

TOWN OF GIBSONS

RFP No. PW2018-05

Receipt and processing of biosolids

August 31, 2018

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TABLE OF CONTENTS

1.	INTRODUCTION	3
	1.1 Invitation to Proponents	3
	1.2 Type of Contract for Deliverables	3
2.	THE DELIVERABLES	4
3.	EVALUATION OF PROPOSALS	6
	3.1 Timetable and submission instructions	6
	3.2 Stages of Proposal Evaluation	6
	3.3 Stage I – Mandatory Requirements, Submission and Rectification	6
	3.4 Stage II – Evaluation of Rated Criteria	7
4.	TERMS AND CONDITIONS OF THE RFP PROCESS	8
APPE	NDIX A – SUBMISSION FORM1	1
APPE	NDIX B – SCOPE OF WORK & REMUNERATION FORM1	3
APPE	NDIX C – REFERENCES & EXPERIENCE FORM1	5
APPE	NDIX D – METHODOLOGY FORM1	6
APPE	NDIX E – LIST OF SUBCONTRACTORS FORM1	7

TERMS OF REFERENCE

1.0 INTRODUCTION

1.1 Invitation to Proponents

This Request for Proposals ("RFP") is an invitation by the Town of Gibsons (the "Town") to prospective proponents to submit proposals for the receipt and processing of biosolids waste, as further described in Part 2 – The Deliverables (the "Deliverables").

For the purposes of this procurement process, the "Town Contact" shall be: Daniel Tardif, Manager of Maintenance and Operations – dtardif@gibsons.ca.

1.2 Type of Contract for Deliverables

Following completion of the RFP process, the selected proponent(s) will be requested to enter into negotiations for an agreement with the Town for the provision of the Deliverables, based on a form of agreement to be mutually agreed between the parties.

2.0 THE DELIVERABLES

2.1 Overview of RFP Process & Intent:

The Town of Gibsons operates a wastewater treatment plant located in Gibsons, BC which generates approximately 600 MT (wet tonnes) of Class B biosolids waste per year. This biosolids waste is currently hauled to a composting facility in BC.

Through this RFP, the Town seeks proposals from firms interested in receiving and processing the Town's Biosolid Waste over the next five years. Hauling to the processing location will be provided by the Town.

The Town is open to a range of options for this service, however Proponent's to this RFP must meet the following criteria:

- 1. No requirement for capital input by the Town of Gibsons;
- 2. An existing operation, ready to commence receipt of material from December 1 2018; and
- 3. Provincial regulatory compliance or non-objection from the BC Ministry of Environment, as well as the local Health Authority for the operation.

This RFP is on the basis that the entire ~600MT (wet tonnes) will be processed by one Contractor.

2.2 Background: Gibsons Wastewater Treatment Plant:

GWWTP & Volumes:

The Gibsons Waste Water Treatment Plant (GWWTP) located at 389 Stewart Road in Gibsons generates approximately 600 metric tonnes of Class B Biosolids waste annually, with fluctuations in month-to-month production due to seasonal flows.

The table below provides data on total biosolids waste generated per month in 2017 over 12 months at the GWWTP.

Month	Year	Wet Tonnes of Biosolids Produced(mT)
January	2017	54
February	2017	44
March	2017	55
April	2017	50
May	2017	48
June	2017	47
July	2017	54
August	2017	51
September	2017	52
October	2017	49
November	2017	47
December	2017	45

Biosolids are the solid portion of wastewater treatment residuals that are further treated to reduce pathogen densities, vector attraction, and trace element concentrations to be beneficially and safely used in the environment. Biosolids contain nutrient and organic matter that is essential for plant growth and can be used as fertilizer and soil amendment. Biosolids are classified in the Organic Matter Recycling Regulation (OMRR) as either Class A or Class B biosolids depending on the extent to which process and quality criteria are met. Class A biosolids are the highest quality biosolids and Class B biosolids are subject to less stringent trace element and fecal coliform requirements. The GWWTP produces Class B biosolids that is approximately 17% - 19% solids.

