THE WINNIPEG FOUNDATION
For Good. Forever.




# Request for Expressions of Interest
# Affordable Housing Development Opportunities

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**Submission Deadline: March 9, 2026**

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## ACKNOWLEDGEMENT OF THE MIRIAM BERGEN GIFT

This opportunity is made possible through the extraordinary generosity of Miriam Bergen. The Winnipeg Foundation is deeply grateful for Miriam's historic gift, which included the lands being offered through this Request for Qualifications. Her generosity reflects a profound belief in community and in creating lasting positive change. By dedicating these lands to supportive affordable housing, The Winnipeg Foundation seeks to honour Miriam's legacy and ensure her gift continues to create meaningful impact for generations to come.

# 1 INTRODUCTION

## 1.1 The Winnipeg Foundation Overview

Established in 1921, The Winnipeg Foundation (TWF) is Canada's first community foundation. It builds permanent endowments through philanthropic gifts, invests those assets for the long term, and uses the income generated to provide sustained support for charitable activities that strengthen the community.

### TWF Vision

A Winnipeg where community life flourishes for all.

### TWF Mission

Inspire generosity and engagement to foster transformational change for the well-being of our community, forever.

### TWF Values

- Trust: We ensure transparency and integrity in our work and respect for all people and the earth in our actions.
- Generosity: We approach community and one another with love, empathy and possibility.
- Equity: We identify, acknowledge, and help remove systemic barriers so everyone in our community can thrive.
- Transformation: We achieve greater outcomes by coming together with curiosity and creativity.
- Responsiveness: We listen and commit to community priorities now and for all future generations.

## 1.2 The Opportunity

On November 30, 2022, The Winnipeg Foundation announced its receipt of an extraordinary estate gift from **Miriam Bergen**, valued at approximately $500 million—the largest individual charitable gift ever made in Canada. The gift included 100% ownership of Appleton Holdings Ltd. (operating as **Edison Properties**), a Winnipeg-based real estate company built over several decades.

Miriam Bergen made this gift with the intention of creating a profound and lasting impact in Winnipeg. By entrusting these assets to The Winnipeg Foundation, she sought to ensure they would be stewarded in a manner that delivers enduring benefit to the community.

The Sites identified in this EOI form part of Miriam Bergen's gift and legacy. As such, these Sites carry a clear legacy expectation, including respect for the surrounding neighbourhood and the delivery of outcomes aligned with long-term community value.

## 1.3 Values and Development Intent

The Winnipeg Foundation is committed to ensuring that any future development on the lands at 738 Rue Saint-Joseph and 174 Rue La Vérendrye (the "Sites") is undertaken in a manner that is respectful of the surrounding neighbourhood and its history.

The Sites are located within a long-established residential area with a strong Francophone and Métis cultural presence. TWF recognizes this cultural and historical context as a defining characteristic of the area and an important consideration in shaping appropriate, community-responsive development.

TWF's intent is to see housing delivered that:

- Contributes positively to the existing neighbourhood fabric;
- Is sensitive to local scale, character, and lived experience;
- Demonstrates respect for the history and cultural context of the area;
- Is grounded in thoughtful engagement, inclusion, and long-term stewardship.

TWF does not intend to support development that is incompatible with the surrounding neighbourhood or that disregards the cultural and historical significance of the area. Organizations responding to this EOI are expected to demonstrate, through their experience and proposed approach, a commitment to context-sensitive, community-informed development.

## 1.4 Purpose of the EOI

The purpose of this Request for Expressions of Interest ("EOI") is to identify and pre-qualify qualified non-profit housing providers with the organizational capacity, development experience, and financial and governance strength required to deliver affordable housing[1] on either or both of the Sites. This EOI is intended to:

- Assess the qualifications, development experience, governance practices, and financial capacity of interested non-profit housing providers.
- Establish a shortlist of qualified proponents that may be invited to participate in one or more subsequent Requests for Proposals ("RFPs").
- Preserve flexibility for TWF to determine, at a later stage, whether the Sites are advanced together or separately, and whether one or multiple proponents are selected.
- Ensure that only organizations with an appropriate level of readiness, capacity, and risk management capability proceed to the proposal stage, thereby reducing delivery risk and avoiding unnecessary costs for unqualified proponents.

