



LONDON & MIDDLESEX
HOUSING CORPORATION

Request for Proposal

Enterprise Risk Management Framework

Proposals will be received until October 22, 2018

Copies of this proposal can be found at:

www.lmhc.ca/bids_tenders/



REQUEST FOR PROPOSAL

I. General Information

Project Objective: To develop an Enterprise Risk Management (ERM) program that can deliver substantial value while respecting the reality of budget constraints.

Issuing organization: London & Middlesex Housing Corporation
1299 Oxford Street East, Unit 5C5
London, ON N5Y 4W5

RFP Issued: October 1, 2018
Questions must be received by: 4:30 p.m. October 8, 2018
Responses to Questions: 4:30 p.m. October 15, 2018
Date for Proposals: 4:30 p.m. October 22, 2018

The intent of this RFP is to solicit proposals with an honest intention to award a contract. However, LMHC reserves the right to reject any or all proposals.

Contact for Further Information: Josh Browne, CEO
519-434-2765 ext. 272
jbrowne@lmhc.ca

II. Summary

The London and Middlesex Housing Corporation (LMHC) is seeking consultant services for the development of an effective Enterprise Risk Management (ERM) program to help shape business objectives, drive growth and to ensure long-term success. The successful program will integrate risk management principles and business strategy to execute risk-based decisions and solutions.

III. Background

London & Middlesex Housing Corporation (LMHC) is the largest social housing landlord in the City of London and County of Middlesex. LMHC provides safe, modest and affordable community housing in a respectful and fair manner to low income households of London and Middlesex County on a rent-geared-to-income (RGI) basis.

Operating as an independent local housing corporation under the *Housing Services Act, 2011* and governed by a board of directors, LMHC provides 3,282 homes to about 5,000 seniors, parents, children, singles and persons with special needs. LMHC's



properties are owned by the City of London as its Sole Shareholder and include high rise apartments, low rise apartment buildings, town homes, row housing, and detached homes throughout the City of London and County of Middlesex. Made up of 56 full time staff and 42 resident contacts, staff work within the framework of our guiding values and beliefs to provide affordable, sustainable homes to members of London & Middlesex County. LMHC's is governed by a board of directors comprised of local business and community leaders who set LMHC's strategic direction and oversee operations.

A copy of our new strategic plan can be obtained at www.lmhc.ca

IV. Scope of Work and Deliverables

LMHC's Board of Directors is seeking a consultant interested in designing and facilitating an Enterprise Risk Management framework and program consistent with and building upon the COSO framework in order to integrate risk management with strategy.

Working with the Board and LMHC staff, the selected consultant will be expected to (in no order of importance or sequence):

- Assess the existing risk management practices in the organization;
- Draft an ERM policy document for adoption by the Board;
- Develop an ERM Handbook to guide the ongoing operation of ERM processes, including the assignment of roles and responsibilities;
- Develop an Excel-based Risk Register, consistent with the processes in the ERM Handbook;
- Interview all members of the management team and several members of the Board to develop an understanding of our business and the potential risk categories, risk capacity, risk tolerance and risk appetite;
- Conduct facilitated risk identification and assessment sessions with staff across the organization;
- Document all risks identified in the facilitated sessions in the Risk Register, including the assessment of likelihood and impact;
- For risks designated a priority, document our existing risk mitigation strategies, assessed the adequacy of those strategies and adjusted the risk mitigation strategies as appropriate;
- Identify key performance indicators for each "moderate" and "high" risks;
- Develop a Risk Dashboard for periodic reporting of risk status to the Board;
- Obtain Board approval for the ERM program through a report and oral presentation.



V. Timetable

October 8, 2018	Questions from consultant's due
October 15, 2018	Responses to be posted on LMHC's website
October 22, 2018	Proposals Due
October 29, 2018	RFP Decision
November 2018 – January 2019	Planning Activities
March 2019	ERP program final report and presentation completed

VI. Selection Process

LMHC's Staff will review all proposals and make recommendation for approval to the Board. Price will not be the sole factor in evaluating the submitted proposals. LMHC may consider any factors it deems necessary and proper including but not limited to: price, quality of service, response to the request, experience and general reputation.

VII. Information Required of Respondents

In responding to this RFP please use the following format. Response to RFP should be no more than 5 pages in length, plus attachments and must be provided in an electronic format:

Section 1. Summary of the Proposal

Provide a brief summary of Sections 2 through 5 of the proposal.

Section 2. General Description of the Planning Activities Recommended

Provide a brief statement of your understanding of the requested effort including the conclusions.

Section 3. Work Plan

Provide information about proposed activities that would involve key stakeholders such as LMHC Board members and staff.

Section 4. Budget

For each task in Section 3, please identify the expected hours and the billing rate for each activity. Please also identify the total overall project costs.

Section 5. References

Please supply the names and contact information of three references for which you have worked on similar projects.



VIII. Proposal Submission

Proposals can be submitted via email to : lpalmer@lmhc.ca

And mailed to:

London & Middlesex Housing Corporation

Attention: Laura Palmer

1299 Oxford Street East, Unit 5C5

London, ON N5Y 4W5