Biosolids produced at the GWWTP have the following characteristics

Parameters	Min ^(a)	Max ^(a)	Mean ^(a)	Class B limits ^(b)	Units
Available Nutrients					
Ammonia ^(c)	17,000	27,000	22,000	-	μg/g
Nitrate ^(d)	10	10	10	-	μg/g
Phosphorous ^(d)	9,300	11,000	10,000	-	μg/g
Potassium ^(d)	4,500	6,140	5,400	-	μg/g
Sulphate ^(e)	68	821	487	-	μg/g
Boron ^(f)	2.8	4.0	3.5	-	μg/g
Copper ^(g)	23.4	55.3	35.9	-	μg/g
Iron ^(g)	199	370	312	-	μg/g
Manganese ^(g)	19	57.9	36	-	μg/g
Zinc ^(g)	50.4	64.8	57.6	-	μg/g
Classification					
Organic Matter (LOI)	76.2	78.32	77.6	-	%
Total Kjeldahl Nitrogen	5.77	7.86	6.77	-	%
Total Organic Carbon	40.314	42.11	41.1	-	%
C:N Ratio	5.13	7.11	6.18	-	-
pH ^(h)	5.8	5.9	5.9	-	-
Electrical Conductivity(i)	15.6	23.6	20.6	-	dS/m
Moisture	85	88.3	86	-	%
Bulk Density	0.12	0.17	0.14	-	Kg/L
Wet Bulk Density	1.01	1.10	1.04	-	Kg/L
Trace Elements					
Arsenic	2.1	2.9	2.4	75	μg/g
Cadmium	0.787	1.3	1.0	20	μg/g
Chromium	9.62	14	12	1,060	μg/g
Cobalt	0.97	1.8	1.3	150	μg/g
Copper	206	300	245	2,200	μg/g
Lead	6.42	12	9.5	500	μg/g
Mercury	0.39	0.77	0.57	15	μg/g
Molybdenum	4.42	6.0	5.4	20	μg/g
Nickel	7.56	11	9.5	180	μg/g
Selenium	2.4	2.9	2.7	14	μg/g
Zinc	203	310	244	1,850	μg/g

⁽a) Where the value was below detection limit, the detection limit was included in the determination of the minimum, maximum and mean

⁽b) Limits are specified in Permit PR-15188. Permit limits are identical to trace element concentration limits for Class B biosolids contained in Organic Matter Recycling Regulation (2002) Schedule 4.

⁽c) Extraction of NO₃-N and NH₄-N with 2.0 M KCI.

⁽d) Modified Kelowna extract

⁽e) Sulphate extractable by 0.1 M CaCl2.

⁽f) Determined as hot water soluble.

⁽g) Determined by DTPA-TEA extraction.

⁽h) Determined by the 1:2 soil: water method.

⁽i) Determined by the saturated paste method.

Fecal Coliform analysis

Sample Number	Sample Date	Fecal Coliform (MPN/g)
Sample 1	26-Apr-17	490,000
Sample 2	26-Apr-17	490,000
Sample 3	26-Apr-17	790,000
Sample 4	26-Apr-17	490,000
Sample 5	26-Apr-17	1,300,000
Sample 6	26-Apr-17	700,000
Sample 7	26-Apr-17	460,000
Geometric Mean		600,000
OMRR Class B Limit ^(a)		2,000,000

⁽a) The maximum consentration for Class B biosolids under the Organic Matter Recycling Regulation (2002)

These characteristics are not guaranteed and only represent the general range of recent historic samples. Biosolids generated at the GWWTP are treated with Lime which minimizes odours associated with biosolids for several days. However, on a longer term basis the biosolids tend to be highly odourous.

2.3 Scope of Work:

Full details on the Scope of Work are provided in Appendix B – Scope of Work & Remuneration Form.

3. EVALUATION OF PROPOSALS

3.1 TIMETABLE AND SUBMISSION INSTRUCTIONS

Proponents should submit their proposals according to the following timetable and instructions.

3.1.1 Timetable

Issue Date of RFP	September 4th, 2018
Deadline for Questions	September 21th, 2018
Submission Date	September 28th, 2018
Rectification Period	5 business days

The RFP timetable is tentative only, and may be changed by the Town at any time.

