



## REQUEST FOR PROPOSALS:

### Post Collection Decision-Trees, Decision-Tree Guidance & Asset Valuation Tools

**Posted:** Friday, May 14, 2021

**Bidder's Meeting:** Friday, May 21, 2021, 10:00 a.m. EST

**Inquiry deadline:** Tuesday, May 25, 2021, no later than 12:00 p.m. EST (noon)

**Bid deadline:** Friday, May 28, 2021, no later than 12:00 p.m. EST (noon)



**Request for Tender:** Post Collection Decision-Trees, Decision-Tree Guidance & Asset Valuation Tools

**Issued by:** The Continuous Improvement Fund (CIF)

**Release Date:** Friday, May 14, 2021

**Bidder's Meeting:** Friday, May 21, 2021 at 10:00 a.m. EST

Please request meeting invitation details from Jessica Landry at [jlandry@thecif.ca](mailto:jlandry@thecif.ca).

**Inquiries:** Tuesday, May 25, 2021, no later than 12:00 p.m. EST (noon)

Inquiries can be made, in writing, to Jessica Landry at [jlandry@thecif.ca](mailto:jlandry@thecif.ca).

**Closing Date & Time:** Friday, May 28, 2021, no later than 12:00 p.m. EST (noon)

Bids are to be submitted electronically, via email to Jessica Landry at [jlandry@thecif.ca](mailto:jlandry@thecif.ca).

Failure to submit a Proposal by this date and time will result in it being disqualified. Once received, Proposals will be acknowledged by email.

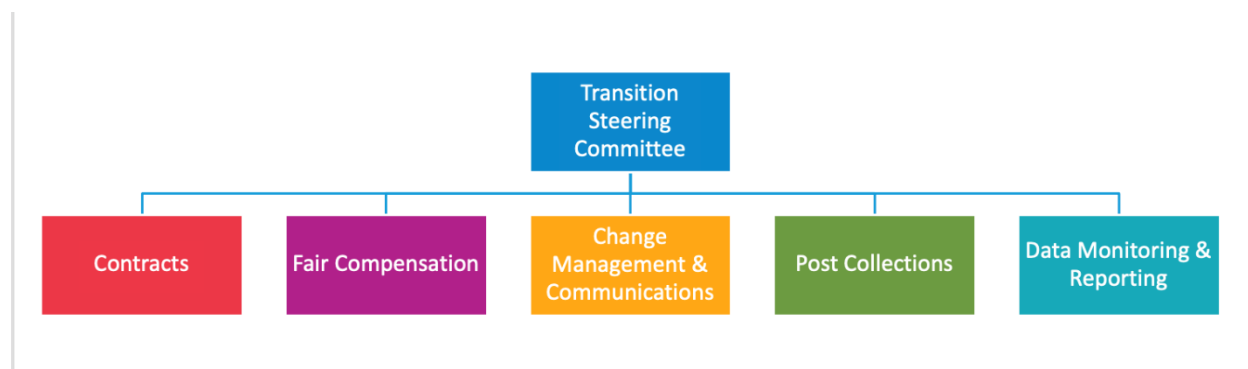
# Scope of Services

## 1. Background

In late 2020, the Ontario government released their [proposed regulation, and proposed regulatory amendments](#) to make producers responsible for the cost and operation of the residential blue box program.

In early 2021, the CIF partnered with AMO's Municipal Resource Recovery and Research Collaborative (M3RC) to develop and launch a Transition Working Group (TWG). The objective of this group is to develop a range of resources, tools, templates and training packages that will help prepare all Ontario municipalities and First Nations communities to transition their blue box programs to the new Individual Producer Responsibility (IPR) framework.

The TWG work is divided into five subcommittees and is overseen by a steering group. The work proposed in this Request for Proposal stems from the Post Collections subcommittee.



## Post Collections

The proposed transition from municipal and First Nations led residential blue box service delivery to one where the producers are responsible for collection and processing will result in a series of decisions that will need to be made regarding existing infrastructure (e.g., land, buildings, equipment). CIF, on behalf of the TWG, is seeking subject matter experts to develop guidance for municipal and First Nations communities that will help them prepare and implement plans that address the management of current programs through transition and the post collection implications resulting from the regulatory changes.

