners. It is targeted that through development partnership businesses, at least ten (10) percent of direct employment resulting from redevelopment will be provided to low-income tenants.
- 6.3.2. **Creation of educational scholarships, mentorships, apprenticeships and training:** The SH partner and its developer partner will provide opportunities that link tenants' skills development with the needs of the local labour market including providing a specific target for women.
- 6.3.3. **Local economic development:** Working together, the SH Partner and its developer partner will explore local economic development initiatives, including support for small business development particularly for women.

6.4. Develop an Environmentally Sustainable Community and Buildings

The Municipality wishes to set high benchmarks for energy efficiency and sustainable design and construction practices, all within affordable and social housing budgets. Projects should employ an integrated design approach, ensuring that building specifications, systems, landscaping and design are coordinated from the outset. The Municipality favours a partnership implementing a vision for a sustainable community and encourages exploring sustainable principles, including where possible renewable schemes in neighbourhood design.

6.5. Integrate Excellence in Architecture and Urban Design

The Metro expects a clear agenda for architectural excellence and best practices in urban design. The intention is to require high quality design and diversity of architecture in the proposed development with indistinguishable exterior quality between affordable rental, social housing buildings and market buildings. With great respect to the local urban context, the Metro encourages a contemporary architectural expression for all new buildings.

Proponents may engage consultants, including architects, to assist in their

response to this RFP. However, the Municipality wants to confirm the expected approach to the development scenario. At this time it requires only a massing concept to illustrate the site plan development approach and to back up the financial model. After final selection, the successful proponent will be advancing the Project proposal by following up with buildings, architectural concepts, elevations, and illustrations of the proposed site plan.

7. Format of RFP Submissions

Submissions should be in the format outlined below, using the same headings in the same sequence.

1. Executive Summary
2. Project Brief, Massing Concept, Planning Approach and Project Vision
3. Proposed Business Terms – Pre-Feasibility and Preliminary Financials (PPF)
4. Market Analysis and Marketing Strategy
5. Analysis of Risk and Risk Mitigation Strategy and Innovation Strategy
6. Proposed Phasing and Project Schedule – Development, Construction to Occupancy
7. Community Economic Development Program
8. Sustainable Site Plan Design, Energy Efficiency Building Targets with Design Excellence

Appendix 1: Electronic Excel working model for the Proposed Business Terms and PPF format

7.1. Executive Summary

The Executive Summary should provide a concise overview of the proposal and include:

- Corporate identity and financial covenant of the proponent(s), SH Partner, joint venture, consortium and any affiliated companies intended to provide services.
- Business partners, passive investors, and financial backers, if any.
- A senior executive contact for the proponent, including name, position, organisation, address, email address, and telephone
- A designated contact to assess the financial covenant of the proponent(s)

and its ability to complete the Project, in confidence.

7.2. Project Brief, Massing Concept, Planning Approach and Project Vision (10 points)

The Project Brief includes a description of the anticipated type and number and size of housing units with the beneficiaries' income band and proposed rentals to be constructed as part of the Project. In this section of the submission, proponents are asked to present their Project brief, outline their massing concept for the site, the planning approvals approach, including the density and building heights proposed and/or any planning deviation they think is achievable for the Project. In addition, any other information that highlights the proponent's ability to achieve the density, building type and height they propose for the Lands. The massing concept should provide the Buildable Gross Floor Area (GFA) for the entire site and applicable buildings.

The proponent will also be evaluated based on how their Project vision meets the Municipality's Vision and Project objectives, outlined in Section 6.

7.3. Proposed Business Terms and PFF (50 points)

In this section of their submissions, proponents are asked to outline the manner in which their proposal meets the development objectives described in Section 6 to maximise the Municipality's objectives for the Project.

Proponents are to describe their intended partnership relationship with the private sector party, the method and timing by which both partners are to be compensated and the financing approach for the partnership. Proponents must describe their business deal fundamentals (joint venture, equity contribution, profit-sharing structure, construction management, land purchase price for each component, any land exchange or assembly) and why their proposal represents the strongest business approach for the Municipality and the overall Project. Proposals should be detailed and provide the Municipality with a clear understanding of total Project value.

The Pre-Feasibility and Financial (PFF) Project Proposal is the Project's initial development concept and preliminary financial viability model as presented by the SH Partner to the Municipality in response to the municipal RFP. It has to be negotiated and approved by the Municipality prior to consideration and inclusion in a future Land Availability Agreement.

