



Request for Expression of Interest

Liquidation of Ontario Blue Box Intellectual Assets

Release Date: September 9, 2020

Enquiry Deadline: Friday, October 23, 2020

Closing Date: Thursday, November 5, 2020 at 4:00 p.m. ET

1.0 Introduction

Municipalities, other governmental and non-governmental organizations, not-for-profits and the private sector are invited to submit an Expression of Interest (EOI) as a first step in a process to acquire ownership of intellectual assets created since 2008 under the auspices of the Continuous Improvement Fund (CIF). The CIF originally operated as a committee of Waste Diversion Ontario (WDO) and continues operations as a committee of the Resource Productivity and Recovery Authority (RPRA).

CIF's mandate has been to improve the effectiveness and efficiency of Ontario's municipal blue box programs. The CIF is preparing to wind down operations in accordance with direction received from the Minister of the Environment, Conservation and Parks in August of 2019. It is proposed that CIF intellectual assets be liquidated as part of that process as outlined in its [draft Windup Plan](#). This REOI outlines a process to transfer ownership of those assets to an organization independent from RPRA.

2.0 Overview

The CIF is a partnership between the Association of Municipalities of Ontario, the City of Toronto, Stewardship Ontario (SO) and RPRA. The CIF commenced operations on May 1, 2008 under a Memorandum of Agreement between the program partners.

The CIF's mandate to improve the effectiveness and efficiency of Ontario's blue box programs was fulfilled through the provision of funding, technical support and training to aid municipalities and program stakeholders in the identification and development of best practices and technological and market-based solutions that led to program improvements.

On August 19, 2019, the Minister of the Environment, Conservation and Parks directed RPRA and SO to, amongst other things, develop a plan to windup the existing Blue Box Program Plan and the CIF as soon as practical and no later than December 31, 2025.

The CIF Committee approved release of a draft windup plan for the CIF on March 27, 2020. The CIF windup plan is currently undergoing a public consultation process and is expected to be finalized by year end 2020. The plan does not provide a specific methodology for liquidating the CIF's intellectual assets. It does, however, state that the CIF will work with Committee members and other stakeholders to ensure this information is made equally available to interested parties while the CIF is wound up and to determine the best public use of the assets, subject to confidentiality limitations. These confidentiality limitations generally relate to restrictions on releasing commercially sensitive data present in reports and/or project deliverables which

could affect an organization's competitiveness in the market. The assets under consideration as part of this REOI are considered free of any such limitations but a final review of the assets will be undertaken prior to finalizing any agreement with the successful Respondent(s). This REOI is a first step in developing a strategy to fulfill this goal. Anticipated next steps are detailed in Section 6.0

3.0 Summary of Available Intellectual Assets

The CIF has completed approximately 750 projects to date. Project deliverables are typically reports, but also include training curricula, technical guidance, sample procurement documents and mathematical models. The assets under consideration include the CIF's website, its content, training curricula, as outlined below, and the projects posted to the CIF [website](#) as found under the [Funded Projects](#) tab.

Available training resources are listed below.

Online:

- Fundamentals in Recycling Planning

In-Person:

- Benchmarking and Assessing Program Performance
- Contract Management Essentials
- Building Effective Contamination Abatement Campaigns
- Strategic RFPs for Recycling
- How to Communicate for Behaviour Change

It is suggested that interested parties closely examine the CIF website to inform themselves as a step in determining whether to submit an EOI for CIF assets.

4.0 Requirements for Future Use of Assets

Given that the CIF inventory of intellectual assets was created with funding from Ontario municipalities and other project partners, it is considered important that Ontarians continue to have access to all public materials. The ideal Respondent will comply with the following conditions, as a minimum, in order to advance in the EOI evaluation process.

- Training courses/materials will be available in Ontario irrespective of whether they are made available elsewhere (*fee for course attendance is permitted*).
- Indexes and outlines of all technical reports and resources must be available for public viewing (*fee for download or full text viewing permitted*).
- All training/technical reports and resources must remain available online for a minimum of five (5) years.

