



Supply Management Services  
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**THE CORPORATION OF THE CITY OF VICTORIA**  
**REQUEST FOR PROPOSAL 18-155**  
**ZERO WASTE STRATEGY**

The City of Victoria is issuing a Request for Proposals (RFP) for qualified consultants/consulting firms to develop a Zero Waste Strategy.

Attached are the [Instructions to Proponents](#), [Terms of Reference](#), and [Submission and Evaluation Criteria](#) which are to be used as the basis for your submission

**Submissions will be received up to 4:00 p.m. Victoria time**  
**Tuesday, January 8, 2019**

Upload Electronic Submissions to:  
<https://victoria.bonfirehub.ca>

**Note: Hardcopy submissions will NOT be accepted at the City of Victoria.**

The City appreciates all proposal responses; however, only short-listed or successful candidates will be contacted. Status of award may be viewed at <https://bids.victoria.ca/BIDS/closed-opportunities/>.

November 28, 2018

**THE CORPORATION OF THE CITY OF VICTORIA**  
**REQUEST FOR PROPOSAL 18-155**  
**ZERO WASTE STRATEGY**  
**INSTRUCTIONS TO PROPONENTS**

PAGE 1 OF 7

**1.0 SUBMISSION REQUIREMENTS**

1.1 Proposal submissions will be accepted up to **4:00 p.m., Victoria time, Tuesday, January 8, 2019 (the “Closing Time”)**. All submissions and accompanying documents must be uploaded electronically at <https://victoria.bonfirehub.ca>. Hardcopy submissions will **NOT** be accepted.

**a) Requested Files:**

Organize your submission into the following individual files (note the required file types):

- Cover Letter (File Type: PDF) – required
- Proposal Submission (File type: PDF) – required
- Pricing (File Type: PDF or Excel) – required

Each file has a maximum size of 50MB. You will upload each file individually.

**b) Important Notes:**

Uploading large documents may take significant time, depending on the size of the file(s) and your Internet connection speed. Allocate sufficient time for all uploads to complete prior to closing time.

The City will not be liable for any delay in uploading submissions for any reason including technological delays, or issued by either party’s network. The City will not be liable for any damages associated with Submissions not received prior to the closing time.

**c) Technical Support:**

The City is using BonfireHub public portal for the submission process. Please contact Bonfire at <https://victoria.bonfirehub.ca/portal/support> for technical questions related to submitting your documents.

1.2 The City does not accept submissions received in hardcopy, via our facsimile machine or email.

1.3 Proposals received and not conforming to Item 1.1 and 1.2 above, will be returned (unopened) to Proponent(s) without consideration.

1.4 Proposals, rather than tenders, have been requested in order to afford proponents a more flexible opportunity to employ their expertise and innovation, and thereby satisfy the City's needs in a more cost-effective manner. Proposals should be based on these Instructions and the attached Terms of Reference.

- 1.5 Any addenda to this Request for Proposal will be posted on the City's web site located at [https://bids.victoria.ca/BIDS/opportunity/current\\_opportunities.aspx](https://bids.victoria.ca/BIDS/opportunity/current_opportunities.aspx). Although the City will attempt to e-mail registered Proponents to notify you when addenda are posted on the website, the City does not guarantee that e-mails will be sent to you or received by you. **It is the sole responsibility of each proponent to make sure that it is in receipt of all addenda prior to the Closing Time and acknowledge receipt of all addenda on their cover letter accompanying its proposal.**
- 1.6 After the Closing Time, all proposals received by the City become the property of the City.
- 1.7 Your proposal must be irrevocable, and capable of acceptance for a period of 90 days after the Closing Time.
- 1.8 This Request for Proposal is subject to the City's Purchasing Policy which may be viewed at <http://www.victoria.ca/EN/main/business/bid-opportunities/purchasing-policies-forms.html> and the laws of the Province of British Columbia.
- 1.9 This Request for Proposal is subject to the terms and conditions of the New West Partnership Trade Agreement (NWPTA) and the Canadian Free Trade Agreement (CFTA).
- 1.10 The City appreciates all proposal responses; however, only short-listed or Successful Proponents will be contacted. Status of award may be viewed at <https://bids.victoria.ca/BIDS>

## **2.0 DEFINITIONS**

- 2.1 The Corporation of the City of Victoria is referred to as the "City".
- 2.2 The entity submitting a proposal is referred to as the "Proponent".
- 2.3 The successful Proponent is referred to as the "Consultant".

