

REQUEST FOR PROPOSALS

SUSTAINABLE MATERIALS MANAGEMENT: Waste Minimization, Recycling and Disposal Services

Vancouver, BC



Atira Women's Resource Society
101 East Cordova Street
Vancouver, BC V6A 1K7

T 604 331 1407
F 604 688 1799
E info@atira.bc.ca

RFP Issue Date: June 26th, 2014
Deadline for Questions: 4:00 p.m. July 10th, 2014
Submission Deadline: 4:00 p.m. July 17th, 2014
Submissions to: Amanda King at amanda_king@atira.bc.ca

Contents

- 1.0 INTRODUCTION..... 4**
 - 1.1 Invitation to Proponents 6
 - 1.2 Introduction..... 6
 - 1.3 Agreement and Term..... 7
 - 1.4 Material Disclosures – Items and/or Conditions Required upon Notification of Award..... 7
 - 1.4.1 Business Continuity Plan.....7
 - 1.4.2 Commercial General Liability Insurance7
 - 1.4.3 Workers Compensation Coverage.....7
 - 2.1 Questions and Contact Person 7
 - 2.2 Proposal Required Contents and Format..... 8
 - 2.3 Response Evaluation Criteria 8
 - 2.6 Proposal Correction or Withdrawal of Proposal Prior to Closing Date 9
 - 2.7 Additional Information, Investigation and Inspection 9
 - 2.8 Confidentiality of AWRS Information 9
 - 2.9 Confidentiality of Proposals 9
 - 2.10 Responsibility for Costs 9
 - 2.11 Reservations and Limitations..... 9
- 3.0 SCOPE OF SERVICES..... 10**
 - 3.1 General.....10
 - 3.2 Period of Performance11
 - 3.3 Supplier Capabilities11
 - 3.4 Additional Services11
- 4.0 SUSTAINABLE MATERIALS MANAGEMENT PROGRAM REQUIREMENTS..... 11**
 - 4.1 Sustainable Materials Management Program, Management, and Business Systems11
 - 4.2 Environment and Safety Issues12
 - 4.3 Operations Plan.....12
 - 4.4 Waste Composition.....14
 - 4.5 Billing.....14
 - 4.6 Reporting and Performance Review15
 - 4.7 Proponent’s References15
- 5.0 PRICING 15**
 - 5.1 General.....15
 - 5.2 Base Financial Proposal16
- ATTACHMENT A: PROPERTY ADDRESSES & CURRENT SERVICES..... 18**

1.0 INTRODUCTION

Atira Women's Resource (AWRS) requests interested and qualified firms to submit offers in response to this RFP seeking Sustainable Materials Management (SMM) - Waste Minimization, Recycling and Disposal services for our facilities.

AWRS believes there is opportunity to improve the environmental impact of our operations by increasing resource-use efficiency through practices that reduce waste generation, encourage reuse of materials, and increase recycling of materials that are currently disposed of as waste. AWRS wishes to enter into partnership with the right provider(s) to drive, implement, and manage these practices. The purpose of this RFP, therefore, is to obtain the expert management services of an SMM contractor (henceforth "Contractor") to provide services that eliminate, reduce, re-use and recycle materials that would otherwise be disposed of, as well as (as a last resort), dispose of any residual wastes that are generated at our property(henceforth "Facility").

This RFP seeks proponents who are committed to proactively partnering with AWRS to ensure the implementation of best practices to increase overall resource-use efficiency at our facilities. We seek a proven, high-performing Contractor with management and technical staff and significant corporate commitment to achieve the SMM objectives detailed in Section 1 of this RFP.

