

## **LONDON CROSS CULTURAL LEARNER CENTRE**

### **PROPERTY MANAGEMENT Request for Proposals Issued: June 15, 2022**

RFP Submission Deadline:  
July 12, 2022, 4:30 pm EDT

RFP Contact:  
Jason Whyte  
Assistant to the Executive Director  
519-432-1133 x 317  
[jwhyte@lcclc.org](mailto:jwhyte@lcclc.org)

The London Cross-Cultural Learner Centre

505 Dundas St., London, ON N6B 1W4

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June 15, 2022

Dear Property Manager,

The London Cross-Cultural Learner Centre (CCLC) invites property management service providers to submit a proposal for the property management of our affordable housing project.

The CCLC is a registered charity (registration number 103378725 RR0001) that provides integration services and support to newcomers and promotes intercultural awareness and understanding.

Our organization seeks to appoint a property management agent responsible for our newcomer housing facility located in the building at 763-769 Dundas St, London, Ontario. This a mixed income rental project with 180 to 200 units ready for lease up in the Fall of 2024. More information about this can be found in the following pages, along with details regarding selection criteria. Please submit your completed proposal in PDF or Word file format by email to Jason Whyte, Assistant to the Executive Director, at [jwhyte@lcclc.org](mailto:jwhyte@lcclc.org) no later than July 12<sup>th</sup>, 2022, 4:30 pm EDT.

Thank you for your consideration, and we look forward to reviewing your submission.

Sincerely,

Valerian Marochko, PhD, MBA, CMC  
Executive Director

# REQUEST FOR PROPOSAL

## I. General Information

Project objective: To manage the new property at 763-769 Dundas St., London Ontario

Issuing organization: The London Cross-Cultural Learner Centre  
505 Dundas St., London, ON N6B 1W4

RFP Issued: June 15, 2022

Questions must be received by: 4:30 pm EDT, June 27, 2022

Responses to Questions: June 30, 2022

Due Date for Proposals: 4:30 pm EDT, July 12, 2022

Contact for Further Information: Jason Whyte, Assistant to the Executive Director,  
519-432-1133 x 317, [jwhyte@lcclc.org](mailto:jwhyte@lcclc.org), [www.lcclc.org](http://www.lcclc.org)

The policy of the London Cross-Cultural Learner Centre is to solicit proposals with an honest intention to award a contract. This policy will not affect the right of the London Cross-Cultural Centre to reject any or all proposals.

## II. Project Objective

The CCLC has acquired a site and intends to build 180-200 apartment units at 763-769 Dundas St., London, ON with support from the National Housing Co-Investment Fund for new affordable housing to support newly arrived refugees and immigrants in Canada. Fifty-one percent of the units will rent at or less than 80% of the CMHC median market rent (MMR). There will be minimum 20% accessible units, and the building will be compliant with full a universal design designation. The project currently has not determined yet if there will be a full time Superintendent living in the building.

The property management agent will be responsible for carrying out the policies of the CCLC with respect to the day-to-day operation of the project in accordance with the Management Plan, the Management Agreement and other agreements and directions the CCLC may give from time to time. Communication and reporting will be through the CCLC Manager in charge or an appointee of the Executive Director.

The London Cross-Cultural Learner Center is committed to providing the best quality housing and tenant environment that can be achieved within the budget and operating limitations. The property management agent must be committed to maintaining the highest standards of property care and management. The agent is expected to be well qualified and industrious in the management of the owner's assets and finances. The target for vacancy loss and bad debts is zero and the property manager is expected to employ tenant selection and unit turnover strategies to accomplish this end. The agent is expected to take prompt action on all arrears and to pursue collection for any monies owing for rent or damages.

### **III. Background**

The CCLC began in 1968 as a resource library on cultural and global issues. Today, the CCLC is a registered charity with a mission to provide integration services and support to newcomers, as well as promote intercultural awareness and understanding. Our extensive experience is focused on supporting newcomers thrive by addressing their immediate needs and fostering long-term community engagement through wide-ranging activities. The CCLC's vision is to create a more welcoming community where newcomers can succeed. Our organizational values include inclusion, compassion, empowerment, advocacy, and accountability.