3.1.2 Proposals to be Submitted in Prescribed Manner

Proposals should be submitted either:

• By hand, mail our courier at: Town of Gibsons, PO Box 340, 474 South Fletcher Road, Gibsons, BC V0N 1V0, (marked for the attention of Daniel Tardif, Manager of Maintenance and Operations);

Or

• By email to: dtardif@gibsons.ca (Attn: Daniel Tardif, Manager of Maintenance and Operations).

Proposals are to be prominently marked with the RFP: GWWTP Biosolids Disposal (see RFP cover), and with the full legal name and return address of the proponent.

3.1.3 Proposals Should Be Submitted on Time at Prescribed Location

Proposals should be submitted at the location set out above on or before the Submission Date. Proposals submitted after the Submission Date will not be considered.

3.1.4 Withdrawing Proposals

At any time throughout the RFP process, a proponent may withdraw a submitted proposal. To effect a withdrawal, a notice of withdrawal must be sent to the Town and must be signed by an authorized representative. The Town is under no obligation to return withdrawn proposals.

3.1.5 Proponents Site visit:

Proponents may visit the GWWTP site at a time of their choosing by contacting the Town's contact to arrange a date and time.

3.2 STAGES OF PROPOSAL EVALUATION

The Town will conduct the evaluation of proposals in the following two (2) stages:

3.3 STAGE I – MANDATORY REQUIREMENTS, SUBMISSION AND RECTIFICATION

Stage I will consist of a review to determine which proposals comply with all of the mandatory requirements. The mandatory requirements are the completion and submission of the appendices listed in this 3.3. Proposals failing to satisfy the mandatory requirements as of the Submission Date will be provided an opportunity to rectify any deficiencies during the Rectification Period. The Rectification Period will begin to run from the date and time that the Town issues its rectification notice to the proponent. Proposals failing to satisfy the mandatory requirements within the Rectification Period will be excluded from further consideration. Proposals satisfying the mandatory requirements within the Rectification Period will proceed to Stage II.

3.3.1 Submission Form (Appendix A)

Each proposal must include a Submission Form (Appendix A) completed and signed by an authorized representative of the proponent.

3.3.2 Scope of Work and Remuneration Form (Appendix B)

Each proponent must include this form completed according to the instructions contained in the form.

3.3.3 Reference & Experience Form (Appendix C)

Each proponent must complete the References & Experience Form (Appendix C) and include it with its proposal.

3.3.4 Methodology Form (Appendix D)

Each proponent must complete the Methodology Form (Appendix D) and include it with its proposal.

3.3.5 List of Subcontractors Form (Appendix E)

Each proponent must complete the List of Subcontractors Form (Appendix E) and include it with its proposal.

3.4 STAGE II - EVALUATION OF RATED CRITERIA

Stage II will consist of a scoring by the Town of each qualified proposal on the basis of the following process:

a) Proposals will be scored based on the following criteria and weighting:

Stage II Rated Criteria Category	Weighting %
Cost to the Town per Wet Tonne processed, based upon pricing in Appendix B submission*	50%
References and experience of Proponent, based upon Appendix C submission	10%
Suitability of Proponent's Methodology and Location, based upon Appendix D – Methodology Form submission	40%

^{*}Note: as part of the evaluation of Cost to the Town per Wet Tonne processed, the Town will evaluate both the Price per Wet Tonne received (as submitted by the Proponent), as well as the cost per MT to haul biosolids to the processing location (to be based on hauling costs quoted by other parties).

- b) The Town will select the highest ranked Proponent or Proponents, based on the locations and proposals that are the most advantageous to the Town based on the above criteria.
- c) The Town will seek to negotiate a contract with the highest-ranked Proponent. Negotiations will be conducted as described under Part 4. The Town reserves the right to conduct negotiations with more than one Proponent for more than one contract, and if

this occurs will negotiate changes to pricing submitted, based on an amendment to the volumes stated in this RFP.

4.0 TERMS AND CONDITIONS OF THE RFP PROCESS

4.1 GENERAL INFORMATION AND INSTRUCTIONS

4.1.1 Proponents to Follow Instructions:

Proponents should structure their proposals in accordance with the instructions in the RFP. Where information is requested in the RFP, any response made in a proposal should reference the applicable section numbers of the RFP where that request was made.