Proponents are to provide the PFF and their own cash flow projection model in Excel:

- 7.3.1. For the development period outlining equity contribution, the projected amount of construction financing, profit distribution, revenue, costs, and other Project statistics for the Project duration; and,
- 7.3.2. Operational cash flow for the SH Partner to manage the affordable, social housing units at the targeted income bands for a 30-year period.

7.4. Mixed Developments: Market Products Analysis and Marketing Strategy (10 points)

Proponents are asked to provide a detailed analysis of the current conditions of the Municipality's real estate market, with an overview of trends in residential and commercial real estate markets, specifically as they pertain to the proposed mixed development components in the Lands submarket area. Proponents are asked to:

- 7.4.1. Provide a detailed synopsis of their proposed marketing strategy for the Project, including project positioning, target markets, including achievable sales volume targets etc.; and
- 7.4.2. Demonstrate that their assumptions for achievable market products pricing are realistic and based on current activity in the sub-market area. Proponents are also asked to provide an analysis of comparable recent transactions to benchmark their land price and rental rates for the proposed market components.

Proponents will be evaluated based on the effectiveness of their proposed marketing strategy to achieve pre-sale targets and deliver sales closings on schedule for the market ownership products.

7.5. Analysis of Risk, Risk Mitigation Strategy (10 points)

In addition to assuming there is sufficient value leverage for the SH Partner from the value of the lands, market development proceeds and the grant funding structure (if applicable) to cover the social and affordable rental housing development and operating costs, the Municipality would like to ensure that the SH Partner's exposure to project risk is effectively managed.

7.5.1. Market Risk

Proponents are asked to outline how their proposals limit the SH Partner/private sector business partnership's exposure to market risk. The Municipality will favour proposals where some or most of the SH Partner's expected proceeds are insulated from market risk, such as, but not limited to:

- Outright land sales without participation in the development process;
- Timing of receipt of land payments (e.g. at contract execution, at building permit, or other);
- If land payments are linked to market project closings, the issuance of a land note, or a priority given for land payment to the SH Partner, in advance of profit split;
- The SH Partner, as an active partner, to be paid development fees over the life of the Project, in a similar manner to fees paid to developer partner; and/or
- Any other proceeds to the SH Partner not connected to the market performance of the Project.

7.5.2. SH Partner Risk

The Municipality expects to limit the SH Partner's risk through the deal structure, but also through the selection of an experienced development partner. The experience of the proponents will be evaluated based on evidence provided to illustrate the complexity, size, location, and comprehensiveness of the work experience outlined and its similarity to the proposed development. Proponents are also asked to outline other strategies to limit the SH Partner's exposure to risk through the deal structure, Project Agreement or other methods such as non-recourse

financing.

This section of the proposal should include a brief profile of the proponent's business partnership parties past development experience, skills, expertise and qualifications that may be relevant, including experience in development management, construction management and marketing services for residential projects of a similar size and scope, as well as sustainable construction practices.

Proponents are encouraged to demonstrate experience with comparable projects in terms of marketing, sales, financing, construction, closings and after sales service.

At a minimum, proponents should make specific reference to at least two to three projects completed by the proponent's business partnership parties in the past five years, given the scope of the Project.

Examples of similar work should include a description of the proponent's role, final project costs, information regarding the market response and contact information of three independent references who can verify the information provided. Please also include references from the financial institution that provided the construction financing for the project, if any. These references should be provided using Appendix X – Reference Form.

In addition to relevant experience, the Municipality will also consider the make-up of the proposed business partnership staff team and the experience and credentials of individual staff members. Proponents are asked in this section of their submission to clearly identify the team members that will be responsible for the Project, as well as the proposed team structure. Brief bios of each team member can also be provided in this section of the submission or in an appendix to the RFP submission.

7.5.3. Construction Risk

To limit the SH Partner's exposure to construction risk, the Municipality will favour submissions from proponents with solid construction experience and limited Sectional title NHBRC claims (if sectional for sale products are included in the development proposal). In this section of their submission, proponents are requested to submit information relating to their certified history for all companies under their umbrella registration.

To further limit the SH Partner's exposure to construction risk, for the construction management components of the Project, the Municipality expects the SH Partner to enter into an agreement, with the private sector developer/builder (or a related company), substantially in keeping with a construction management at risk contract. In such an agreement, the construction manager may act in conjunction with the SH Partner at the outset of the Project, with an agreed upon Project milestone at which time the contract may convert to a Guaranteed Maximum Price (GMP).