This letter provides a summary of the salient elements of the RFP. Proponents are cautioned to carefully examine the entire RFP and the requirements contained therein before responding. The following are key milestones for this solicitation:

- See Attachment A for locations
- Questions and clarifications to the RFP must be submitted by 4:00 p.m. July 10th, 2014
- Proposals are due on July 17th at 4:00pm
- Primary Contact Amanda King amanda_king@atira.bc.ca

Proposals will be evaluated on the basis of the evaluation criteria listed in Section 2.5 of the RFP. The proponents may be required to make presentations for clarification or expansion on specific portions of their proposals. AWRS will subsequently select the firm that offers the best overall value considering their response to the SMM requirements and evaluated approach to optimizing total system-wide resource efficiency to achieve environmental gains and cost-savings. AWRS reserves the right to award each property individually to separate contractors. AWRS reserves the right to hold discussions with proponents that are the most competitive, or to reject any or all bids. Awarding of services will not be solely based on price. The contract will be for a base period of two years with one year extension option contingent upon AWRS's satisfaction with the chosen contractor's SMM program.

AWRS has provided the Proponents the opportunity to propose their own approach to certain elements of contract compensation, including sharing of documented cost savings from diversion and waste reduction initiatives. The objective is to provide the proponents the flexibility to innovate and distinguish themselves while meeting our requirements.

The RFP contains the following sections:

- **Section 1: Introduction** - Organizational background, goals/objectives for the SMM program
- **Section 2: Bid Instructions** - Provides required content and format for proposals, schedule, evaluation criteria, and other ground rules for the solicitation process
- **Section 3: Scope of Services** - General requirements and terms for the contract
- **Section 4: SMM Requirements** - Provides requirements for SMM services and provides the format “template” that must be followed in preparing their narrative responses.
- **Section 5: Pricing** - Gives instructions on how to provide bids for the base financial proposal and guidelines for proposals on the required sustainable materials management compensation structure. (Attachment B provides the template and further instructions for pricing.)

- **Attachment A: Property Addresses & Current Waste and Recycling Information**

Submit any questions, proposal correction or withdrawal prior to the closing date via **e-mail** to:

Name: Amanda King

E-mail: amanda_king@atira.bc.ca

We hope you will choose to submit a proposal to provide SMM services at AWRS facilities.

1.1 Invitation to Proponents

This Request for Proposals (RFP) is an invitation by Atira Women's Resource Society (AWRS) to Non-Profit and For-Profit organizations ("Proponent") to submit proposals for the provision of Sustainable Materials Management (SMM) - Waste Minimization, Recycling and Disposal services for our facilities, as further described in Part 2 – The Deliverables (the "Deliverables"). For the purposes of this RFP process, the **contact will be Amanda King, Facilities Manager**.

1.2 Introduction

Atira Women's Resource Society (AWRS) together with its sub contractor are managing a number of Single Room Occupancy Hotels in the Downtown Eastside and Downtown Vancouver and one complex in Surrey that includes both residential and commercial. In all its programs and activities AWRS is accountable to its tenants, the community and its funders.

1.2.1 Objectives

Our Sustainable Materials Management objectives are to:

1. Audit waste streams and effectively track, manage and report the amount of waste and recycling generated from the property (s).
2. Implement suitable programs to encourage reusing, reducing and recycling to minimize waste generation and maximize the diversion of waste to recycling opportunities.
3. Encourage the participation of tenants, vendors and suppliers in the resource conservation and waste management program.
4. Achieve continual improvement by implementing best practices and participate in new government / industry sustainable materials management initiatives.

1.2.2 Sustainable Materials Management Program Purpose

The purpose of AWRS SMM program is to obtain the expert management services of the Proponent to eliminate, reduce, re-use and recycle materials as well as, as a last resort, dispose of all wastes generated at AWRS's properties. This RFP reflects our desire to develop a strategic sourcing partnership in which AWRS wishes to collaborate closely with the selected Proponent(s) to meet AWRS's goals, while creating value for both parties through savings from improved resource efficiency. It is intended that the successful Proponent will be the driving force behind increased diversion, working in partnership with AWRS' employees and tenants.