Any transfer of either or both of the Sites will occur only through a subsequent Request for Proposals ("RFP") process and will take the form of a donation of land by The Winnipeg Foundation, subject to satisfactory project definition, regulatory approvals, and alignment with TWF's charitable objectives.

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[1] Affordable Housing in this context is defined as less then 80% of median market rents for the area maintained, at a minimum, for 20 years, in line with CMHC's Affordable Housing Fund criteria. Affordable housing includes supportive housing, social housing (rent-geared-to-income), and mixed market/affordable rental housing."

# 2 OVERVIEW OF THE SITES

## 2.1 Introduction

The two properties are located directly across from one another in Winnipeg's St. Boniface neighbourhood: 738 Rue Saint-Joseph and 174 Rue La Vérendrye (together, the "Sites"). While proximate, the Sites differ in scale, development potential, and delivery complexity.

Development of the Sites for affordable housing will require rezoning and City planning approvals. The ultimate development capacity of each Site—including the number of residential units and the potential for main-floor commercial or community-oriented uses—will be determined through the rezoning process, a wastewater capacity assessment currently underway, and other applicable regulatory and urban planning considerations.

These requirements will be further articulated through one or more subsequent Requests for Proposals ("RFPs") and with the selected proponent(s).

The Winnipeg Foundation is intentionally not prescribing a single development model through this EOI. Instead, the Sites are being presented as a portfolio of opportunities, allowing TWF to determine the most appropriate delivery approach following the qualification process and informed by the experience, capacity, and proposed approaches of shortlisted proponents.



## 2.2 Site 1: 738 Rue Saint-Joseph

738 Rue Saint-Joseph is the larger and more complex of the two Sites, with an approximate land area of 2.1 acres. Subject to rezoning and ultimate wastewater capacity, the Site has the potential to accommodate a substantial number of residential units.

- Development of this Site is anticipated to involve:
- A higher degree of planning, design, and regulatory complexity;
- Greater financial, construction, and operational considerations;
- More intensive coordination with municipal authorities and engagement with community stakeholders.

Successful delivery of this Site will require a proponent with demonstrated experience in larger-scale affordable housing development, strong governance and financial capacity, and the organizational focus required to manage a project of this scale and complexity.

## 2.3 Site 2: 174 Rue La Vérendrye

174 Rue La Vérendrye is a smaller Site located directly across the street from 738 Rue Saint-Joseph, with an approximate area of 14,655 square feet. The Site presents a more modest development opportunity, with a scale and delivery profile that differs materially from Site 1.

Development of this Site may be well suited to a proponent with experience delivering smaller-scale affordable housing projects. Larger organizations may also be well positioned to advance this Site, provided they can demonstrate an approach that is appropriately scaled and tailored to the Site's context, scope, and delivery considerations.

# 3 RESPONDENT ELIGIBILITY

## 3.1 Eligible Respondents

This EOI is open to **non-profit housing providers** that are legally constituted and in good standing, and that have experience in the development, ownership, and/or operation of affordable housing.

Respondents must be able to demonstrate:

- A clear non-profit mandate aligned with the delivery of affordable housing;
- Organizational and governance structures appropriate to the complexity of either or both Sites;
- Financial capacity and stability commensurate with the role proposed; and
- Relevant experience delivering housing projects of similar nature, scale, or complexity.

Organizations that do not have direct experience delivering projects comparable in scale to 738 Rue Saint-Joseph may still be eligible to respond, provided they demonstrate how such capacity is being addressed through appropriate partnerships, governance arrangements, or delivery models.

## 3.2 Respondent Teams and Partnerships

TWF recognizes that effective delivery of the Sites may be achieved through a range of organizational structures. Respondents may submit applications as:

- A single non-profit organization; or
- A team or consortium of organizations working together.

Where a consortium or partnership is proposed, respondents must:

- Clearly identify a **Lead Organization** with overall responsibility and decision-making authority;
- Describe the roles and responsibilities of each organization; and
- Describe the governance and decision-making structure between organizations.

