

Sustainable Pre- Procurement:

A Mechanism to Advance Vancouver's Green and
Creative Sectors

Nouri Najjar

Vancouver Economic Commission

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Executive Summary

There are many challenges facing the City of Vancouver in their drive to meet their Greenest City goals. Among those challenges, two are particularly relevant for Vancouver's green economy. Those challenges involve the City's sourcing of sustainable products and technologies, and their methods of local sustainable business engagement.

Several jurisdictions in North America and Europe have attempted to address one or both of those issues by adopting some form of pre-procurement and product demonstration strategy. Pre-procurement is a term given to the actions an organization or government takes prior to issuing a tender for a particular product or service. Pre-procurement often involves engagement with businesses and suppliers and is generally structured around a two-way exchange of information. In any of its many forms the general principle is to provide a method for local businesses to engage and inform the City about their sustainable products and technologies, as well as to help businesses learn about the City's future and current green technology needs. Product demonstration is the process by which a municipality tests a business' product without formally purchasing that product. It provides local businesses an avenue to showcase their products and technologies and the City an avenue to test possible products they may consider purchasing

This report highlights the opportunities for economic development that lie within the above challenges by exploring some existing pre-procurement and product demonstration programs used by other jurisdictions. The jurisdictions and programs studied are: the Ontario government's Green Focus on Innovation and Technology, ICLEI's Smart SPP project, Seattle's Citizen's Budget Conference, and San Jose's demonstration partnership policy.

There are many potential benefits to pre-procurement, for both the City and local businesses, including:

- Providing City officials with information about local green businesses
- Promoting the efficient use of City resources
- Helping the City move quickly on priority projects
- Providing local businesses an opportunity to showcase their products and services
- Creating early demand for new innovative products and services
- Providing local businesses with information about potential future City purchases and projects prior to any official announcements

Given the centralized nature of Vancouver's procurement operations, the City is well suited to easily implement an efficient pre-procurement strategy. Initiating a pre-procurement and demonstration strategy would help the City address the above mentioned issues and promote local economic development. Given one of the Vancouver Economic Commission's (VEC) roles is to act as a liaison between the City and local businesses, the VEC is a good fit to serve as the key facilitator of a pre-procurement program for the City.

In addition, including a wide range of parties in the pre-procurement process is advisable. Most municipalities include in their pre-procurement processes members from various Municipal departments, including the purchasing, economic development, finance, engineering, and sustainability departments. Forming a steering committee to oversee the pre-procurement process would enable the inclusion of several City departments and help ensure an efficient and effective pre-procurement process.

This paper has been produced as part of the Greenest City Scholars program, and has been developed in support of the Vancouver Economic Commission's work on the City of Vancouver's Greenest City Action Plan.

1. Introduction: Sustainable Procurement

This paper focuses on two key topic areas with regards to sustainable procurement at the municipal level. The first topic pertains to the City of Vancouver’s general procurement process, and includes the City’s process for purchasing goods and services. Introducing sustainability criteria into this purchasing process is directly helping the City reach their Greenest City goals and reduce the City’s environmental footprint.

The second topic pertains to the City’s role in promoting economic development and green job creation. By harnessing the City’s large purchasing budget, municipal procurement can provide firms with a viable market for new technologies and products. Providing an early market for sustainable goods and technologies can help foster and grow the green economy in Vancouver. This will help the City reach their Greenest City and economic development goals, but will also directly contribute to the success of local Vancouver businesses.

Figure 1 (below) provides a general breakdown of these two aspects to sustainable procurement.