4.1.2 Proposals in English

All proposals are to be in English only.

4.1.3 Proponents Shall Bear Their Own Costs

The proponent shall bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

4.2 COMMUNICATION AFTER ISSUANCE OF RFP

4.2.1 Proponents to Review RFP

Proponents shall promptly examine all of the documents comprising the RFP, and

- a) Shall report any errors, omissions or ambiguities; and
- b) May direct questions or seek additional information

In writing by email on or before the proponent's Deadline for Questions to the Town Contact.

4.2.2 All new Information to Proponents by Way of Addenda

The RFP may be amended only by an addendum in accordance with this section. If the Town, for any reason, determines that it is necessary to provide additional information relating to the RFP, such information will be communicated to all proponents by addenda. Each addendum forms an integral part of the RFP. Such addenda may contain important information, including significant changes to the RFP.

The Town may issue addenda by posting them publicly to the Town's purchasing page on its website at www.regionaldistrict.com/purchasing. It is the Proponent's responsibility to check for any addenda posted to this location up until the Submission Date and Time.

In the Submission Form (Appendix A), proponents should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

4.2.3 Verify, Clarify and Supplement

When evaluating responses, the Town may request further information from the proponent or third parties in order to verify, clarify or supplement the information provided in the proponent's proposal. The Town may revisit and re-evaluate the proponent's response or ranking on the basis of any such information.

4.3 FINALIZATION OF CONTRACT WITH HIGHEST SCORING PROPONENT, NOTIFICATION AND DEBRIEFING

4.3.1 Selection of Top-Ranked Proponent

The top-ranked proponent, as established under Part 3 – Evaluation of Proposals, will receive a written invitation to enter into direct contract negotiations with the Town.

4.3.2 Timeframe for Negotiations

The Town intends to conclude negotiations within thirty (30) days commencing from the date the Town invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to provide requested information in a timely fashion and to conduct its negotiations expeditiously.

4.3.3 Process Rules for Negotiations

Any negotiations will be subject to the process rules contained in this Part 4 – Terms and Conditions of RFP Process and the Submission Form (Appendix A) and will not constitute a legally binding offer to enter into a contract on the part of the Town or the proponent. Negotiations may include requests by the Town for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by the Town for altered pricing based on adjustments to volumes outlined in the RFP.

4.3.4 Failure to Enter Into Agreement

Proponents should note that if the parties cannot execute a contract within the allotted thirty (30) days, the Town may invite the next-best-ranked proponent to enter into negotiations. In accordance with the process rules in this Part 4 – Terms and Conditions of RFP Process and the Submission Form (Appendix A), there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. This process shall continue until a contract is formalized, until there are no more proponents remaining that are eligible for negotiations or until the Town elects to cancel the RFP process.

4.3.5 Notification to Other Proponents

Other proponents that may become eligible for contract negotiations will be so notified at the commencement of the negotiation process. Once a contract is executed between the Town and a proponent, the other proponents will be notified directly in writing and shall be notified by public posting, in the same manner that the RFP was originally posted, of the outcome of the procurement process and the award of the contract.

4.4 PROHIBITED COMMUNICATIONS AND CONFIDENTIAL INFORMATION

4.4.1 Confidential Information of the Town

All information provided by or obtained from the Town in any form in connection with the RFP either before or after the issuance of the RFP:

- a) is the sole property of the Town and must be treated as confidential;
- b) is not to be used for any purpose other than replying to the RFP and the performance of any subsequent Contract;
- c) must not be disclosed without prior written authorization from the Town; and
- d) shall be returned by the proponents to the Town immediately upon the request of the Town.

4.4.2 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the Town. The confidentiality of such information will be maintained by the Town, except as otherwise required by law (including the Freedom of Information and Protection of Privacy Act http://www.bclaws.ca/Recon/document/ID/freeside/96165_00) or by order of a court or tribunal.