7.6. Phasing and Project Schedule (5 points)

Proponents are required to describe and justify Project phasing including the buildings with number and type of housing units and all other market components. Build order must provide, at a minimum, a reasonable concurrent ratio of social and affordable rental housing in all phases. Proposals including only market components in the initial build phase will be disqualified. Proponents will provide a Project schedule with time milestones for planning, development, construction, marketing, sales, buildings turnover, occupancy of all components and Project closure.

7.7. Community Economic Development Programme with Women Targets (5 points)

One of the key attractions of new integrated neighbourhoods for the Municipality is the creation of employment and economic development opportunities for low-income residents. It is a new area to demonstrate practical synergies to leverage alignment of social objectives with public and private sector partners. Proposals

will be evaluated based on their approach to the proposed community economic development programme and the proponent's commitment to ensuring that the proposed community economic development programme is successful.

Proponents are asked in this section of their submissions to detail how they will work with the SH Partner and the Municipality to create economic opportunities for low-income tenants with targeted strategies for women.

In addition to outlining the proposed programme, proponent submissions will be evaluated based on the estimated value of their community economic development programme, which may include, but not be limited to: employment and other opportunities for low-income tenants (estimate number of jobs to be created); scholarships and apprenticeships (estimate number of scholarships/apprenticeships to be created); and other creative strategies to provide economic opportunities for residents.

7.8. Sustainable Site Plan Design and Energy Efficient Buildings Specs Integrating Excellence in Architecture and Urban Design (5 points)

Proponents should outline proposed sustainability, energy efficiency and design excellence features of the Project including: water and energy utility savings; site plan, common areas xeroscaping; and, excellence in architecture and urban design.

7.9. Innovation Strategies (5 points)

Proponents are encouraged to provide the Municipality with innovative ideas and strategies which maximise the Municipality's development vision and its social objectives, and, result in a first class integrated neighbourhood project. An integrated neighbourhood requires community social cohesion and careful management, most critically during the initial years. Long-term urban management complementary initiatives will be welcomed and highly rated in the evaluation process.

8. Rated Criteria and Time Commitment to Conclude the Selection Process

The selection process will be conducted through the following stages.

- **Stage I:** Per the rated criteria outlined in Section 8.1 below. Evaluation of the RFP and invitation to continue to Stage II will be completed in 15 days.
- **Stage II:** The top two scoring proponents emerging from Stage I of the RFP process will then be interviewed at their offices. Part of the interview may include a tour of a recent project of the proponent's choice. Interviews will be scored to a maximum of 30 points. The proponents that have achieved the two highest combined scores for Stage I (max 100, minimum 55 points) and Stage II (max 30 points) will be invited to continue to Stage III. The two top-ranked proponents, as established under Stage II, will receive a written invitation to move to Stage III and enter into direct contract negotiations with the Municipality.
- **Stage III:** This stage will allow the two proponents to enter into concurrent direct negotiations with the Municipality to correct and improve their proposals. Proponents invited to enter into direct contract negotiations should therefore be prepared to provide requested information in a timely fashion and to conduct its negotiations expeditiously. Negotiations may include requests by the Municipality for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by the Municipality for improved business terms or pricing from the proponent. Stage III, including finalising negotiations, will have a conclusion deadline of 30 days.
- **Stage IV:** This stage will select the successful proponent, approve the agreed Development Proposal Pre-Feasibility and Preliminary Financials to obtain the Land Availability Agreement.

8.1. Rated Criteria for Stage II: RFP Submissions (100 points)

Criterion	Maximum Evaluation Points
Project Brief, Massing concept, Planning Approach and Project's Compliance with Municipality's Vision	10

Proposed business terms, development and operations Financial Model	50
Market Analysis and Marketing Strategy	10
Risk and Risk Mitigation Strategy and innovation strategy	10
Development Phasing and Project Schedule	5
Community economic development programme with women targets	5
Site plan sustainable design and buildings energy efficient targets	5
Innovation strategies	5
Total	100

Minimum Score to move up to subsequent RFP stage:

55

9. References and Past Performance

The Municipality's evaluation may include information provided by the proponent's references and may also consider the proponent's past performance on previous contracts with the Municipality or other related affiliates.

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