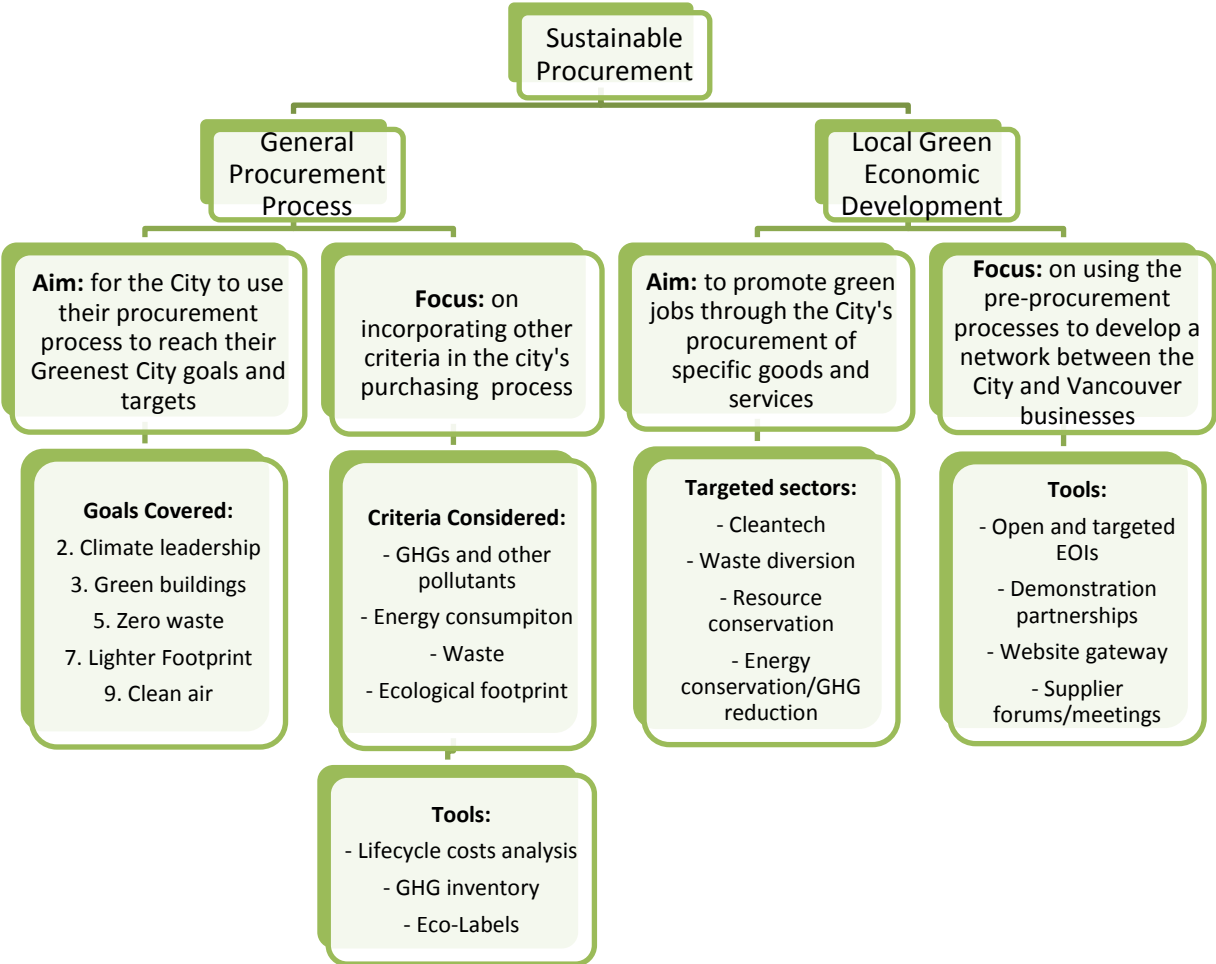


Figure 1: Outline of sustainable procurement

The City has already undertaken several changes to their procurement process in an effort to both increase the efficiency of City purchasing, by centralizing the City's procurement process, and making sustainability a formal component of the bid evaluation process. These initiatives target the general procurement process and will greatly help the City reach their Greenest City goals. In addition, they make the City's procurement process amongst the most sustainable in the world. However, there are several opportunities and challenges facing the City related to sustainable procurement that procurement itself cannot address. These require an increased level of integration between the City and Vancouver businesses. Pre-procurement represents one method by which other municipalities have addressed similar issues.

In addition, the City's procurement initiatives don't address local green economic development. Due to the legal issues surrounding procurement the scope to address local economic development through procurement is very limited. Pre –procurement also offers the ability to promote green job growth and economic development in Vancouver.

The Vancouver Economic Commission (VEC) is in a position to play a role in facilitating relationships with the private sector, while the City's procurement department is reconfiguring itself to be able to play a more active, key strategic role in procurement at the City. Specifically, the VEC can act as an intermediary between the City and local businesses by acting as key facilitator of a pre-procurement program for the City. Pre-procurement can take on many different forms. The general principle in any incarnation is to provide a method for local businesses to engage and inform the City about their sustainable products and technologies, as well as to help businesses learn about the City's future and current green technology needs.