4.5 PROCUREMENT PROCESS NON-BINDING

4.5.1 No Contract A and No Claims

The procurement process is not intended to create and shall not create a formal legally binding bidding process and shall instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation: (a) the RFP shall not give rise to any "Contract A"—based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and (b) neither the proponent nor the Town shall have the right to make any breach of contract, tort or other claims against the other with respect to the award of a contract, failure to award a contract or failure to honour a response to the RFP.

4.5.2 No Contract until Execution of Written Agreement

The RFP process is intended to identify prospective vendors for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service shall be created between the proponent and the Town by the RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

4.5.3 Non-binding Price Estimates

While the pricing information provided in responses will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the responses and the ranking of the proponents. Any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation, ranking or contract award. All pricing submitted by proponents shall be submitted in good faith.

4.5.4 Disqualification for Misrepresentation

The Town may disqualify the proponent or rescind a contract subsequently entered if the proponent's response contains misrepresentations or any other inaccurate, misleading or incomplete information.

4.5.5 References and Past Performance

The Town's evaluation may include information provided by the proponent's references and may also consider the proponent's past performance on previous contracts with the Town or other institutions.

4.5.6 Cancellation

The Town may cancel or amend the RFP process without liability at any time.

4.6 GOVERNING LAW AND INTERPRETATION

4.6.1 Governing Law

The terms and conditions in this Part 4 – Terms and Conditions of RFP Process (a) are included for greater certainty and are intended to be interpreted broadly and separately (with no particular provision intended to limit the scope of any other provision); (b) are non- exhaustive (and shall not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations); and (c) are to be governed by and construed in accordance with the laws of the province or territory within which the Town is located and the federal laws of Canada applicable therein.

APPENDIX A - SUBMISSION FORM

Request for Proposal.

1. Proponent Information

2. Acknowledgment of Non-binding Procurement Process

The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal legally binding bidding process, and that there will be no legal relationship or obligations created until the Town and the selected proponent have executed a written contract.

3. Ability to Provide Deliverables

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required under the RFP. The proponent represents and warrants its ability to provide the Deliverables required under the RFP in accordance with the requirements of the RFP for the pries set out in the Remuneration Form and has provided a list of any subcontractors to be used to complete the proposed contract in the List of Subcontractors Form. The proponent encloses herewith as part of the proposal the mandatory forms set out below:

FORM	INITIAL TO ACKNOWLEDGE
Appendix A - Submission Form	
Appendix B – Scope of Work & Remuneration Form	
Appendix C – Reference & Experience Form	
Appendix E – Methodology Form	
Appendix F – List of Subcontractors Form	

Biosolids Processing Service RFP

4. Non-binding Price Estimates

The proponent has submitted its prices in accordance with the instructions in the RFP and in the Remuneration Form set out in Appendix B. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its submission or its eligibility for future work.

5. Addenda

The proponent is requested to	confirm that it has received all addenda by listing the
addenda numbers or, if no add	lenda were issued, by writing the word "None" on the
following line:	The onus remains on proponents to make any
necessary amendments to thei	ir proposal based on the addenda.

6. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law, including the Freedom of Information and Protection of Privacy Act, or if required by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by the Town to the Town's advisers retained for the purpose of evaluating or participating in the evaluation of this proposal.

Signature of Witness	Signature of Proponent Representative	
NI	Name and Title	
Name of Witness	Name and Title	
	Date:	
	I have authority to bind the proponent	

APPENDIX B - SCOPE OF WORK & REMUNERATION FORM

This Appendix B is structured into the following 2 parts:

- Section 1 Scope of Work: details the scope of work and requirements for the service. As detailed in Part 2, the Scope of Work is written on the basis of one Contractor receiving ~600 MT (wet tonnes) of biosolids per year.
- Section 2 Remuneration: is the section for Proponents to complete with proposed pricing, based on the Scope of Work. Proponents must submit this entire Appendix B with their Proposal.

1. Scope of Work:

1.1 Service Overview:

The Contractor will receive and process approximately 600 MT (wet tonnes) of Class B biosolids per year, with a guaranteed minimum of 500 MT (wet tonnes) for each year of the contract. The contract is anticipated to start on December 1st, 2018 and expire on November 30th, 2023.