The CCLC offers several programs to support newcomers in our community:

- Client Support Services, Resettlement Assistance Program, and Orientation Services for Newcomers coordinate and provide immediate essential services to Government Assisted Refugees, including housing, urgent medical care, employment, and more.
- Josephs' House is a home with nine rooms offering temporary housing for refugee claimants.
- Community Connections programming brings together newcomers and Canadian residents in a supportive and multicultural environment; our programming helps newcomers gain the knowledge, skills, and connections necessary to thrive in their new communities. Settlement Workers in Schools is a Community Connections program offering services to students and their families focusing on 1st year settlement needs.
- The Language Assessment and Referral Services team does initial language assessments for newcomers to determine their current level of ability. From there the team provides information and referral services to English as a Second Language programs in the city.
- We also have a social enterprise offering fee-based translation and interpretation services.

The CCLC Executive Director and Managers report to a volunteer Board of Directors comprised of 8-16 community representatives from diverse backgrounds. Our primary funding sources are from federal (IRCC) and provincial (MLTSD) governments. Donors provide support for programs and services not currently funded. For more information, visit our website at [www.lcclc.org](http://www.lcclc.org). The CCLC management team has ten program and service managers and an Executive Director. CCLC is a flat organization, front-line workers report to a manager who reports to the executive director.

The property located at 763-769 Dundas St., London was acquired by the CCLC, closing on March 10<sup>th</sup>, 2022. The property is being developed with a goal of building mixed affordable rental housing for newcomers. The CCLC, as a not-for-profit charitable organization received CMHC Seed funding and London Community Foundation Social Impact funding. The project will have 180 to 200 units ready for lease up in the Fall of 2024 or later.

### **IV. Scope of Work**

The CCLC is seeking a property management agent/company to manage the tenants and units for our newcomer housing development at 763-769 Dundas St., London, ON.

Some of the questions we want addressed in the proposal are as follows:

- How will the company ensure that occupancy targets are met and maintained?
- How will the company manage dispute resolution processes with tenants?
- How will the company manage rent collection?
- How will the company ensure that premises are maintained to a high standard?
- What screening and application methods will be used to allocate units to new tenants?
- Does the company have any experience in property management of Affordable Housing? If so, is there notable experience in working with the City of London Housing waitlist/ rostered individuals/ Groups?

## **V. Deliverables**

1. Assist in the preparation and dissemination of rent applications, marketing material and advertising
2. Co-ordinate the receipt and review of applications for rent pursuant to agreements and policies
3. Screen applicants, obtain necessary information and recommend new tenants
4. Co-ordinate move-ins
5. Administer all landlord-tenant and third-party administrator matters
6. Oversee and administer employment of superintendent and contracts and contractors
7. Attending to on-going maintenance and repair and service contracts
8. Attending to all financial matters, books, and records
9. Liaising with officers and directors of the owner, preparing and presenting reports and attending meetings as required
10. Maintaining records and preparing reporting as required by the owner's accountants and the funders Contribution Agreement
11. Assisting with social and special events, as required
12. Carrying out other functions normal to a full-service Management Contract for a unit rental project.

## **VI. Timetable**

June 15, 2022	RFP issued
June 27, 2022 (no later than 4:30 pm EDT)	Questions from bidders
June 30, 2022	Responses to questions
July 12, 2022 (no later than 4:30 pm EDT)	Proposal due
August-September 2022	Reach award decision

## **VII. Selection Process**

The CCLC Property Management Selection Committee will review all proposals. In evaluating proposals, price will not be the sole factor. The Committee may consider any factors it deems necessary and proper, including but not limited to, price, quality of service, response to this

request for proposals, experience, staffing, and general reputation. The final decision rests with the CCLC Board of Directors.

## VIII. Information Required of Respondents

Response to RFP should be no more than seven pages in length, plus attachments. In responding to this RFP, it is suggested to include the following information:

- Section 1. **Summary of the Proposal:** Provide a summary of Sections 2 through 6 of the proposal.
- Section 2. **General Description of the Property Management Services:** Provide a brief statement of your understanding of the requested property management services and a description of your qualifications.
- Section 3. **Deliverables:** Provide information about your proposed deliverables, including timelines for maintenance activities, involvement of key stakeholders, expected outcomes, performance measures, and best practices.
- Section 4. **Resources and Capacity:** Identify each person who will work on the project and identify his or her role; also provide a resume for each key member including details on certifications, memberships, and other credentials. Specifically identify the key contacts for financial, tenant and maintenance matters. Include details of the accounting systems to be used and samples of reporting to owners for similar projects. Also include proof of insurance.
- Section 5. **Price:** Submit your quote including information as follows:
- Pre-occupancy Services from the date of acceptance of the proposal until the new apartment building opening date (expected Fall 2024):
    - o Price
    - o Notes
  - On-going Management for 2 years from the opening date:
    - o Price as % of gross rents (expected at about \$3M/year)
    - o Notes
  - Charges not included in the price:
    - o Rates or costs
    - o Notes
- Section 6. **References:** Supply the names of three references for which you have worked on similar projects. Include the current contact information for each reference. Specific reference to experience managing for non-profit owners and for federal National Housing Strategy funded projects is preferred.

