

**The Requirements**

After more than a decade of hard work and dedication, the effort to develop SEFC had only just begun. In early 2005, the City of Vancouver called for expressions of interest from the development community, seeking a developer to take on the gargantuan task of building a 17-acre neighbourhood in just over three years.

Respondents were challenged by a number of requirements. They had to demonstrate the capacity to complete construction by a fixed deadline in 2009. The site design had to meet VANOC's specifications. Proponents had to provide a strategy for meeting sustainability requirements, including LEED Silver for all buildings. Finally, the development was to be a walkable

and diverse community that encouraged vitality, diversity and cultural richness while preserving heritage spaces in a way that recognized their historic industrial use.

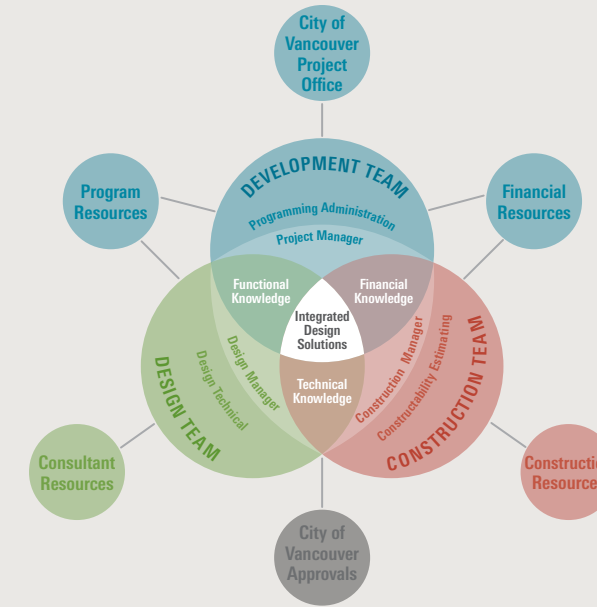
Adding to the complexity, proponents had to create a development model that could support a diversity of housing types: 1/3 market housing, 1/3 "modest" market

housing and 1/3 affordable housing. However, civic elections were held during the period when proposals were being prepared, bringing a change of leadership. Mayor Sam Sullivan and the 2005 City Council amended the housing requirement to 80% market housing and 20% affordable housing, affecting the development proposals in progress.

**The Proposals**

The City's initial request for expressions of interest in August 2005 brought forward five developers – Concord Pacific Ltd., Concert Properties Ltd., Millennium SEFC Properties Ltd., Wall Financial Corporation and Windmill Developments Ltd. The five were all asked to submit a full proposal, but before the final March 2006 proposal deadline both Concert and Windmill withdrew from the competition, leaving just three respondents: Concord, Millennium and Wall.

All three proposals were credited as being remarkably high in calibre. "All three respondents showed a strong commitment to the project, assembled impressive teams, invested a significant amount of resources, and submitted comprehensive and well thought-out proposals that addressed all of the ODP [Official Development Plan] and RFP requirements," states an administrative report to City Council outlining their recommendation. Following a tight competition, on April 16, 2006, the City awarded the contract to Millennium SEFC Properties Ltd., whose proposal offered the "best value to the City."



Building the diverse team that would realize the vision of SEFC.

In preparing their proposal, the challenge for Millennium was to assemble a team of designers and consultants that would stand out. The project team had to exhibit the capacity to meet the challenges inherent in the project, including its sustainable design requirements and an inflexible deadline. Millennium's Hank Jasper was chosen to represent the development team and provide linkage to the City of Vancouver's Project Office team. Roger Bayley, professional engineer and founding partner of Merrick

Architecture, stepped into the role of design manager, responsible for coordinating a consultant team of roughly 150 people.

With the management positions filled, Millennium sought a sustainability champion to lead the team's green efforts. Millennium asked Andy Kesteloo of Victoria's Thornley BKG Consultants to bring his passion and expertise in sustainable design to complement the team's technical capabilities. Millennium worked with GBL

Architects and Merrick Architecture to assemble the proposal. They sought to keep the team of architects small, while maintaining a diversity of styles. Cobalt Engineering was brought in as mechanical engineer due to their interest in innovation and sustainability, and Glotman Simpson would provide structural engineering services.

In the interest of efficiency and expediency, construction work was divided between three teams: two seasoned and experienced general

contractors, ITC and MetroCan, and Millennium's own project management division. After the proposal was finished, a number of additional architects, engineers and consultants were added to the team, each vital to the success of the project. Trish French, Scot Hein and Larry Beasley of the City of Vancouver became allies in Millennium's push to get approvals from within City Hall, helping to guide the process and ensure the project remained on track.

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