## **3.0 ACCEPTANCE OF TERMS AND CONDITIONS**

- 3.1 Submission of a proposal indicates acceptance of all the terms and conditions set out in the RFP, including those that follows and that are included in all appendices and any addenda.
- 3.2 Submission of a proposal indicates the intent to bind the Proponent to the RFP and to the statements and representations provided in the Proponent's Proposal.
- 3.3 A proposal must be signed by a person authorized to sign on behalf of the Proponent with the intent to bind the Proponent to the RFP and to the statements and representation in the Proponent's Proposal.

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#### 4.0 **CONFIDENTIALITY**

- 4.1 The City recognizes the importance to Proponents that their ideas and plans remain confidential; otherwise they may be reluctant to disclose such information. The City will endeavour to respect and protect the confidentiality of such information and will treat it as supplied in confidence within the meaning of section 21 of the *Freedom of Information and Protection of Privacy Act*.
- 4.2 By submission of a proposal the Proponent agrees to maintain in confidence all information provided by the City in relation to the RFP. The contents of the RFP and any information provided by the City or its consultants in relation to this RFP may not be used or disclosed by a Proponent for any purpose other than in relation to the proposed or actual submission of a proposal.

#### 5.0 **COPYRIGHT OR OWNERSHIP**

- 5.1 All documents, reports, working papers or other materials submitted to the City shall become the sole and exclusive property of the City, in the public domain, and not the property of the Consultant. The Consultant will be required to assign any and all copyright to the City. The City will have exclusive rights to copy, edit, publish and re-use all material in connection with this project and as reference material for future works at the City without further compensation to the Consultant.

#### 6.0 **PRICING**

- 6.1 Your proposal should identify the "Net Total Cost" (which must include materials costs, labour costs, expenses/disbursements, sub-consultant(s) fees and expenses and any other charges) **excluding applicable taxes**, so as to be the final cost to the City for the proposed services.
- 6.2 The activities or tasks listed in the attached Terms of Reference are minimum requirements to be undertaken. Proponents may also provide separate pricing on additional requirements they feel would benefit the City in meeting its goal.
- 6.3 All prices proposed shall be in Canadian funds.

#### 7.0 **INVOICES**

- 7.1 All invoices paid as a result of this Request for Proposal will be paid as per the City's standard payment terms – Net 30 Days.
- 7.2 All invoices, quoting the City's Purchase Order Number, should be submitted electronically to [accountspayable@victoria.ca](mailto:accountspayable@victoria.ca).

#### 8.0 **INSURANCE**

- 8.1 The Consultant shall, without limiting its obligations or liabilities and at its own expense, provide and maintain the following insurances with insurers licensed in British Columbia and in forms and amounts acceptable to the City:
- a) Commercial General Liability insurance in an amount not less than \$2,000,000 inclusive per occurrence against bodily injury and property damage;

- b) Such insurance shall include, but not be limited to:
    - i) Blanket Written Contractual Liability
    - iii) Personal Injury Liability
    - iv) Non-Owned Automobile Liability
    - v) Cross Liability
  - c) Provision naming the Corporation of the City of Victoria as an additional insured.
  - d) Professional Liability (Errors and Omissions) in an amount not less than \$1,000,000 per Claim with an annual aggregate amount not less than \$2,000,000.
  - e) Both 'claims made' and 'occurrence' form policies are acceptable.
  - f) Automobile Liability on all owned or leased vehicles in an amount not less than \$2,000,000.
- 8.2 All the foregoing insurance shall be primary and not require the sharing of any loss by any insurer of the City. The Consultant shall provide evidence of all required insurance prior to the commencement of the Work or Services. Such evidence shall be in the form of a certificate of insurance.
- 8.3 All required insurance shall be maintained throughout the duration of the Contract and be endorsed to provide the City with thirty (30) days advance written notice of cancellation or material change.
- 8.4 The Consultant shall require and ensure that each Sub-consultant maintain liability insurance comparable to that required above.