1.2.3 Sustainable Materials Management Program Objectives

The Proponent's program shall meet the following objectives:

1. Pursue continual improvement in resource efficiency (waste prevention, reuse, recycling and composting), by taking a lead role in identifying, designing, and implementing innovative, cost-effective AWRS approved means to reduce waste generation and increase diversion at the property (s).
2. Optimize current hauling, garbage disposal, and recycling operations and services to reduce overall waste management costs.
3. Maintain a detailed tracking, reporting, and billing/invoicing system to support AWRS goal setting, performance tracking, and decision-making ability. This includes

- providing “proof of the final disposition of all of the wastes that leave the property”, whether those materials are disposed, recycled or composted.
4. Collaborate with AWRS staff and tenants to implement the SMM program. This includes conducting educational training and outreach on aspects of the SMM program, including but not limited to, recycling procedures and waste minimization.
 5. Ensure the waste management practices at the properties comply with All Regulations, including any successor regulations or Acts, and any other regulations / Acts that govern waste management or recycling in the Province of BC.

1.3 Agreement and Term

The selected Proponent will be requested to enter into negotiations for an Agreement with AWRS for the provision of the Deliverables. It is our intention to enter into an Agreement with only one (1) legal entity. The term of the Agreement is to be for a period of two (2) years, with a one-year option for renewal.

1.4 Material Disclosures – Items and/or Conditions Required upon Notification of Award

1.4.1 Business Continuity Plan

The selected Proponent will be required to provide their Business Continuity Plan to AWRS within thirty (30) days of Program commencement. This plan will be negotiated and shall not be evaluated as part of the RFP. The Proponent shall not be required to submit this plan as part of its proposal, but should be aware of the requirement.

1.4.2 Commercial General Liability Insurance

The selected Proponent shall, without limiting its obligation or liabilities and at its own expense, purchase and maintain Commercial General Liability insurance to an amount of at least \$2,000,000 inclusive for any one occurrence through the term of the Agreement.

1.4.3 Workers Compensation Coverage

The Proponent will obtain and maintain, or cause to be obtained and maintained, workers compensation coverage in respect of all workers, employees, and other persons engaged in any work in or upon the property required by the *Workers Compensation Act*.

2.0 RFP INSTRUCTIONS

The following section provides mandatory instructions for preparation of RFP materials. Proponents that do not adhere to the following will not be considered. The information in this section should be considered the “ground rules” for the solicitation process and is intended to assist in the preparation of proposals.

2.1 Questions and Contact Person

Any inquiries about this RFP must be made in written form, via e-mail to:
Amanda King | amanda_king@atira.bc.ca
All questions must be received by July 10th, 2014.

2.2 Proposal Required Contents and Format

At a minimum, each proposal should address all of AWRS requirements through:

1. A description of a preliminary operations plan for an SMM program that addresses the services requested in Section 3 - Scope of Services and Section 4 - Sustainable Materials Management Requirements (Please note: proposals must follow the same headings provided in Section 4).
2. A proposal for SMM compensation in accordance with Section 5 (Pricing) using the Base Financial Bid Response Form provided as Attachment B.
3. A list of references

Please consider the proposal evaluation criteria outlined in Section 2.5 when preparing your proposal.

Proposals must be received electronically via e-mail to amanda_king@atira.bc.ca no later than 4:00pm on July 17th, 2014. Proposals received after the time and date specified will be declined.

2.3 Response Evaluation Criteria

The evaluation criteria for proposal SMM include:

1. Proposal Requirements (*Required*)
 - Proposal is submitted by the deadline
 - References are provided
2. Proponent's Qualifications
 - Overall social, environmental and financial performance.
 - Overall continuity of management and ability to support indemnification and performance guarantees.
 - Corporate experience and performance in waste reduction and the management of contracts of similar size and nature.
 - The quality of the program that is offered, including customer-focused processes.
 - Legal infractions in the last 5 years.
3. Technical/Service
 - The ability to provide the Scope of Services requested as per Section 3.0.
 - The ability to provide the SMM Program requirements as per Section 4.0.
4. Financial Benefit
 - Demonstrated price and cost reductions for a total sustainable material management system. A lowest price bid will not be the sole determining factor in awarding the contract. Rather AWRS may award the contract to the Proponent whose proposal, in our opinion, represents the **lowest and best value bid**. The winning Proponent will demonstrate how it can provide the best level of service in relation to cost, including:
 - meeting the SMM program requirements,
 - having a reputation of providing exceptional service,
 - being in good financial condition,

- having a reputation for management excellence, in comparable operations,
- having a good safety record,
- provides services that are compliant with all relevant regulations, and
- has a track record of implementing programs that achieve excellence in preventing, recycling, and composting waste.