This report highlights two of the above mentioned sustainable procurement issues facing the City. The report presents several existing pre-procurement programs in other jurisdictions and discusses how these could be adapted to form a pre-procurement strategy that targets these two issues. Appendices contain detailed case studies of relevant pre-procurement programs and strategies, administrative documents for some of these programs, and a pre-procurement process diagram.

This paper has been produced as part of the Greenest City Scholars program, and has been developed in support of the Vancouver Economic Commission's work on the City of Vancouver's Greenest City Action Plan.

2. Sustainable Procurement: Issues and Policy

2.1. Vancouver's Sustainable Procurement Policy

The City has had a number of policies directed at sustainable and ethical procurement (SEP) in recent years. The first such policy, the City's energy efficiency purchasing policy (AF-013-01), was enacted in 2004 and was intended to help the City meet its corporate greenhouse gas reduction target of 20% below 1990 levels. In 2005 the City introduced an ethical purchasing policy (AF-014-01) that included a provision to ensure proper disposal of all waste products. These two policies, though limited in their scope, were pioneering among Canadian municipalities and provided a good foundation on which to build a broader sustainable procurement policy.

To expand those two policies, their intents and goals have been incorporated and expanded upon in the City's new procurement policy (AF-015-01). The new procurement policy is aimed at both increasing the efficiency of City purchasing by centralizing the City's procurement process and making sustainability a formal component of the bid evaluation process. Section eleven of the policy provides details on the City's commitment to sustainable and ethical procurement as well as scope on how the City will support local sustainable business development.

Most notable for sustainable procurement has been the changes made to the City's bid evaluation process. The bid evaluation process has been augmented to include sustainability-related product specifications, including both minimum performance standards and product and service specifications. The performance standards are outlined in the Supplier Code of Conduct and are the same standards outlined in the 2005 ethical purchasing policy. These standards pertain mainly to fair labour practices and human rights, but include some provisions for proper waste disposal and treatment. The product and service specifications are outlined in the Eco-Label Factsheet or by the City end-user in the event a product is not covered by the Factsheet¹.

The formal evaluation process may also include custom sustainability clauses for a specific procurement contract. These clauses are at the discretion of the procurement manager and may relate to any of the following:

- Greenhouse Gas/Carbon Reduction
- Packaging Reduction
- Waste Reduction
- Toxin Reduction
- Third Party Eco-labelling
- Socio-economic sustainability

¹ Such as when no eco-label or certification exists for said product or service.

Suppliers who meet or exceed these clauses may receive extra points in the evaluation process. This addition to the evaluation process is intended to reward suppliers who show leadership in product sustainability and address key sustainability issues with their product designs.

Each supplier must also complete an Assessment of Leadership Questionnaire² as part of their bid. These questionnaires are used by the City for informational purposes only and are not incorporated into the formal evaluation. The questionnaire includes questions on the supplier's internal operations and overall commitment to sustainability.

As mentioned in section one, there are several opportunities and challenges facing the City related to sustainable procurement that changes to the procurement process itself cannot address. Two of these issues are outlined below, along with the benefits of solving these issues.

2.1. Issue 1 -- Sustainable Product Sourcing

The first highlighted sustainable procurement issue arises from the City's sourcing of green products and technologies. As part of their Greenest City goals, the City is working on a number of new small- and large-scale projects. These projects require a large number of innovative sustainable products and technologies, many of which the City may require significant help in sourcing. The City must determine the best method to efficiently and effectively canvas businesses for solutions to a specific purchasing need. Given the novelty and complexity of these new projects, the City cannot necessarily rely on existing supplier relationships to gain information on product and technology solutions. Therefore, the City must form new supplier relationships to find information about new, innovative products and technologies.

2.2. Issue 2 -- Green Business Engagement

The second issue is to do with the relationship between the City and the local business community. Due to its large purchasing presence and commitment to green development the City has become a target for business outreach by many companies selling green solutions. This outreach provides an opportunity for the City to meet their corporate sustainability targets and to support local green business. However, the City does not have a formalized framework to efficiently deal with these inquiries. The City must determine how best to handle businesses that approach them wanting to work together on a green project. Many of these projects may not have been previously considered by the City. To allow local green businesses to provide valuable information to the City there must be an open, formalized avenue for entrepreneurs and businesses to contact the City.