## **9.0 INDEMNIFICATION**

- 9.1 In carrying out these works the Consultant and/or their sub-consultant(s) will act as an independent Consultant(s). The Consultant must agree to keep the City indemnified against any and all claims, actions or demands that may be brought, made or arise in respect of anything done or omitted to be done by the Consultant or its' employees who shall be and remain at all times and for all purposes, the servants or employees of the Consultant or their sub-consultant(s), save and except to the extent that such claims action or demands arise from or relate to the negligence, wrongful act or omission of the City, or any of its officers or employees.

## **10.0 SAFETY**

- 10.1 All materials delivered and services provided must be in accordance with all laws, regulations and requirements of WorkSafe BC and Occupational Health and Safety Legislation.
- 10.2 Proof of WorkSafe BC registration must be submitted, along with proof of up-to-date assessment payment, prior to commencement of work. The City must be notified of any changes of WorkSafe BC status during the Contract.

## **9.0 CONFLICT OF INTEREST**

- 9.1 Proponents must ensure that they are not in a position that may be perceived as a conflict of interest.

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**10.0 COMPLIANCE WITH LAW**

10.1 The Consultant shall comply with, and observe, all applicable laws and relevant regulations of any federal, provincial or municipal government or authority applicable to the supply of the service.

**11.0 BUDGET**

11.1 Acceptance of any proposal may be subject to budget considerations and available funding.

**12.0 CANCELLATION**

12.1 The City reserves the right to cancel this Request for Proposal at any time and for any reason, and will not be responsible for any loss, damage, cost or expense incurred or suffered by any Proponent as a result of that cancellation.

12.2 The City reserves the right to cancel the Contract, at its sole and absolute discretion, with 30 days' written notice to the Consultant, and the Consultant will have no rights or claims against the City. The Consultant will be entitled to be paid for all authorized work and expenses to termination date. Cancellation would not, in any manner whatsoever, limit the City's right to bring action against the Consultant for damages for breach of contract.

**13.0 PROPONENT'S EXPENSES**

13.1 Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with the City, if any. If the City elects to reject all proposals, the City will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

**14.0 LIMITATION OF DAMAGES**

14.1 No Proponent shall have any claim for any compensation of any kind whatsoever, as a result of participating in this RFP, or as a result of the City's rejection of that Proponent's proposal, or as a result of the City's award of a Contract to another Proponent or no Proponent and by submitting a proposal each Proponent shall be deemed to have agreed that it has no claim.

**15.0 RESPONSIBILITY OF PROPONENTS**

15.1 Each Proponent is responsible for informing themselves as to the contents and requirement of this proposal. Each Proponent is solely responsible to ensure that they have obtained and considered all information necessary to understand the requirements of the proposal and to prepare and submit their proposal. The City will not be responsible for any loss, damage or expense incurred by a Proponent as a result of any inaccuracy or incompleteness in this proposal, or as a result of any misunderstanding or misinterpretation of the terms of the proposal on the part of any Proponent.

- 15.2 If a Proponent is in doubt as to the true meaning of any part of this Request for Proposals, or finds omissions, discrepancies or ambiguities, a request for interpretation or correction may be submitted to the office of Supply Management Services and, if deemed necessary by the City, an addendum will be issued in accordance with section 1.5. This procedure also applies should the City, of its own accord, wish to expand or delete any part of this Request for Proposal.

**16.0 ACCURACY OF INFORMATION**

- 16.1 The City makes no representation or warranty, either expressed or implied, with respect to the accuracy or completeness of any information contained in or referred to in this RFP or any record or document associated with it.

**17.0 SOLICITATION**

- 17.1 If any director, officer, employee, agent or other representative of a Proponent makes any representation or solicitation to the Mayor, any Councillor, officer or employee of the City with respect to the Proposal, whether before or after the submission of the Proposal, the City shall be entitled to reject the Proposal.

**18.0 PUBLICITY**

- 18.1 All publicity relating to this project is subject to the approval of the City and no mention of the Project in advertising or articles in any publication will be permitted unless authorized in advance, in writing by the City. Publicity or advertising implying endorsement of a product by the City will not be permitted.