2.6 Proposal Correction or Withdrawal of Proposal Prior to Closing Date

A proposal may be withdrawn or modified by the written request of the proponent, provided the request is emailed to AWRS by the submission deadline. Modifications received after the due date will not be allowed. Modifications must be clearly marked and initialed by the proponent. AWRS reserves the right to request clarification from any or all Proponents on proposals that are submitted.

2.7 Additional Information, Investigation and Inspection

AWRS reserves the right to speak directly to a provider's references, and to make independent investigations as to the qualification of any proponent at any time during the process. Performance information may be solicited from any available source.

2.8 Confidentiality of AWRS Information

The terms of this RFP, and all other information provided, are to be treated by your company as strictly confidential and proprietary. All data and business information is to be used solely for the purpose of responding to this inquiry. Access to this information shall not be granted to third parties except upon prior written consent of AWRS.

2.9 Confidentiality of Proposals

All proposals shall become the property of AWRS and will be held confidential. Any copies of the proposals will be provided only to AWRS employees and consultants on a need-to-know basis. No proposals or associated documentation will be returned.

2.10 Responsibility for Costs

AWRS will not reimburse any proponent for any costs involved in the preparation or submission of a proposal, in making an oral presentation, or in contract negotiations. Proponents are responsible for all costs associated with submitting a proposal as part of this solicitation process.

2.11 Reservations and Limitations

AWRS reserves the following rights and options:

- To reject any and all proposals that fail to meet the literal and exact requirements of the specifications provided in this RFP.
- To reject all proposals without cause.
- To issue subsequent requests for new proposals.
- To accept the proposal that is, in the judgment of AWRS, in the best interest of AWRS.

- To accept different proponents for different sites.
- To discontinue its negotiations at any time with a finalist, if progress is unsatisfactory, and commence discussions with another proponent.

3.0 SCOPE OF SERVICES

This section provides a general description of the scope of services sought, period of performance, location(s) of service(s), and other issues pertaining to providing SMM services.

3.1 General

The Contractor will be required to expertly manage all wastes generated by occupants at the property (s) identified in Attachment A according to the following hierarchy:

1. Reduce generation of waste;
2. Reuse/return/donate;
3. Recycle/compost;
4. Dispose.
5. Ability to secure containers (locks not easily cut off of containers)
6. Ability to either regularly clean and sanitize or exchange bins for a clean bin at least every six months

Services required of the successful proponent include:

- Provide equipment, containers, collection, pick-up, transportation, segregation, specific processing, shipment and marketing of discarded materials;
- Where appropriate, provide and/or maintain compactor(s);
- Develop and implement AWRS's approved plans for the reduction, reuse, recycle and/or final disposal of all waste materials generated at AWRS properties.
- Perform Yearly Waste Audits, develop and implement AWRS approved Annual Waste Reduction Work plans (WRW), and maintain all supporting documentation. Provide a copy of this documentation to the AWRS.
- Provide general assistance for housekeeping services to guide the implementation of best practices to maximize the benefits of the SMM program;
- Training for AWRS staff, tenants;
- Performance monitoring, data tracking, and comprehensive reporting;
- Consolidated billings for applicable properties at required level of detail;
- Participation in SMM program AWRS team meetings, as required;
- The successful proponent shall also—with AWRS 's assistance develop, maintain and follow work instructions, safety rules, and established policies and procedures as they apply to non-hazardous and hazardous waste management activities;
- A 'Single Point of Contact' for the SMM program;
- Ensure back-up services are available and suitable in the event of equipment failure or other mishap; and,
- Ensure AWRS is up-to-date on environmental regulations with respect to waste management and resource conservation.