2.3. Benefits to Addressing these Issues

Solving these issues may provide significant benefits to both the City and local businesses. From the City's perspective, addressing these issues may serve to both provide City officials with information about green innovations and solutions developed for the local context, while also promoting the efficient use of City resources (both physical and human). Specifically, the City may obtain information about local businesses offering green products, services, and technologies. The City can use this

² See Appendix D for a copy of the leadership questionnaire.

information directly to inform proposals for projects requiring small-scale purchases or to inform future procurements and demonstration partnerships. This will:

- Help the City move quickly on priority projects
- Foster green job growth and promote key green sectors
- Reduce City employee time dealing with local business requests
- Provide a formalized method for interactions between the City and local businesses

From a local business perspective, addressing these issues through pre-procurement may have many benefits, including:

- Providing local businesses an opportunity to showcase their products and services
- Providing early demand for new innovative products and services
- Reducing uncertainty in dealing with the City by providing a formalized method for interactions between the City and local businesses
- Providing local businesses with information about potential future City purchases and projects prior to any official announcements

The following section outlines some potential pre-procurement programs the City can adopt to address these issues around sustainable procurement.

3. Pre-Procurement and Product Demonstration Overview

3.1. Pre-Procurement

Pre-procurement is a term given to the actions an organization or government takes prior to issuing a tender for a particular product or service. Pre-procurement often involves engagement with businesses and suppliers and is generally structured around a two-way exchange of information. The procurer, or potential procurer, receives information on available products and technologies that can be used when making purchasing decisions. This information may be general and help in determining the products that best address an issue or need. Or, the information may be more specific to a particular product and help determine product specifications to be included in an official tender. The supplier, or potential supplier, receives information on potential future tenders, including detailed product specifications and broader planned procurements by the organization.

Pre-procurement can take on many different formats, but in general there are three key components to a pre-procurement strategy:

1. **Open Supplier Gateway:** provides an avenue for businesses to provide information about their products to the purchasing organization. This can be through a formal expression of interest, or an informal meeting.
2. **Supplier Engagement:** provides an avenue for the purchasing organization to provide information to potential suppliers on an upcoming or potential procurement. This is often done through supplier forums or information sessions, or a web-based tool.
3. **Supplier Consultation:** provides an avenue for the purchasing organization to consult the market on feasible product specifications, alternative products or technical solutions, and other details specific to an individual tender. This is often done through supplier forums or individual supplier meetings.

The two leading examples of sustainable pre-procurement are the Ontario government's Green Focus on Innovation and Technology (Green FIT) and ICLEI's Smart SPP program.

3.1.1. Green FIT

The Green FIT strategy is aimed at helping the Province gather information about what sustainable, innovative technology is available in the market through an open and competitive process. This information enables the Province to inform their procurement and demonstration project decisions based on the most up to date market information.

Green FIT uses an online gateway for green businesses to contact the Ontario government about products and technologies of potential interest to the Province. This gateway includes two primary pipelines: Open Expressions of Interest (Open EOIs) and Targeted Expressions of Interest (Targeted EOIs). Open EOIs are the broadest form of contact and are intended to provide firms with a direct avenue to inform the Province about their products and services. Through Open EOIs, businesses can provide information to the Province on any product, service, or technology they offer. Open EOIs provide an avenue for businesses to connect with the Province outside of the standard tender process.

Firms can submit Open EOIs at any time, regardless of whether the Province is currently considering projects of that nature. Open EOIs can directly address the second sustainable procurement issue for Vancouver by providing an avenue for local businesses to engage the City.

Targeted EOIs are similar to open EOIs except they are aimed at gathering information about innovative, sustainable solutions with regards to a specific focus area of the Province (e.g. vehicle fleets or outdoor lighting). Through Targeted EOIs, the Province can put out a general call for businesses to provide information on their products that target a specific issue. This provides an efficient method for the Province to canvas businesses for innovative products and services and perform market research. Targeted EOIs can directly address the first sustainable procurement issue for the City by providing an efficient method for the City to canvas local businesses.

3.1.2. Smart SPP

ICLEI's Smart SPP initiative is a program intended to help municipalities drive innovation through sustainable procurement. The Smart SPP initiative includes two components: a guide to pre-procurement for municipalities and the implementation of a pre-procurement strategy in several European pilot cities. The cornerstone of the Smart SPP pre-procurement strategy are regular supplier forums and seminars hosted by the Municipality and open to all suppliers and local businesses. In addition to facilitating information exchange between suppliers and the Municipality, these meetings build and foster the relationship between local businesses and the Municipality. Supplier meetings and forums have the ability to help address both sustainable procurement issues one and two for Vancouver.