- 18.2 The Consultant shall not make any statement of fact or opinion regarding any aspect of the Request for Proposals or resulting Contract to the media or any member of the public without the prior written authorization of the City.

**19.0 EVALUATION PROCESS**

- 19.1 An evaluation committee made up of City representatives will be reviewing proposal submissions. The City reserves the right to accept any or none of the proposals submitted and will evaluate proposals based on the best value offered to the City and not necessarily the lowest price.

- 19.2 The City reserves the right to conduct pre-selection meetings with Proponents. The City further reserves the right to conduct post-selection meetings in order to correct, change or adapt the selected proposal to the wishes of the selection committee.

- 19.3 The Proposer acknowledges that the City shall have the right to reject any and all proposals for any reason or to accept any Proposal which the City in its sole unrestricted discretion deems most advantageous to itself. The Proposer acknowledges that the City may rely upon criteria which the City deems relevant even though such criteria may not have been disclosed to the Proposer. By submitting a proposal, the Proposer acknowledges the City's right under this clause and absolutely waives any right of action against the City for the City's failure to accept the Proposer's proposal.

- 19.4 The lowest or any proposal will not necessarily be accepted.

**20.0 ENQUIRIES**

- 20.1 All enquiries regarding this Request for Proposal must be directed in writing to Leah Hamilton, CPPB, Buyer, Supply Management Services, via email to [purchasing@victoria.ca](mailto:purchasing@victoria.ca). All questions should be received at least 5 (five) days prior to the closing time and date.
- 20.2 The City will not be responsible for, and the Proponent shall not rely upon, information, instructions or clarifications given to a Proponent other than in the form of a written addendum issued by the City. Without limiting the foregoing, any verbal representations, promises, statements or advice made by employees of the City other than that offered through the office of Supply Management Services, should not be relied upon.



**THE CORPORATION OF THE CITY OF VICTORIA**  
**REQUEST FOR PROPOSAL 18-155**  
**ZERO WASTE STRATEGY**  
**TERMS OF REFERENCE**

PAGE 1 OF 5

**INTRODUCTION**

The City of Victoria is requesting proposals from qualified and experienced professionals to support the development of a Zero Waste Strategy (“*the Strategy*”).

The Strategy will chart the City’s transition to Zero Waste in alignment with Circular Economy principles. It will include the vision, values, priorities and relevant plans to achieve solid waste reduction, diversion and sustainability targets. The Strategy will clearly define the materials management actions, planning and investments for the City in consideration of both market trends and regional, provincial and federal policies and programs.

The ultimate goal of the Strategy is to identify the systems and develop the approach to transition to a City without waste – where products and materials are designed and managed in such a way that they can be continuously and easily reused, remanufactured, repurposed and recycled.

**BACKGROUND**

The City of Victoria plays a key role in the local and regional management of waste materials alongside the Capital Regional District (CRD) and private commercial haulers and treatment facilities (“*technical stakeholders*”). The City currently operates curbside garbage and kitchen scraps collection for approximately 14,000 households, collects community yard waste, and operates waste collection in the public realm. The CRD manages curbside recycling in the City and operates the regional landfill. Private waste hauling companies are contracted by business and multifamily buildings for garbage, recycling and organic materials collection and disposal/diversion services. A range of private transfer stations, recycling drop-off locations and treatment facilities also exist across the City and region.

Waste and materials management in the City of Victoria needs to consider the diversity of neighborhoods and building types, high-tourist areas, unique street networks, industry and retail/business zones, and high quality and highly used public realm. Traditionally, the City has relied on the CRD to establish waste management plans and only recently has the City established staff resources to tackle strategic waste reduction across the community. Public recycling and organic scraps, institutional waste, construction materials, waste generated from tourist activities, and other areas need specific and targeted programs to reduce waste and manage materials more sustainably.