## 2. Scope of Services

CIF is seeking subject matter experts to develop decision-trees, decision-tree guidance, and asset valuation tools to aid municipalities and First Nations communities in the identification of critical post collection changes and subsequent decisions resulting from transition. CIF is also seeking guidance on how to address each of those changes. The work is broken into three

components:

1. Post collection services decision-trees
2. Decision-tree guidance
3. Asset valuation tools

Interested bidders, individually or through collaborative partnering, will have working knowledge of and experience with:

- Change management planning, specifically in the development of decision-trees, and decision-tree guidance
- The RRCEA transition process and issues
- Municipal and First Nations residential blue box operations<sup>1</sup>, specifically as it relates to post collection activities (i.e., consolidation and sortation of targeted commodities)
- Valuation and sale or lease of post collection assets related to transfer stations, MRFs & the post collection functions of depots<sup>2</sup>
- Legal aspects of the sale, lease or sharing of municipal assets
- Implications of municipal waste management waste sheds (e.g., determination of whether multi municipal collaboration is needed to secure a service contract with a Producer Responsibility Organization (PRO))
- Recycling post collection (i.e., transfer station, MRF, depot<sup>2</sup>) bidding and contract negotiation experience

Notes:

1. Preference for Ontario based blue box experience.
2. Post collection depot activity refers only to those depot functions related to sorting, consolidation, and shipping of collected product.

## 2.1 Post collection services decision-trees

Post collection activities are defined as those involving sorting and/or consolidation of materials after they are collected from residents. All collection and administrative activities will be addressed through a separate scope of work. Meaning, **this RFP does not address curbside or multi residential collection, nor the administration of those activities, however it is expected that there will be some co-ordination between these separate projects.** The decision-tree(s) for post collection will distill and list critical post collection service options, *post transition*, and subsequent decisions for MRFs, transfer stations and depots. The decision-trees will also determine and map out possible outcomes of choices throughout the decision-making process.

Post collection options once the blue box system has transitioned include:

1. Bidding to remain a service provider to a PRO within the IPR system.

2. Divesting from the blue box system, in whole or in part, and letting the PRO find an alternate service provider.

Possible outcomes resulting from the post collection option 1 above may include, but are not limited to, the need for:

- Multi-municipal collaboration to establish a waste shed for those wishing to remain engaged as a service provider to a PRO, post transition, and any subsequent agreements.

Possible outcomes resulting from the post collection option 2 above may include, but are not limited to, the need for:

- Asset planning – redeploy, decommission, sell, or lease land, building, and/or equipment.
- Development of shared space agreements, if the land or facility is leased and the land or facility is used for other municipal activities
- Forecasted implications of selling off assets before they are fully amortized

It is anticipated there will be three separate decision-trees to help sort through and weigh options and subsequent decisions related to transfer stations, MRFs and the post collection functions of depots. However, the CIF is open to alternative approaches. The decision-tree(s), decision-tree guidance, and asset valuation tools will anticipate and be applicable for a variety of different operational realities including:

- Processing capacity/scale
- Single stream vs. dual stream
- Integrated vs. standalone facilities
- Transition timeframes (pre-2023, 2023-2025, post 2025)

## **2.2 Decision-tree guidance and training**

Decision-tree guidance and training will be developed as a companion piece to the decision-tree(s). It is intended these provide an explanation of the operating implications and, where possible, the cost -benefit analysis of various options and subsequent decisions. The objective is to position municipalities and First Nations communities to make informed transition decisions.

It is expected that the decision-tree guidance and training will:

- Provide an overview of how the decision tree model works. This will include an explanation of the decision-making process for the options and subsequent decisions
- Include instructions on the financial and operational data to gather and how to analyze it

- Detail implementation processes for various options such as selling, leasing, or liquidating assets, including:
  - Land, building real estate appraisal/valuation and condition assessment
  - Equipment valuation and condition assessment
- Assist with applying the decision tree model to specific local services and conditions

### 2.3 Asset valuation tools

Asset valuation tools will be developed as another companion piece to the decision-tree(s) and decision-tree guidance. It will outline the process for determining the current value of post collection assets (e.g., land, building, equipment).