The general principles for pre-procurement and innovation-promoting procurement outlined in the guide are:

- Identifying appropriate product groups
- Setting up a project team
- Defining your needs
- Informing the market
 - Supplier forums:
 - Hold open forums for potential suppliers for the City to explain their requirements and ask and answer questions.
 - Goal is to raise market interest in supplying to the City.
- Consulting the market
 - Open seminars and workshops:
 - Allows for a more open dialogue between the City and local suppliers.
- Selecting the tendering procedure and preparing tender documents

3.2. Product Demonstration

Product demonstration is the process by which a municipality tests a business' product without formally purchasing that product. The demonstration phase usually lasts for a set amount of time, after which the municipality returns the product to the company. The exact nature of a demonstration project depends on the product specifics, with set-up costs, revenue sharing, dismantling costs, and project advertising all determined on a case-by-case basis.

Product demonstration and piloting may be considered an important component of a pre-procurement strategy, as this can provide valuable information to the purchasing organization on a specific product or technology. In addition, demonstration has benefits beyond pre-procurement. Demonstration can provide local businesses an opportunity to showcase their products and services and early demand for new, innovative products and services. If these demonstration projects are targeted appropriately, they can help foster green job growth and promote key green sectors highlighted by the City. Establishing a formal demonstration partnership strategy can increase the efficiency with which the City engages in demonstration projects. Product demonstration has the potential to address both sustainable procurement issues one and two for Vancouver.

3.2.1. City of San Jose

The City of San Jose provides a leading example of a well-established municipal demonstration project strategy. San Jose's program provides the City a framework to work with local businesses on projects that demonstrate that business' products, services, and technologies. The premise behind the demonstration partnership program is that the City provides access to a City resource (such as a building) and the business provides a trial of their product free of charge (or at a reduced rate). The City gets a free trial of a new product and the business can use this demonstration as a public example of their product in action. The City may also use product demonstration as a method of comparing competing solutions. This allows multiple solutions to be tested for compatibility and performance. The results of these demonstrations can then be used by the City when reviewing proposals.

3.2.1.1. Project Examples

Since San Jose formally adopted its demonstration partnership program in 2008 the City has demonstrated over twenty projects. Included in these projects are sixteen clean energy demonstrations taken on in tandem with the US Department of Energy (DOE). These projects test a number of clean energy alternatives with City resources and are funded by both the City and the DOE.

The City has also taken on a number of projects without the DOE, including:

- An indoor lighting project with a local LED lighting company. The company has had projects with Apple, Stanford, and various health care centres, but wanted a public side demonstration to showcase their products.
- An electric vehicle charge station. This was the first charge station tested by Coulomb Technologies, a San Jose based company. The City provided an early stage product demonstration for Coulomb's charge stations, which led to a \$38 million federal contract to install similar stations across the US.

- A smart street light project. As one of its Green Vision goals, the City aims to convert all of its street lights to energy efficient LEDs. Before committing to a product the City is using demonstration as a means of testing various alternative forms of smart street lighting solutions.

3.2.2. The University of British Columbia's 'Living Laboratory'

The University of British Columbia (UBC) has developed a multi-faceted partnership strategy to help meet the sustainability mission and values of both UBC and their partners. This strategy includes a testing and demonstration program, a collaborative research program, and a training and certification program. The testing and demonstration program is intended to make UBC a sustainable "living laboratory," so that industry partners can use the UBC research infrastructure to test and showcase their technologies. The UBC testing and demonstration program is focused on sustainable building, and integrated community energy, water, and waste systems technologies.

3.3. Is Pre-Procurement Trade Legal?

There are far fewer legal constraints facing the City over pre-procurement than the actual procurement process. The various inter-provincial trade agreements in Canada contain clauses that govern the municipal procurement process to ensure it remains open, competitive, and transparent. They help provide all Canadian companies fair access to major municipal calls for tender. These regulations do not prohibit municipal governments from engaging in pre-procurement activities. These regulations come into effect only for the official tender process, and do not impact the market consultation process.