**SCOPE OF WORK**

The City of Victoria is seeking a consultant(s) to provide expert advice, guidance, research, and analysis to support City staff in the development of a Zero Waste Strategy. The process for development of the Strategy is intended to follow 4 phases as outlined below:

***Note:*** *this RFP pertains only to Phase 1 and 2 of the project, but provides details as to the other phases for contextual understanding and information.*

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- **PHASE 1: Problem Definition – Articulate the current state of solid waste across the City (i.e. how waste is created and managed across different sectors) and confirm the desired future state.**
    - Explore and summarize the baseline performance, trends and forecasts related to solid waste streams in all sectors across the City (e.g. residential, commercial, industrial, institutional, and corporate), using available information pertaining to residents, businesses, and industry in the City such as:
      - The City of Victoria’s waste collection data;
      - The CRD’s waste composition studies; and
      - Data compiled by City staff of waste from the commercial and institutional sectors.
    - Comment on best practices in municipal Zero Waste and Circular Economy frameworks, strategies, plans, technologies and operations.
    - Express how the paradigms of Circular Economy and Zero Waste should frame the future state of the City’s sustainable management of waste and materials within the municipality and Region.
    - Work with the City to develop a 40-year Zero Waste and Circular Economy vision, mission, principles, and targets;
    - Recommend the stakeholder consultation approach/best practice considerations to support the development of the Strategy.
  
  - **PHASE 2: Problem Exploration – Describe the norms and systems that reinforce current waste and materials flows in the community (articulated in phase 1) and the gaps and barriers to reach the desired future state.**
    - Guide City staff through technical stakeholder consultation. The objective of the consultation is to identify obstacles to reaching the vision and targets established in Phase 1.
    - Complete analysis of the most relevant gaps and barriers in information, awareness, policy/regulation, markets, and technology to transition to the desired future state.

***FUTURE PHASES (For context only and not part of this portion of work.)***

- **PHASE 3: Assess Options / Strategies**
  - *Identify a set of strategic options with the most significant potential to transition the community towards Zero Waste and Circular Economy (within the capacity, authority and power of the City of Victoria).*
  
- **PHASE 4: Structure the Zero Waste Strategy**
  - *Synthesize and prioritize all information into the necessary policies, plans, programs, tools, and information to achieve the desired future state.*
  - *Review policy and planning documentation and make recommendations for amendments.*
  - *Identify and confirm Zero Waste and Circular Economy indicators, measurement and reporting system for the City.*
  - *Develop a detailed action plan, based on benefits/risks/priorities for 1-5 years, and high-level plans for 5-10 year and 10-40 year horizons.*

The proponent should complete **Phase 1 & 2** work and deliverables in accordance with the following key tasks:

**TASK 1: DATA AND INFORMATION REVIEW**

The Consultant will collect and review available data and information, meet with City staff and technical stakeholders to describe, and where possible quantify, solid waste and materials flows throughout the community. A preliminary assessment of waste volumes across most sectors has been completed by City staff and it is anticipated that the Consultant will use this information and fill gaps in data/information where feasible.

The Consultant will develop a technical memo to document baseline solid waste and material volumes and flows and include a full reference list and description of data used in the memo. Where possible, the Consultant will include data in an electronic format suitable for further analysis.

**TASK 2: MUNICIPAL BEST PRACTICES SCAN**

The Consultant will complete a scan of municipalities leading a transition to Zero Waste and Circular Economy and summarize the documents that have been established to guide their transition.

The Consultant will develop an annotated bibliography of published Zero Waste and Circular Economy documents from leading municipalities and a technical memo summarizing best practices from those jurisdictions.

**TASK 3: VISION AND TARGET SETTING**

The Consultant will work with City staff to establish a 40-year Zero Waste and Circular Economy vision, mission, principles, and targets. The Consultant will inform the vision and targeting setting process by explaining concepts of Zero Waste and Circular Economy and drawing on municipal best practices from Task 2.

**TASK 4: STAKEHOLDER CONSULTATION**

The Consultant will support City staff in facilitating consultations with technical stakeholders to identify issues and obstacles to achieving the vision and targets established in Task 3. Staff will identify a list of stakeholders for consultation. The Consultant will be responsible for the coordination of stakeholder correspondence, workshop design, workshop facilitation, note-taking and reporting.

The Consultant will support a minimum of three ½ day workshops with space and catering provided by the City. It is anticipated that each workshop will include a separate group of stakeholders, with approximately 10 to 15 stakeholders per workshop. The Consultant will deliver a memo documenting and summarizing outcomes of the consultation.