Proponents shall submit, as the main portion of the proposal, a three (3) year Operations Plan as per Section 4.3 that details the approach and methods for achieving the stated goals and objectives of the SMM Program while managing wastes according to the hierarchy given in

Section 3.1. The remainder of the proposal will cover other critical elements of the program as identified above and detailed in Section 4 - Sustainable Materials Management Program Requirements.

3.2 Period of Performance

AWRS understands that it will take time to develop a comprehensive SMM program. As such, the contract (s) will be awarded for a minimum period of two *years of base contract* with one-year renewal option. The initial period is a commitment to work with the contractor on the SMM program, after which the program may be extended if the program is successful and meets AWRS's expectations.

3.3 Supplier Capabilities

It is understood that the primary Contractor responding to this RFP may not have the capability to undertake all the tasks outlined. The successful candidate(s) may develop cooperative agreements with subcontractors to provide and manage the full scope of services requested by AWRS. Detailed information on these collaborations must be submitted as part of the original proposal.

3.4 Additional Services

From time to time the Contractor may be asked to perform extra services not specified within this scope of work. This work will be reimbursed by AWRS under a separate purchase order. This type of work may, at AWRS's discretion, be competitively bid.

4.0 SUSTAINABLE MATERIALS MANAGEMENT PROGRAM REQUIREMENTS

This section outlines minimum responsibilities and activities the Contractor will be required to perform. All proposals should follow the headings below, and provide concise responses to the information requested. Proponents are expected to respond to all items in as much detail as necessary for AWRS to make a fair evaluation of the proposal.

4.1 Sustainable Materials Management Program, Management, and Business Systems

Provide a brief description of your overall management and business systems as they pertain to the following:

- Describe your vision of an SMM program for AWRS.
- Identify the specific project personnel or teams that will be devoted to AWRS's SMM program. Include how staff devoted to AWRS's SMM program will interact or utilize resources/expertise. Include training they may receive or corporate resources or networks that will benefit AWRS.
- Your company's employee stability will be essential to the SMM program's success. What does your company do to maintain a stable workforce?
- Discuss the relationships that you plan to establish with AWRS at each of its properties included in this RFP. Include in your discussion, where applicable, the

relationships you propose to establish with AWRS staff and tenants. Your response must identify any third parties with whom you will partner to provide the SMM services requested in this RFP, including which elements you propose each third party will cover, and their credentials to provide these services.

- Highlight your organization's approach to corporate social responsibility, including your environmental, social and economic impacts.

4.2 Environment and Safety Issues

The Contractor must comply with all applicable regulations (local, Provincial, Federal) governing the recycling, storage, transportation and disposal of waste streams. Lack of knowledge of the proponent shall in no way be a cause for relief from responsibility or constitute a defense against the legal effects thereof.

- Describe your environmental and safety programs that apply to managing risks associated with the primary supplier function.
- Provide AWRS with copies of all relevant certificates of approval, licenses and permits, associated with the management and disposal of waste, relating to the provision of services in the locality wherein the services are to be performed (including but not limited to: waste haulers, transfer stations, sorting plants, processing facilities and receiving sites).

4.3 Operations Plan

Proponents shall provide a preliminary two-year plan that outlines the approach and methods for achieving the purpose and objectives of SMM in Sections 1.2 and 1.3 and the management of wastes per the management hierarchy in Section 3.1. An overview of the property's current waste and recycling information can be found in Attachment A.

AWRS understands that data in this RFP is limited and that the successful proponent will refine their plan as they become more familiar with individual properties. The proposed operations plan should provide a methodology, labor, equipment, and concrete opportunities for improvement in managing AWRS waste streams. The proposal should also include an approach for program transition, a tentative schedule for implementing ideas proposed to meet the goals and objectives of the SMM program, and prior experience rolling out these types of programs with other organizations comparable to AWRS.

Proponents can base their proposed operations plan on existing levels of service.