It is expected that the asset valuation tools will:

- Outline the recommended methods, approaches or calculations to be taken to determine the value of each post collection asset in each category (transfer stations, MRFs, and those depot functions related to sorting, consolidation, and shipping of collected product).

## 3. Timing & Deliverables

Project timing and deliverables are as follows:

Timeline	Deliverable	Description
Early June 2021	Project Initiation	Confirmation of project scope
Mid-June 2021	First Drafts	First versions of Post Collection Services Decision-Tree(s), and Decision-Tree Guidance & Asset Valuation Tools
End of June 2021	Second Drafts	Second versions of Post Collection Services Decision-Tree(s), and Decision-Tree Guidance & Asset Valuation Tools
Early July 2021	Project Completion	Final versions of Post Collection Services Decision-Tree(s), and Decision-Tree Guidance & Asset Valuation Tools

**Notes:**

1. The successful proponent will be required to meet regularly with the TWG Post Collection Subcommittee. Meetings are scheduled every other Tuesday at 11 a.m. and take place on the following dates June 1, 15, 29 and July 13.
2. The CIF will provide online meeting/desktop sharing services (Zoom) for meetings and presentation purposes. The CIF will also take care of TWG meeting coordination and provide municipal liaison support as required. Travel will not be required for this project.

**4. Instructions**

Proponents interested in responding to the RFP are responsible for reviewing these instructions in their entirety, prior to completing the appropriate sections below.

- 1) Complete **General Information** section within the **RFP Submission Requirements** (word document) by providing the company name and website, as well as the Key Contact Person(s) details for your company. All communications regarding submissions and/or work assigned will be provided through the Key Contact Person(s) identified. If you need to change the Key Contact Person(s) at any time after submitting, please contact [jlandry@thecif.ca](mailto:jlandry@thecif.ca).
- 2) Complete the **Approach** section within the **RFP Submission Requirements** (word document) by indicating if your bid is for some, or all, of Post Collection Services Decision-Tree(s) and Decision-Tree Guidance, and Asset Valuation Tools Scope of Work as outlined. Next outline the steps proposed for completing the deliverables indicated. Finally, proponents can provide additional information that explains why they are best suited to take on the proposed work. **Proponents should pay particular attention to word limits.**
- 3) Complete the **Team Member Details** section within the **RFP Submission Requirements** (word document) for team members to demonstrate your company has the knowledge and experience required to provide the required service.
- 4) Complete the **Relevant Project Experience** section within the **RFP Submission Requirements** that describes your team's experience in conducting similar work to complete the project.
- 5) Complete the **Pricing Information** section within the **RFP Submission Requirements** below.
- 6) A bidder's meeting will be held on Friday, May 21, 2021, at 10:00 a.m. Please email Jessica Landry at [jlandry@thecif.ca](mailto:jlandry@thecif.ca) for invitation details.
- 7) A comprehensive list of questions asked, and answers given will be posted to CIF's [website](#) Tuesday, May 25, 2021. Only inquiries received on or before the deadline will be addressed.
- 8) Bids must be received by no later than 12:00 p.m. EST (noon), Friday, May 28, 2021.

## 5. Submissions Evaluation Criteria

The table below presents the distribution of the evaluation scoring.

Criteria	Scoring Weight
<b>Team Member's Experience and Knowledge</b> Each team member has demonstrated recency and relevancy as well as depth and breadth of experience associated with the role assigned.	40%
<b>Company</b> Demonstrated evidence of the company's capacity to complete the project (i.e., sufficient staffing redundancy to prevent lost time in the event of staffing changes).	10%
<b>Availability</b> Preference will be given to Bidders ready for an immediate start.	25%
<b>Price</b>	25%
<b>Total</b>	<b>100%</b>

**Please complete the accompanying RFP Submission Forms.**