Proposal must be signed by the authorized signing Officer of the company and must include the following Certification:

*We have read the requirements of the proposed engagement and have included the information as requested. If awarded the Management Contract, we will assist in the preparation and presentation of a formal Contract and will honour the commitments and quotes herein.*

## IX. Proposal Submission

Proposals should be prepared in a straightforward manner to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. **Proposals must be submitted electronically.** All attachments must be in PDF or Word file format, except for the financial items which should be in PDF or Microsoft Excel spreadsheet.

Address the Proposal to:

Jason Whyte, Assistant to the Executive Director

Email address: [jwhyte@lcclc.org](mailto:jwhyte@lcclc.org)

Subject line: Newcomer Housing Property Management

Deadline for Receipt of Proposal: July 12, 2022, no later than 4:30 pm EDT

The CCLC may request representatives of a bidding organization to appear for interviewing purposes. Travel expenses and cost related to the interview will be the responsibility of the bidder. A decision on awarding the contract is expected to be reached no later than September 30, 2022.

## X. Additional Information

Respondents may provide any additional information that would assist the CCLC in the selection process. No more than 3 pages.

## XI. Proposal Review and Assessment

The CCLC Property Management Selection Committee will review proposals with the highest-ranking cost-effectiveness, which may not be the lowest price. Bidders may be asked to make formal presentations to the Committee or the CCLC Board of Directors.

Proposals will be evaluated on the following criteria. These criteria will be the basis for review of the written proposals and interview session. The rating scale shall be from 1 to 5, with 1 being a poor rating, 3 being an average rating, and 5 being an outstanding rating.

### PROPOSAL EVALUATION

WEIGHTING FACTOR	QUALIFICATION	STANDARD
5	Price	Is the proposed price within 1% of the gross market rent potential of the lowest bidder?
5	Performance measures	Can the bidder attain and maintain full occupancy of the housing units?

		<p>Can the bidder achieve a healthy financial position for the affordable housing project and maintain it over the long term?</p> <p>Can the bidder retain tenants for the market rent apartment units?</p> <p>Can the bidder effectively collect rent?</p> <p>Is bidder's length of previous and current contracts indicative of good performance?</p>
2	Preventive maintenance	<p>Can the bidder carry out preventive maintenance in a comprehensive manner?</p> <p>Is the maintenance program thorough enough to extend the useful life of the facilities?</p>
2	Sourcing and supervising contractors	<p>Is the bidder capable of sourcing effective and efficient contractors?</p> <p>Is the bidder keeping records of the contracted services and subsequent follow ups?</p>
2	Compliance and representation	<p>Does the bidder comply with operating agreements/legislation, evidenced in operational reviews from the funders?</p> <p>Can the bidder represent the owner to the Landlord and Tenant Board or Small Claims Court?</p>
2	Capability, skills, and resources	<p>Does the bidder have previous relevant and positive experience, scope, and success in affordable housing property management?</p> <p>Are sufficient resources and people of the requisite skills assigned to the project?</p>
2	Understanding of sector and client needs	<p>Does the bidder understand the newcomer sector and newcomer client needs?</p> <p>Do the persons who will be working on the project have the necessary skills to interact with newly arrived refugees and immigrants?</p>

## REFERENCE EVALUATION (Top Ranked Proposal)

The CCLC Executive Director will check references using the following criteria. The evaluation rankings will be labeled Satisfactory/Unsatisfactory.

<b>QUALIFICATION</b>	<b>STANDARD</b>
Overall Performance	Would you hire this property management agent again? Did they show the capability required by your housing project?
Responsiveness	How responsive is this property management agent to requests? Are agreed upon deadlines met in a timely manner?
Problem Solving	Did this property management agent anticipate problems? Were problems solved quickly, effectively, and completely?
Financial Results	How satisfied are you with this this property management agent financial results compared to what's in your agreement?

## XII. Questions and Answers

Questions to be submitted by June 27, 2022, no later than 4:30 pm EDT.