The proposed operations plan should specifically address how your company proposes to handle the management of wastes in areas below. The following paragraphs outline minimum expectations/responsibilities of the successful Contractor(s) in each of the four areas:

4.3.1 Reduce Waste Generation

- With consent and collaboration of property management, identify all opportunities at each property to reduce the amount of waste generated.
- Work with designated AWRS personnel and others to develop plans and project savings.
- Obtain AWRS approval before implementation.
- Implement and monitor outcomes and savings, and report metrics in writing to AWRS on a quarterly basis.
- Educate and train AWRS employees, occupants and contractors as needed on source reduction measures (included in the cost of and as part of the contract).

4.3.2 Reuse/Return/Donate

- Identify opportunities to eliminate waste being disposed of or landfilled by reusing, returning or donating materials (e.g., shipping containers, pallets or packaging)
- Work with AWRS and property-designated personnel to develop plans and project savings.
- Obtain AWRS approval before implementation.
- Implement and monitor outcomes and savings, and report metrics in writing to AWRS on a quarterly basis.
- The Contractor will be required to maintain third-party receipts, for the duration of the contract, showing the materials reused, returned, or donated, and any resulting costs and revenues. AWRS maintains the right to review all such documentation, within one working day of its request, at any time during the contract.
- Educate and train AWRS employees and tenants as needed on any instituted reuse/return programs.

4.3.3 Recycle/Compost

- Develop plans to source separate, collect, process, segregate, store, weigh, and keep records for all recyclable materials diverted from the property's waste streams.
- Identify the best markets for recyclable materials and arrange for the collection, processing and transportation of these resources to ensure materials enter those markets.
- Identify opportunities to increase diversion through improvements to existing recycling programs and new recycling or composting programs. (The successful SMM contractor will be expected to expand and improve these existing programs, while adding new programs to capture additional materials for recovery, where practicable).
- Design and implement effective source separation and recycling programs while decreasing overall operational costs.
- The volume, weight, frequency of pickup, and revenue from recycled materials, tonnage and all other relevant metrics must be reported to AWRS on a quarterly basis.
- The Contractor will be required to maintain third-party receipts, for the duration of the contract, showing weights of materials sold, resulting costs and revenues. AWRS maintains the right to review all such documentation, within one working day of its request, at any time during the contract.
- Educate and train AWRS employees, occupants and contractors, as needed, on proper procedures for the segregation of recyclables/ compostable materials / waste, and the impacts of contaminating the recycling / composting streams with waste.

The typical wastes that will be found at the properties identified in this RFP may include - paper, bottles, cans, glass, plastics, fluorescent tubes, corrugated cardboard, batteries, toners, construction waste, e-waste, organic waste, organic grease, styro foam, metal, and wood. A detailed list of the property's current waste and recycling services and generation can be found in Attachment A

4.3.4 Waste Disposal

- Arrange pick-up schedule, transportation, and disposal of all non-recyclables from AWRS's properties.
- Measure AWRS's waste destined for disposal, maintain accurate records of each pickup's weights and volumes, and provide cost breakout for transportation and disposal fees (and any container rental fees, if applicable) with each bill.
- Review, modify, maintain or establish all necessary waste management practices that provide contractors and AWRS with understandable and controllable work instructions.
- Comply with all applicable laws governing the recycling, storage, transportation, and disposal of waste.
- Report in writing, the weight (tonnage) and volume, costs, and disposal site(s) of all AWRS waste, and implement and monitor outcomes and savings, and report metrics in writing to AWRS on a quarterly basis.
- The Contractor will be required to maintain third-party receipts, for the duration of the contract, showing weights of materials disposed and tip fees, and AWRS maintains the right to review all such documentation within one working day of its request, at any time during the contract.
- The Contractor will be required to disclose the specific location and nature of all disposal locations/landfills which will be utilized to accommodate waste streams from the Properties.

4.3.5 Process for Continual Improvement

- Explain your process to support continual improvement over the term of the contract, such as outreach or communication programs.
- Explain your process to support continual improvement by ensuring strict adherence to all regulations.
For example, the proposed frequency and process of waste audits, the process for the annual updating of the audits, proposed waste reduction plans and the process for their annual update, communications plans, and addressing audit impartiality.