1.2 Requirements:

The Contractor will:

- 1.2.1 Receive biosolids at their processing location, which will be delivered by the Town's hauling contractor.
- 1.2.2 Work with the Town and the Town's hauling contractor in order to receive biosolids at a mutually agreed schedule, which works for the output patters of the GWWTP.
- 1.2.3 Process and manage the biosolids, in accordance with Provincial regulatory compliance or non-objection from the BC Ministry of Environmental, as well as the local Health Authority for the operation.
- 1.2.4 Employ a team of staff who are experienced in the biosolids processing field.
- 1.2.5 Have in place an odour management strategy, to minimize any nuisance to neighboring properties.
- 1.2.6 Hold Commercial General Liability Insurance with a limit of not less than \$5 million during the term of the contract.

2. Remuneration:

2.1 General:

- a) All prices shall be inclusive of all equipment, materials, labour, permits, fees, licenses and all other related costs necessary to perform the scope of work detailed above.
- b) All prices will be fixed for the entire Contract term.

2.2 Prices for Biosolids Processing Service:

- a) Prices in the table below shall be an all-inclusive cost per wet tonne received at the Proponent's processing location. The all-inclusive cost shall cover receipt at application site, unloading, processing, and any other work required at site.
- b) As per the Scope of Work, pricing below shall be based on a minimum of 600 MT (wet tonnes) per year received.
- c) If a weigh-scale is not available at the location, then the Town and Contractor will agree a mutually acceptable method to verify the quantity of MT delivered.

| November 1, |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| 2018 to October | 2019 to October | 2020 to October | 2021 to October | 2022 to October |
| 30, 2019 Price | 30, 2020 Price | 30, 2021 Price | 30, 2022 Price | 30, 2023 Price |
| per MT (Wet |
Tonne) Received	Tonne)	Tonne)	Tonne)	Tonne)
	Received	Received	Received	Received
\$	\$	\$	\$	\$

2.3 Payment Terms:

At the end of each month, the Contractor shall submit an invoice for work completed during that month. The Town shall make payment within 30 days of receipt of the invoice.

APPENDIX C - REFERENCES & EXPERIENCE FORM

References & Experience:

Please provide details below for service of a similar scope and size, specifically in biosolids processing at this location, completed over the last 5 years.

Reference #1

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment & Value:	
Reference #2	
Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment & Value	
Reference #3	
Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment & Value	

APPENDIX D - METHODOLOGY FORM

Each proponent is requested to provide the following, labelled as "Appendix D – Methodology Form":

1. Organization Overview:

a) Overview of your organization and any sub-consultants that will be used. The overview should include information on key staff and their experience, office locations and the role of each organization as it relates to this project.

2. Biosolids Processing Information:

Detailed description of the biosolids processing location being proposed, including:

- a. ownership status of sites and detailed information on all relevant land use contracts associated with the site(s) such as leases, existing land application plans, right of ways
- b. capacity of the site(s)
 - i. Maximum amount of biosolids that can be processed per year
 - ii. Number of years biosolids can be processed at maximum annual application rate (if proposing land application)
 - iii. Number of years biosolids can be processed based on current yearly wet tonnage produced by the Town of Gibsons.
- c. current and proposed vegetation cover (if proposing land application)
- d. proximity to surface water and drinking water wells
- e. the locations of the closest residential neighbours
- f. information on other sources of organic material being land applied on the same site (eg. manure, biosolids, wood waste, other) (if proposing land application)
- g. Detailed map of the processing location, with all relevant information included.
- h. Detailed description of any biosolids processing that will occur as part of this proposal.
- i. Proof of Provincial regulatory compliance or non-objection from the BC Ministry of Environment as well as the local Health Authority.
- j. Details of your strategy for odour management.
- k Any backup plans or plans for alternate processing (if any), in case of any unforeseen short or medium term disruptions at the proposed location.
- I. Please highlight any other value-added services that your firm can offer (if any) related to biosolids processing.

3. Schedule

Provide a schedule detailing key steps/milestone and dates from contract award through to contract startup and ready to receive Biosolids.

APPENDIX E – LIST OF SUBCONTRACTORS FORM

Pursuant to Section 3 of Appendix A Submission Form, please provide details of any subcontractors to be used during the work:

Contracted Work	Name of Subcontractor