## 3.3 Values Alignment and Community Commitment

In addition to technical and financial capacity, respondents are expected to demonstrate alignment with the TWF's values and development intent as described in Section 1.1.

Respondents should be prepared, at later stages of the process, to demonstrate:

- Experience engaging with local communities in a respectful and inclusive manner;
- Sensitivity to neighbourhood context, character, and history;
- Approaches to development that prioritize long-term stewardship and community benefit.

# 4 STEPS AND TIMING

## 4.1 Overview of the Procurement Approach

The Winnipeg Foundation is using a **two-stage procurement process** to advance the donation and development of affordable housing on the Sites. This approach is intended to ensure that only organizations with appropriate experience, capacity, and values alignment are invited to invest time and resources in preparing detailed development proposals.

Stage 1 consists of this Request for Qualifications (EOI), which focuses on assessing organizational capability, governance, financial capacity, and relevant development experience. Stage 2 is expected to consist of one or more Requests for Proposals (RFP), which will invite shortlisted proponents to submit detailed proposals for one Site, the other Site, or both Sites, as determined by the TWF.

This staged approach is intended to balance transparency, fairness, and efficiency, while reducing unnecessary cost and effort for proponents that may not be well suited to the scale or complexity of the opportunities.

## 4.2 EOI Process

Through this EOI, The Winnipeg Foundation will:

- Invite submissions from eligible non-profit housing providers;
- Review submissions against the requirements set out in this document;
- Identify a shortlist of qualified proponents that demonstrate the capacity and readiness to advance one or more of the Sites;
- Notify all respondents of the outcome of the EOI process.

TWF may request clarifications from respondents during its review of submissions. Clarifications are intended to confirm or better understand information provided and will not be an opportunity for respondents to materially revise their submissions.

## 4.3 Anticipated RFP Process

Following completion of the EOI, the TWF anticipates issuing one or more RFPs to shortlisted proponents. The RFP process or processes may vary in scope, timing, and structure depending on TWF's assessment of the opportunities and the capacity of shortlisted proponents.

At the RFP stage, proponents may be asked to address matters such as:

- Development concept and approach;
- Planning and approvals strategy;
- Community engagement approach;
- Financial feasibility and funding strategy;

- Delivery schedule and phasing;
- Long-term ownership, operations, and stewardship.

## 4.4 Anticipated Schedule

TWF anticipates the following high-level schedule for this process:

- Issuance of EOI  (February 9, 2026)
- Deadline for questions or requests for clarification (February 23, 2026)
- EOI submission deadline (March 9, 2026)
- Notification of shortlisted proponents (March 30, 2026
- Issuance of one or more RFPs (April 2026)

TWF reserves the right to amend this schedule at any time.

## 4.5 Requests for Clarification

Questions regarding this EOI may be submitted by email to affordablehousing@wpgfdn.org no later than February 23, 2026. The Winnipeg Foundation may issue clarifications by written addendum where it determines such clarification to be material.

## 4.6 No Obligation to Proceed

Nothing in this EOI obligates The Winnipeg Foundation to proceed with any subsequent RFP, to select any proponent, or to advance development on either Site. TWF may, at its sole discretion, modify, suspend, or cancel this process at any time.

# 5 SUBMISSION REQUIREMENTS

## 5.1 General Instructions

Submissions should be clear, concise, and focused on demonstrating organizational capacity, relevant experience, and alignment with The Winnipeg Foundation's objectives. Respondents are strongly discouraged from submitting marketing materials or information that is not directly responsive to the requirements of this EOI. TWF reserves the right not to review or consider extraneous material.

## 5.2 Submission Format

Submissions should be provided in electronic **PDF format** and organized using the section headings set out below. Submissions should be no more than **20 pages**.

## 5.3 Submission Deadline

The deadline for submission of qualifications to email: affordablehousing@wpgfdn.org will be March 9, 2026. Late submissions may not be considered.

## 5.4 Required Submission Components

Each submission must include the following Sections and Headings:

### A. Cover Letter

A brief cover letter (maximum two pages) signed by an authorized representative of the respondent, confirming:

- The respondent's interest in participating in the EOI process;
- The respondent's legal status and authority to submit;
- Whether the respondent is submitting as a single organization or as part of a team or consortium;
- The respondent's preliminary interest in developing:
  - 738 Rue Saint-Joseph;
  - 174 Rue La Vérendrye; or
  - Both Sites.

