



Request for Proposals:

Consulting Services

Organizational Business Plan Development

For the West Broadway Community Land Trust

Proposal Closing Date & Time:

Friday November 15th, 2024, 5:00 PM CST

Contents

1. Summary
 - 1.1 Summary of RFP
 - 1.2 About West Broadway Community Organization
2. Project Outline
 - 2.1 Project Background
 - 2.2 Project Outline & Deliverables
 - Phase 1: Benchmarking and Model Evaluation
 - Phase 2: Business Plan Design and Finalization
 - 2.3 Project Timeline
 - 2.4 Project Budget
3. Proposal Evaluation
4. Proposal Submission Requirements
5. RFP Close date and time
6. Communication
7. Additional information about WBCO

Summary

1.1 Summary of RFP

West Broadway Community Organization (WBCO) is seeking a Business Planner to help build a sustainable business plan for a not-for-profit community-based property ownership organization, also known as a Community Land Trust (CLT). The Community Land Trust's mandate will be to acquire affordable rental properties, and to preserve these properties as community assets in perpetuity. The goal of the CLT will be to reduce the loss of affordable rental housing and to transfer property from the private market to community and/or Indigenous ownership.

Working closely with WBCO's Housing Coordinator and Executive Director and under direction of the WBCO Board of Directors, the Business Planner will work as a consultant and be responsible for the development of a sustainable business plan for the Community Land Trust. The ideal candidate will be experienced in non-profit financial models, real estate, asset management, affordable housing, social enterprise, and committed to finding innovative ways to ensure financial sustainability for a model of community land stewardship. A strong commitment to neighbourhood inclusiveness, social equity, decolonization (the return of land and governance to Indigenous peoples), and eagerness to develop a Community Land Trust model is essential.

1.2 About West Broadway Community Organization

West Broadway Community Organization (WBCO) is a not-for-profit, charitable organization working to coordinate and support social, economic, and environmental development efforts in Winnipeg's West Broadway neighbourhood. Since 1997, WBCO has coordinated community plans and a variety of neighbourhood revitalization initiatives including developing and rehabilitating affordable housing, establishing community-driven safety initiatives, organizing community events, coordinating low-cost food programs, offering eviction prevention and tenant advice services, administering property repair and small grant programs, and providing harm reduction supplies.

WBCO is directed by a resident-controlled board of directors and led by Executive Director, Kelly Frazer. WBCO's asset management and the facilitation of a Community Land Trust will fall under the direction of Kelly Frazer and Housing Coordinator, Stefan Hodges. WBCO has owned properties as community assets since 1997. Collectively, the staff have experience in fundraising, community planning and engagement, non-profit asset management, front-line service delivery, and networking in a diverse community.

Project Outline

2.1 Project Background

West Broadway Community Organization is facilitating the creation of a Community Land Trust that will be established to acquire affordable rental properties and manage the properties as community assets with long-term affordability commitments. The WBCO Board of Directors has set aside an acquisition fund to purchase properties under a CLT model. In 2024, WBCO received a start-up grant from the Community Housing Transformation Centre to commission a business plan and facilitate community engagement sessions to develop the land trust. WBCO is also leading a research project to study lessons learned from the original West Broadway Land Trust, which operated in the early 2000s, and to understand what factors contributed to the termination of that effort.

As part of the Community Land Trust's start-up year, West Broadway Community Organization will retain consulting services to develop a sustainable organizational business plan. The plan must account for base operational needs of the CLT, models for expansion through land acquisition, property rehabilitation and stewardship, and for the potential to transfer property to Indigenous governance. The preferred start is December 2024 and final deliverables are expected by the end of May 2025.

2.2 Project Outline & Deliverables

Phase 1: Benchmarking and Model Evaluation

- Consultation with WBCO staff and board on the needs and priorities of the Community Land Trust over the next five years, potential role/relationship between WBCO and the Community Land Trust, and lessons learned from previous West Broadway Land Trust.
- Research 3 case studies on CLT or social purpose real estate organizational business models in comparable urban settings with a consideration of their land acquisition strategies.
- Review, critique and make recommendations on an initial feasibility analysis for 5 local land acquisition opportunities.
- Review partnership opportunities among WBCO's selection of private, non-profit, and Indigenous housing providers and develop recommendations on optimal operating partnership models.
- Develop and present interim report and findings to WBCO staff and board and consult to further develop the CLT model that the board would like to move forward on.

Deliverables:

- Interim report summarizing findings, evaluation of current and 5-year operational needs, 3 appropriate and informative organizational business model case studies, analysis of 5 feasibility scenarios, as well as initial recommendations for which features and/or models and operational partnerships would best fit the current and future-desired operation of the CLT.