## **TASK 5: GAP ANALYSIS**

The Consultant will conduct a gap analysis that synthesizes outcomes from all the tasks above and further input from the City staff. At minimum, the analysis should address gaps and barriers in:

- Data/information
- Awareness
- Policy/regulation
- Market conditions
- Technology

Gaps and barriers ought to be assessed and evaluated using a system that will allow City staff to prioritize future actions. Considerations for prioritizing actions may include the authority, power or capacity of the City of Victoria to influence the outcome(s); impacts of outcome(s); market or community readiness; certainty of outcome(s); and/or coincident benefits. The Consultant will also identify dependencies between gaps and barriers (i.e. systems thinking). The Consultant ought to also evaluate gaps and barriers based the nature of required change; whether they require major system transformations or incremental interventions within an existing system.

All findings and recommendations will be communicated in a technical memo.

## **REPORTING STRUCTURE**

The Consultant will report directly to the Manager, Sustainability, Assets and Support Services – Engineering & Public Works.

## **MEETINGS AND PRESENTATIONS**

The Consultant will be required to hold meetings with key staff from the City and with technical stakeholders. Meetings with City staff ought to be a combination of in-person meetings and phone calls. The consultant is required to attend all workshops for stakeholder consultation in-person.

## **CITY RESPONSIBILITIES**

The City will provide access to key personnel and information, where required, such as:

- The Official Community Plan;
- The Climate Leadership Plan;
- Copies of all relevant City Bylaws;
- City collected waste data;
- CRD waste composition studies; and
- Commercial and institutional sector waste data compiled by City staff.

## **FUTURE WORK**

The City reserves the right to engage the Consultant chosen from this RFP for future work related to this project.

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## **DELIVERABLES & BUDGET**

The Consultant will provide the following deliverables to the City:

- A technical memo documenting baseline waste volumes and flows throughout the community – Digital copy (MS Word);
- Consolidated waste data – Digital copy suitable for future analysis (e.g. MS Excel);
- An annotated bibliography of Zero Waste and Circular Economy documents from leading municipalities – Digital copy (MS Word);
- A technical memo summarizing Zero Waste and Circular Economy best practices from leading municipalities – Digital copy (MS Word);
- A technical memo summarizing outcomes of the stakeholder consultation – Digital copy (MS Word); and
- A technical memo documenting all findings and recommendation from the gap analysis – Digital copy (MS Word).

## **TIMELINES**

The proponents are expected to prepare a schedule with the following dates included in their submission.

Early February 2019:	Project Kick-Off
Early March 2019:	Zero Waste City Visioning Session
April 2019:	Technical Stakeholder Consultations
May, 2019:	Submission of Final Deliverable & Close-Out

## **SUSTAINABILITY**

The City of Victoria, in support of our community and corporate goals, is committed to ensuring our purchasing decisions achieve best value by seeking supply and service arrangements which provide the optimum combination of quality, service, price, and sustainability considerations. Our objective is to integrate economic, social, and environmental considerations into our procurement development and award processes.

The [Victoria Sustainability Framework \(VSF\)](#) was developed in partnership with the community and sets the tone for sustainability in the City of Victoria. The VSF was adopted by Victoria City Council in 2010. It is the overarching framework for the City's highest level strategic plans, including the [Official Community Plan \(OCP\)](#) and the [Corporate Strategic Plan \(CSP\)](#).

In 2017, City Council adopted the Mayor's Task Force on Social Enterprise and Social Procurement action plan "[Good Jobs + Good Business = Better Community](#)" that recommends procurement consider:

- **Social Procurement** – purchases should be leveraged to improve the economic, social and environmental well-being of the community.
- **Social Enterprise Development** – strengthen and grow businesses already doing business with community benefit in mind and grow the social enterprise sector.
- **Leading Economic Change** – make the mainstream economy more inclusive to ensure there is always an opportunity for everyone to prosper.

This RFP asks proponents to provide information about their internal efforts that align with the City's Sustainability Commitment and the Mayor's Task Force on Social Enterprise and Social Procurement.

