

# Request for Proposal

#2010-002

## Consultant for Repurposing of Weavers' Arms Space

BY: WATERLOO CO-OPERATIVE RESIDENCE INC.



DATE OF ISSUE: February 25, 2010  
CLOSING DATE: March 5, 2010  
CLOSING TIME: 15:00  
CLOSING LOCATION: WCRI office

Waterloo Co-operative Residence Inc.

268 Phillip St.

Waterloo, Ontario N2L 6G9

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## SECTION 1.0: PURPOSE AND CONTENT

### Waterloo Co-operative Residence Profile

#### Mission

Founded in 1964, Waterloo Co-operative Residence Inc (WCRI) is a non-profit student housing co-operative that provides accommodation and related services to post secondary students in the Waterloo area. The board of directors, comprised mainly of university students and new graduates, sets the vision and goals for the co-operative and hires and supervises a general manager who implements the vision. WCRI's mission is to be: "A community with access to a dynamic living environment which actively exemplifies the co-operative values and principles".

#### Products and Service Overview

WCRI is one of the largest student-housing co-operatives in North America. We offer accommodations to approximately 900 post-secondary students through communal living in our three dormitory residences, and through one, two, three and four-bedroom apartments. Our primary market is the student housing market associated with the University of Waterloo and Wilfred Laurier University. More information can be found on our website at [www.wcri.coop](http://www.wcri.coop).

#### The Weavers' Arms Space

The Weavers' Arms space is centrally located on Philip Street between RIM, the University of Waterloo, and new housing developments east of Philip Street. The space is currently zoned for residential use, which means that businesses in the space could only target WCRI's membership. Rezoning may or may not be feasible.

Previous to its closure in 2004, Weavers' Arms operated as a licensed pub. It was closed in August 2004 primarily because it had operated with a deficit in most of its years of operation. The board decided that the Co-op could no longer subsidize the operations of the pub to the level it had required in the past.

Since that time the space has been used as a community room for WCRI members, providing residents with a place to hold social events and meetings. It has occasionally operated as a member study space during exam periods. While the space is currently used quite regularly, the conversion of the space to something with a more widespread use/open purpose has been a topic of discussion amongst members, staff, and consultants alike. A floor plan is provided in Appendix B.

## SECTION 2.0: REPURPOSING – SCOPE AND OBJECTIVES

The scope of this project is to collect and evaluate options to repurpose the Weavers' Arms space at 268 Philip Street. The primary objective in repurposing the Weavers' Arms space is to improve the services available to our membership. Secondary objectives for the space include: building community at the cooperative, forming linkages with the larger community, and increasing the availability of environmentally sustainable options in the neighbourhood.

## SECTION 3.0: CURRENT STATE OF THE PROJECT

An RFP process was begun on January 27, 2010 and closed on February 12, 2010. The result of that process was two proposals, one for a café and one for a restaurant/bar, as well as a number of suggestions from members. A taskforce of WCRI's board of directors has done a preliminary investigation of the options and is now seeking independent feedback about the viability and desirability of each option to aid in the decision making process.

## SECTION 4.0: THE POSITION

The goal of this position is to:

Assess the viability of the two leading options for the Weavers' Arms space and provide the board with the information necessary for making a decision to pursue one of these options or do nothing.

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### Deliverables

Provide a written report to the board taskforce working on this project. It is expected that the report will include at least the following:

- Review, assess, and summarize the options:
  - Provide an independent assessment of capital outlay, revenue projections and overall viability of the options.
  - Identify constraints, risks, and “red flags” associated with implementing each option in this location at WCRI (e.g., location, zoning, etc.).
  - Assess the impact of each option on WCRI's community.
  - Evaluate how well each option meets the stated goals of the project and the recommendations by the board taskforce.
- Provide additional details about implementing each option:
  - Develop potential timelines for reopening the space.
  - Investigate the potential for rezoning the space from residential to commercial.
  - Recommend next steps.

**Note that a preliminary report summarizing work and findings to date will be necessary, according to the timelines below, in order to help the board taskforce evaluate progress towards completion of this work.**

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### Resources

To support the development of this report, we expect that the applicant:

- Hold a minimum of two consultation sessions with stakeholders, at least one of which is to be held with our resident membership.
- Participate in a tour of the site and Weavers' Arms space.

Additional resources available include but are not limited to:

- The two RFP respondents;
- WCRI's general manager;
- The board taskforce; and
- Volunteers from WCRI's membership.

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## Timeline

- Preliminary report by Wednesday, March 23<sup>rd</sup>, 2010.
- Final report by Friday, April 23<sup>rd</sup>, 2010.

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## Ideal Applicant Profile

- Excellent analytical and communication skills
- Experience in businesses and management. Start up experience; experience with restaurants and/or with cafés would be particularly beneficial.
- Experience with community engagement and/or capacity building

## SECTION 5.0: INSTRUCTIONS TO APPLICANTS

Please submit a copy of your résumé with a summary of relevant experience and expected remuneration to:

Cary Hubbard, General Manager

Waterloo Co-operative Residence Inc.  
268 Phillip Street, Waterloo, Ontario N2L 6G9

Fax: 1-519-888-6398

Email: [generalmanager@wcri.coop](mailto:generalmanager@wcri.coop)

The deadline to apply is March 5<sup>th</sup>, 2010 at 15:00.

## SECTION 6.0: DISCLAIMER

WCRI reserves the right at its sole discretion to amend or withdraw this Request for Proposal at any time prior to close of application and applicants are cautioned to ensure they have received all addenda (if any) prior to submitting an application. Should WCRI issue any changes to this Request for Proposal we will endeavour to send written notification to all applicants to whom the Request for Proposal has been issued.

Except as expressly and specifically permitted in this Request for Proposal, applicants shall not have any claim for any compensation of any kind whatsoever, as a result of participating in this Request for Proposal, and by offering a submission to this request, each applicant shall be deemed to have accepted and agreed that it has no claim.

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## Preparation Costs

WCRI shall not be responsible for any expenses or charges incurred by an applicant in preparing or submitting a proposal nor in providing any additional information considered necessary by WCRI for evaluation of proposals.

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## Right to Disqualify

WCRI reserves the right to disqualify applications.

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## Use of Information

All responses and supporting materials submitted will become the property of WCRI and will not be returned. Notwithstanding anything contained in an application, WCRI and its affiliates shall be entitled to copy and use the information received as a response to this request and any additional information provided in any way it determines in its sole discretion and shall be entitled to disclose same to its consultants in confidence for the purpose of evaluating the application and in contracting with the successful applicant.

WCRI's name, logo, crest, etc, shall not be used without the prior written consent of WCRI.

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## Right to Negotiate

WCRI specifically reserves the right to negotiate an agreement with one or more selected applicants.

## APPENDIX A – AVERAGE OCCUPANCY FOR THE YEARS 2004-2009

		Total Occupancy – 817
	<b>Occupancy %</b>	<b>Occupancy</b>
Spring	71.53%	584
Fall	90.90%	743
Winter	80.10%	655