4.4 Waste Composition

Explain your approach to understanding AWRS's waste composition, including:

- Describe the approach you will use to measure or estimate the composition of AWRS waste streams.
- Identify the information management tools that will be used to track AWRS waste streams from the property to their final disposition and the change in the waste streams over time.

4.5 Billing

Discuss your billing methods, including:

- The Contractor shall provide monthly billing statements with all hauling costs separate from secondary material processing, recycling revenues/fees, or waste disposal tip fees. Propose line items you envision that meet the above requirements for cost transparency.

- Present your procedures for billing and allocation of costs (from pick-up to bill).

4.6 Reporting and Performance Review

The selected Contractor will provide a comprehensive periodic report (to be determined when completing contract) that includes all activities related to resource conservation and waste minimization efforts including costs, metrics, service levels, etc., and that provides visibility into waste minimization/recycling progress, performance, and costs/savings. With this in mind:

- Discuss what should be included in the periodic reports to AWRS.
- Discuss your approach for validating cost savings and increased diversion.
- Identify the performance metrics you will employ and your procedures for formally, both internally and with AWRS, reviewing and assessing the success of the SMM partnership.
- Discuss and address potential issues surrounding impartiality during waste audits and other activities to gauge performance and waste stream diversion.
- Discuss and address potential issues of gauging performance in response to fluctuating occupancy levels and changes in tenant use.

The specific reporting elements will be negotiated during the implementation phase and adjusted as necessary throughout the contract. It is anticipated that the successful proponent will generate a draft quarterly report after the first three months of the program. In this first report, the SMM contractor will note specific data deficiencies that may prevent its ability to report data by property and by waste stream as agreed upon, and propose how these deficiencies can be overcome. It is anticipated the second report, after month six of the program, will be fairly complete and establish the format for subsequent reports.

The sustainable materials management team at AWRS and the Contractor shall meet on a regular basis (at least twice annually) to discuss progress, status, and performance of services. The Contractor will be largely responsible for spearheading and facilitating these meetings.

- Discuss what issues you expect to cover in these meetings and a proposed format.

4.7 Proponent's References

List three of your current major customers. Include as many customers as possible that are comparable to AWRS's requirements insofar as size and sustainable materials management requirements are concerned.

5.0 PRICING

This section outlines the guidelines for preparing your quote for SMM services at the property(s) identified in this RFP. In addition to the proposal outlining your SMM program (see Section 2.3), you should prepare your quote for the requested services over a two-year period.

5.1 General

AWRS recognizes that the typical approach in the marketplace to providing these services is to charge a management fee in addition to the cost of hauling and disposal. This is not the preferred approach of AWRS. Rather, AWRS is prepared to make a commitment to the right

Contractor and develop a compensation structure that is tied directly to the Contractor's performance to share in the savings achieved under this program. This rewards the successful partner(s) for bringing technical expertise, process discipline, best industry practices, new technologies, metrics and industry talent to implement a successful SMM program. AWRS will only consider responses that meet all of the requirements for the SMM program (see Section 4), and are consistent with program objectives (see Section 1). AWRS seeks a Contractor who can achieve favourable pricing on waste and recycling, and provide a range of additional sustainable materials management services.

5.2 Base Financial Proposal

AWRS is seeking a supplier that can achieve competitive pricing on existing waste and recycling services to the property (s) identified in this RFP. Part of the base proposal must include the billing, reporting, data management requirements and compliance with Regulations as outlined in Sections 4.5 and 4.6 of this RFP.

The proposal must consist of two components: a bid for hauling, recycling, and disposal services and an estimate of revenues or costs associated with existing recycling levels. In short, proponents must submit a proposal that reflect the price to overtake the existing levels of service.

5.2.1 Disposal

- Identified costs for hauling and disposal must be submitted.
- There are to be no amount guarantees on behalf of AWRS. The objective of the program is to decrease the amount of waste sent for disposal.
- Costs must be broken out by building and identify the appropriate disposal site.