Phase 2: Business Plan Design and Finalization

Develop business plan based on the CLT model selected by WBCO’s board and staff and create a business plan tailored to the model’s operational needs and future goals. This should include:

- Financial cash flow projections
- Human resource requirements
- Land acquisition and property rehabilitation proformas
- Mortgage and lending instruments
- Land leasing revenue projections including market rate leases and other legal due diligence related to land acquisition
- Licensing fees and other regulatory considerations
- Proposed operational partnership and model
- Organizational analysis and recommendations
- Potential funding sources for acquisition and rehabilitation
- Additional revenue generation recommendations

Deliverables:

- Draft business plan to board for review and input
- Final report containing the detailed business plan model and timeline for the next 5 years to phase in necessary activities to comply with the new model
- Final presentation of the plan and key steps for WBCO to complete in the next 6 months

2.3 Project Timeline

<u>Benchmarks</u>	<u>Deadline</u>
Proposals received	November 15 th , 2024
Successful candidate notified	November 29 th , 2024
Phase 1 start	December 2024
Phase 1 end	February 2025
Phase 2 start	March 2025
Phase 2 end	May 2025
Final Business Plan	May 2025

2.4 Project Budget

The fee-for-service budget for this scope of work is \$18,000. However, the quality of the



technical component of any proposal and the expertise of the firm/consultant will be considered in negotiating the final price for the services to be rendered.

3.0 Proposal Evaluation

Proposals submitted in response to this RFP will be evaluated by a committee comprised of WBCO Board members and staff to the following criteria:

- Cost/Benefit to WBCO
- Consultant/Firm Relevant Experience and Qualifications
- Work Plan/Scope of Work
- Compliance with Proposal Requirements
- Familiarity with local context
- Value-added or innovative ideas

Proponents may be contacted following the submission deadline for an interview or to answer clarifying questions regarding proposal content if necessary.

4.0 Proposal Requirements

Proposals should be formatted to print 8.5x11 paper size. Electronic submissions should be formatted in PDF final format. All proposals must contain the following information:

A. Cover letter/Introduction

Include summary of understanding of the project, the firm or individual(s) name(s) that will be providing the requirements stated in this RFP and overview of approach to the work.

B. Work Plan

Explain the process you will follow to accomplish the deliverables listed above, including methodology, milestones, and recommended timeline. Briefly describe your firm's project management process.

C. Qualifications

Describe overall services you can offer in alignment with the project requirements.

Preference will be given to candidates who demonstrate:

- Experience working with non-profit and Indigenous housing organizations and in particular the following housing models: CLTs, Cooperatives, Limited Equity, Rent geared to income.
- Strong understanding of technical tools and mechanisms commonly used in shared equity housing models including: land leasing, third mortgages, rent supplements and subsidies, right of first refusal, etc.
- Proficiency in community development and social enterprise finance.
- Strong understanding of real estate and mortgage financing.
- Knowledge of Winnipeg and West Broadway's real estate market.
- Familiarity with the local landscape of non-profit and Indigenous housing providers.

- Knowledge of the operational responsibilities of charitable organizations receiving land donations.
- Experience working with community-based organizations and/or social enterprises.

D. Overall project cost and pricing details

Include an itemized estimate for deliverables; provide specific costs for individual activities where applicable. If the execution of work to be performed requires the hiring of sub-contractors, you must clearly state this in your proposal. Subcontractors must be identified and the work they will perform must be defined. The total price quoted should be inclusive. If the price excludes certain fees or charges, provide a detailed list of excluded fees with a complete explanation of the nature of those fees. Please also include expected disbursement.

E. Client list and summary of related work/successes

Include a brief description of the role you/your firm played in each project.

F. References

Provide at least three references for projects with similar deliverables to those outlined for this project. Indicate which services were provided to each customer.

G. Resumes/CV

Include resumes for key personnel working on this project

5.0 RFP Close Date and Time

All proposals must be received by 5:00 PM CST on Friday November 15th, 2024. Proposals will be accepted electronically (via email). Please submit proposals to:

housing@westbroadway.mb.ca

6.0 Communication

Please direct all inquiries concerning this RFP document via email to:

Stefan Hodges, WBCO Housing Coordinator

housing@westbroadway.mb.ca

Please allow two business days for a response to be received.

7.0 Additional Information about West Broadway Community Organization

WBCO website: <https://westbroadway.mb.ca/>

West Broadway's Five-Year Community Plan:

<https://westbroadway.mb.ca/images/general/West-Broadway-Community-Plan-Final.pdf>

West Broadway's Five-Year Housing Plan: https://westbroadway.mb.ca/files/WB-2021-Housing-Plan_AK.pdf