### B. Organizational Overview and Governance

Provide an overview of the respondent organization(s), including:

- Mission and mandate;
- Legal structure and years in operation;

- Governance structure and decision-making processes;
- Key personnel relevant to housing development and delivery.

Where a team or consortium of organizations is proposed, this section should clearly describe the governance and decision-making framework across the team.

## C. Relevant Experience

Describe the respondent's experience delivering affordable housing projects. Submissions should emphasize experience that is relevant in scale, complexity, or context to one or both of the Sites.

For each example project, provide:

- Project description and location;
- Approximate number of units;
- Delivery role and responsibilities;
- Key challenges and lessons learned.

Respondents are encouraged to include examples that demonstrate experience with:

- Larger or more complex developments;
- Smaller, community-scale projects;
- Phased delivery;
- Context-sensitive or culturally informed development.

## D. Financial Capacity and Organizational Sustainability

Provide high-level information demonstrating the respondent's financial capacity and organizational sustainability, appropriate to the scale of the role proposed. This may include:

- Summary financial information for the past three years;
- Description of funding sources and financial controls;
- Experience securing capital and operating funding for affordable housing.

Detailed audited financial statements are not required at this stage, but may be requested at a later stage of the process.

## E. Values Alignment and Community Engagement

Describe how the respondent's organizational values, development philosophy, and past practice align with TWF's intent for context-sensitive and community-informed development.

Respondents should highlight:

- Experience working in established neighbourhoods;
- Approaches to engaging residents, community organizations, and cultural communities;
- Commitment to long-term stewardship and community benefit.

# 6 EVALUATION AND SHORTLISTING PROCESS

## 6.1 Evaluation Approach

Submissions received in response to this EOI will be reviewed by an evaluation committee appointed by TWF that may include TWF staff and external advisors.

The evaluation will focus on identifying respondents that demonstrate:

- Organizational capacity and readiness;
- Relevant experience delivering affordable housing;
- Governance and decision-making strength;
- Financial capacity appropriate to the scale of the opportunity;
- Alignment with the TWF's values and development intent; and
- A credible approach to community engagement and long-term stewardship.

## 6.2 Shortlisting

At the conclusion of the evaluation process, TWF anticipates identifying a shortlist of qualified respondents.

The number of shortlisted respondents is at the sole discretion of TWF and may vary depending on the quality and quantity of submissions received.

All respondents will be notified in writing of the outcome of the EOI process.

## 6.3 Clarifications

TWF may, at its discretion, request clarifications from one or more respondents during the evaluation process. Clarifications are intended to confirm or better understand information provided in the submission and will not be an opportunity to materially revise or supplement submissions.

# 7 GENERAL CONDITIONS

## 7.1 Confidentiality

The Winnipeg Foundation will treat information submitted by respondents as confidential and to use such information solely for the purposes of evaluating submissions under this EOI.

## 7.2 Respondent Costs

All costs associated with the preparation and submission of qualifications in response to this EOI are the sole responsibility of the respondent. TWF shall not be liable for any costs incurred by respondents in connection with this EOI or any subsequent process.

## 7.3 TWF Rights

In addition to any other rights reserved under this EOI, TWF reserves the right, in its sole discretion, to:

- Amend, suspend, or cancel this EOI at any time;
- Request clarification or additional information from any respondent;
- Verify any information provided by respondents;
- Waive minor irregularities or informalities in submissions;
- Reject any or all submissions;
- Shortlist respondents for one Site, the other Site, or both Sites;
- Proceed with one or more subsequent RFPs, or not proceed further.

## 7.4 No Contractual Obligation

This EOI does not constitute an offer to enter into any agreement and does not create any contractual or other legal obligations on the part of TWF. No contract or agreement shall arise as a result of this EOI unless and until a written agreement is executed by the TWF.

## 7.5 Governing Law

This EOI and any related matters shall be governed by and construed in accordance with the laws of the Province of Manitoba and the applicable laws of Canada.