The ideal Respondent will comply with the requirements listed above. It is, however, permissible to update and/or build on the CIF's original assets conditional upon clearly referencing original documents with links to the public source. The successful Respondent would then free to market updated and/or new documents at their sole discretion. Rights to the updated and/or new documents would rest with the successful Respondent.

5.0 Outline of REOI Submittal Requirements

It is suggested that an EOI submitted to this process not exceed four (4) pages. The CIF is seeking the following information from Respondents.

1) Clear identification of proposed ownership entity and contact information

2) Summary of rationale for responding to this REOI

Respondents should indicate in a general sense why they are interested in acquiring ownership of all, or part of the CIF assets.

3) Plan for maintaining the CIF website and/or its content

Respondents should provide a brief conceptual plan outlining their approach to maintaining public availability and appropriate security of CIF intellectual assets.

It is considered preferable that the CIF website continue to exist and remain as currently organized as regular users are familiar with search functions and content locations. All technical content currently on the CIF website must continue to be publicly available even if transferred to a different website. Website analytics can be made available for interested respondents upon request.

Alternative website options and configurations are also acceptable; however, please detail the alternative approach in your EOI including any plans to improve user interface, AODA compliance and accessibility.

4) Plan for Utilization and Fees Charged for Training Courses and Materials

CIF has invested in quality training resources and content is still relevant in Ontario and elsewhere. Training courses have the potential to generate an ongoing revenue stream for the successful Respondent. A conceptual strategy is required outlining anticipated planned course offerings and whether fees would be charged. Courses can be provided in person or online. For reference purposes, CIF does not charge a fee to complete in-person or online courses. Approximately 70 participants complete the online training

each year and the CIF typically hosts two annual in-person courses which are always fully subscribed (i.e., 20-25 attendees/course).

5) *Plan for Availability and Fees Charged for Technical Reports and Resources*

A fee for downloading technical reports and resources also has the potential to generate an ongoing revenue stream for the successful Respondent. A conceptual strategy is required outlining the anticipated plan for downloading and fees charged.

6) *Other Information, Clarifications or Comments to Supplement EOI*

5.1 Submittal Information

Respondents shall submit a PDF version of their complete EOI prior to the stated deadline to procurement@thecif.ca.

No formal online or in-person meeting is planned to review REOI requirements. However, written requests for clarification can be submitted by the deadline specified below to the above email address and the responses will be posted to the [CIF website](#).

6.0 Review of EOIs and Anticipated Next Steps

All EOI submissions will be reviewed for completeness and adherence to mandatory requirements.

Respondents submitting acceptable EOIs will be invited to provide additional written details based on their EOI including a financial proposal to compensate CIF for the acquisition of the assets. The CIF has not established a minimum acceptable financial bid and Respondents will be free to determine what, in their opinion, is a fair and reasonable financial offer.

Respondents must be aware that this REOI is not an offer of exclusivity, and that final decisions regarding disposition of the assets are subject to approval of the CIF Windup Plan (WUP).

CIF reserves the right to negotiate directly with one or more Respondents to determine the most acceptable submission or cancel this process at any time with no compensation to any Respondent.

All proposals received will be evaluated based on the following five (5) criteria.

Evaluation Criteria	Scoring Weight
Proposed Ownership Entity	10 points
Plan for Maintaining CIF website/Content	25 points
Plan/Fees for Training Courses and Materials	25 points
Plan/Fees for Technical Reports and Resources	10 points
Financial Bid	30 points
TOTAL	100 points

The anticipated timelines for this process are as follows.

EOI release	September 9, 2020
Deadline for submission of questions	October 23, 2020
Deadline for EOI submissions:	November 5, 2020
Proposal Call to Qualified EOI Respondents	January 2021
Deadline for Proposals	March 2021
Selection and Approval of Preferred Respondent	June 2021
Assumption of Assets by New Ownership Entity	January 2022