5.2.2 Recycling

- Identify any additional costs associated with bins and compactors.
- Hauling and processing costs must be separate.
- Provide revenue estimates or costs for secondary commodities and materials.
- AWRS is open to innovative structures such that AWRS and the successful proponent share in the benefits of recycling .

5.2.3 Regulation compliance or successor regulation compliance

- It is intended as a minimum that the properties will have one complete waste audit and require annual audit updates and an annually updated waste reduction work plan completed over the base two-year term of the contract. The timing of the complete waste audit to be determined in consultation with the property to take into account recently completed audits.
- AWRS requires regulatory compliance at all times.
- Proponents are required to identify costs for annual and periodic processes in response to regulatory compliance.

5.3 Proposals for Sustainable Materials Management Compensation

The goal of the SMM program is to allow the successful proponent to profit from helping AWRS achieve cost effective diversion and waste reduction. AWRS understands the successful proponent will incur costs to provide SMM related services. Instead of proposing additional fees for these services, the successful proponent is expected to propose a means to cover any recurring expenses, along with its profit margin, from overall SMM program savings. Your proposal should illustrate sustainable materials management compensation that will provide you with an incentive for waste reduction, efficiency, and service enhancement. Savings may come from avoided landfill disposal costs, reduced hauling fees, increased recycling revenues or the elimination of a waste stream altogether, or any other documented cost savings. Overall program savings must be documented against reductions in the baseline costs. Baseline savings can be achieved in a number of ways, including but not limited to:

- Increased recycling from existing programs through better education and outreach to AWRS's employees and building occupants.
- Streamlined logistics through optimization of container sizes and pick up schedules.
- Implementation of new recycling programs.
- Other diversion initiatives.

Within the first six months of the program, the successful proponent and AWRS will establish a mutually agreed upon baseline. This baseline will be calculated based upon the negotiated prices as set forth in the base proposal, and will serve as the current level from which diversion levels and cost savings will be measured.

ATTACHMENT A: PROPERTY ADDRESSES & CURRENT SERVICES

Atira Women's Resource Society

Site	Contract	Expiry	Services
Sereena's	yes	16-Dec	Waste: 1 four yard bin picked up 3 x week
403 Powell/APMI	yes	14-Dec	Waste: 1 three yard bin picked up 1 x week, no cardboard or recycling tote service
Bridge	yes	18-Apr	Waste: 1 three yard bin picked up 5 x week Waste: 1 two yard bin picked up 1 x week Cardboard: 1 4 yard bin picked up 1 x week
New Marr	yes	18-Mar	Waste: 1 two yard bin picked up 1 x week
Imouto/CH	yes	18-Oct	Waste: 2 96 gallon containers picked up 2 x week
Maxxine Wright	yes	16-Feb	Waste: 1 three yard bin picked up 3 x week Cardboard: 1 three yard picked up 2 x week Recycling Totes: 6 96 gallon 1 x week
Sorella	yes	TBD	32 gallon organic - 1 x week Waste: 1 four yard bin picked 2 x per week Cardboard: 1 four yard bin picked 1 x per week

Atira Property Management Inc.

Atira Property Management Inc.

Property	Container Size	Frequency	Expiry
566 Powell	TBD	TBD	TBD
Abbott	TBD	TBD	TBD
Arco Hotel	4	1 / Week	1-Dec-16
Carl Rooms	3	2 /week	1-Jun-16
Colonial Hotel	4	2 / week	30 days notice
Cosmo	TBD	TBD	TBD
Dominion	4	3 / week	1-Dec-16
Flint	TBD	TBD	TBD
Hazelwood	4	4 / week	1-Dec-16
Hutchison Block	4	2 / week	1-Dec-16
London Hotel	3	2 / week	1-Dec-16
Marble Arch	4	6 / week	1-Dec-16
Savoy Hotel	4	1 / Week	1-Dec-16
St Helens	4	5 / week	1-Dec-16

*some services may be under contract, and will switch to the new supplier as contracts expire