**THE CORPORATION OF THE CITY OF VICTORIA**  
**REQUEST FOR PROPOSAL 18-155**  
**ZERO WASTE STRATEGY**  
**SUBMISSION AND EVALUATION CRITERIA**

PAGE 1 OF 2

**PROPOSAL SUBMISSION**

All submissions and accompanying documents must be uploaded electronically at <https://victoria.bonfirehub.ca>. ***Your submission should be organized into the documents and file types listed below.***

- Cover Letter (File Type: PDF)
- Proposal submission (File type: PDF)  
Complete proposal submission highlighting the below evaluation criteria, including links or samples of similar work, and Fee Proposal.

**EVALUATION CRITERIA**

The following items should be included in your proposal submissions and ***will be the basis for evaluation***. Information should be provided sequentially as shown:

*No assumptions should be made that information regarding the Proponent or its participants, their experience, expertise and performance on other projects is known, other than the documentation and responses submitted by the Proponent.*

Cover Letter

0 points

- Should include all team members and identify primary contact.
- Should contain company name, address, website, telephone number, email address and primary contact person.
- Must be signed by the person or persons authorized to sign on behalf of the company.
- Should acknowledge all addendums issued for this Request for Proposal.

Qualifications and Experience

30 points

The successful proponent should:

- Provide qualifications and resume of key personnel. Proposals should identify a project lead and designated backup person, and any other staff or sub-consultants who will be involved in the project; their duties, their role in the project and percentage of their time devoted to this project.
- Demonstrate they have expertise and experience in delivering strategic waste management solutions for local governments within the Provincial, Canadian and/or international context by describing projects of similar deliverables, scope, size and complexity
- Demonstrate good understanding of waste management legislative and policy frameworks across all levels of government and the decision making considerations for Victoria and the Capital Region.
- Provide a minimum of three (3) references from clients that the Proponent has served, particularly referencing projects that the project lead and key staff have worked on; highlighting **similar** previous experiences.

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Project Understanding and Methodology

45 points

- Describe an approach to the undertaking of the project reflecting a clear understanding of the Scope of Work. Describe key issues and potential resolutions that are appropriate for the Victoria context.
- Provide methodology and work plan to achieve the program objectives and timelines.
- Outline ability to use creative solutions, innovations, methodology or other traits that will allow your firm to successfully complete this project.
- Provide cost control procedures and the Proponent's method for monitoring the project timeframe, quality of workmanship and budget.

Sustainability

5 points

- Provide information on your company's internal environmental and social programs, policies, procedures and accreditation including information that may help the City achieve the recommendations from Mayor's Task Force on Social Enterprise and Social Procurement.
- Describe how your company works to reduce waste in its daily operations, reduce its greenhouse gas (GHG) emissions, and works to be more energy efficient.
- Suggest innovative ideas and/or programs that are aligned with the City's Sustainability Commitment, in performing the proposed Project Methodology.

Fee Proposal

20 points

Proponents should provide a fee proposal, preferably in an Excel styled spreadsheet, including a detailed explanation of the makeup of the total cost for this project including:

- breakdown of project tasks, personnel responsible, number of hours, total number of staff hours, hourly rates and total proposal costs;
- submit a schedule of hourly rates should additional services be required;
- list of expected expenses, disbursements and any other probable costs; and
- all applicable value added taxes.

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The Evaluation Committee may apply the evaluation criteria on a comparative basis, evaluating the proposals by comparing one Proponent's proposal to another Proponent's proposal. The Evaluation Committee will not be obligated to select the proposal that offers the lowest price or cost or any proposal at all.

The weighting listed above with the evaluation criteria indicate the relative weighting anticipated by the City and is shown to give general guidance to Proponents in the preparation of proposals. The evaluation criteria will be applied to all proposals fairly and without bias to any Proponent or Proposal and the same criteria and weightings will be applied to all proposals. However, the Evaluation Committee is not obligated to apply the weightings strictly and is not obligated to select the proposal that receives the highest score.

The Evaluation Committee reserves the right to not complete a detailed evaluation of a proposal if the Evaluation Committee concludes, having undertaken a preliminary review of the proposal, that the Proponent or proposal as compared to all the proposals is not in contention to be the selected proposal.