For the City of Vancouver, the two main trade agreements that have the potential to impact their purchasing decisions are the Agreement on Internal Trade (AIT) and the New West Partnership Trade Agreement (NWPTA). Both of these agreements include articles that cover municipal procurement. The AIT is the main trade agreement between the provinces and territories of Canada and the NWPTA is an additional trade agreement between BC, Alberta, and Saskatchewan. Appendix C provides a brief background on the AIT and NWPTA articles that cover municipal procurement.

4. Components of a Pre-Procurement Strategy

As described in the pre-procurement outline, the primary goal of pre-procurement is to establish a two-way exchange of information between a purchasing organization and their potential suppliers. Pre-procurement involves three key components: an open supplier gateway, supplier engagement, and supplier consultation. A well-rounded pre-procurement strategy should contain tools that address each of these components in such a way as to facilitate the efficient exchange of information between both parties. Product demonstration is also a valuable component of pre-procurement, and should be considered in an overall strategy.

In addition, given the link between pre-procurement and procurement, there may be concerns over the transparency and openness of the pre-procurement process. To address these concerns it is important to include a wide range of departments in the pre-procurement process, managed formally by the Supply Management group and the Vancouver Economic Commission, and to establish an explicit pre-procurement strategy or process with proper accountability and procedures.

4.1. Requirements to be met by a pre-procurement strategy

4.1.1. Open Supplier Gateway

The goal of an open supplier gateway is to present an avenue for businesses to provide information about their products to the City.

Pre-procurement website

A web-based gateway would be the easiest and likely most cost-effective method to address this component of pre-procurement. The Green FIT model could serve well in Vancouver, as it provides a working example of a website and associated tools that would connect potential suppliers to the City. The infrastructure required is minimal and the operation requires restructuring, rather than adding to, the roles and responsibilities of current City staff.

The main tool included on the Green FIT site that establishes the open supplier gateway is the Open Expression of Interest (Open EOI). The Open EOI enables businesses to provide information to the Province on any product, service, or technology they offer. Before submitting an Open EOI, businesses must fill out a self assessment form and must have the self assessment approved by the Province to gain access to the full Open EOI form. This helps firms understand what the Province requires of them and increases the effectiveness and efficiency of the Open EOI process. Including a similar toolset (a self assessment and Open EOI form³) in the City's pre-procurement website would help establish an open supplier gateway in Vancouver.

Recommendations:

- Develop a public website for potential suppliers to visit as their first point of contact with the City.

³ See appendix B for the Green FIT self assessment and Open EOI forms.

- Develop and include on the public site a self-assessment form to help businesses understand the requirements they must meet with their product offerings and initiate contact with the City.
- Develop an Open EOI form to give businesses an opportunity to inform the City of their sustainable products and technologies. Provide the Open EOI form to any business that is approved after the self-assessment process.

Market place events

The City can also provide ad-hoc avenues for businesses to engage the City, particularly for targeted green sectors the City hopes to promote. One such avenue is by holding market place events. These events would provide businesses the opportunity to meet with City staff in a venue not directly connected to a specific procurement.

There are two potential structures these events could take. One example follows Seattle’s Citizen’s Budget Conference, which is a biennial public event held by the City. Prior to the start of the official budget process the City holds a conference where the public (citizens and business members) get the opportunity to meet with staff from City departments. Each department hosts a booth at the convention, and the public is free to talk with department members at the booths about their neighbourhoods or businesses. For a pre-procurement market place event it would likely be advisable to limit attendees to those with business affiliations in targeted sectors.

Alternatively, the market place event could be structured such that businesses in targeted sectors are invited to host a booth at the event. These businesses could then showcase their products to public sector buyers, including members from local municipalities, the provincial government, health authorities, crown corporations, and other public institutions. This style of market place event would provide exposure for Vancouver businesses to a much broader public sector, and inform purchasers of available products and technologies currently offered on the market.

Recommendations:

- Develop and test a market place event. Hold events for Vancouver businesses in targeted sectors and public sector purchasers to attend.

4.1.2. Supplier Engagement

The goal of supplier engagement is to present an avenue for the City to provide information to potential suppliers on an upcoming or potential procurement or need of the City.

Targeted Expressions of Interest

The Green FIT model also offers another tool that would provide the City the ability to meet this component of pre-procurement: the Targeted Expression of Interest (Targeted EOI). The Targeted EOI is similar to the Open EOI, except that all submitted Targeted EOIs must fall under a specific category or need outlined by the City. The City can use their pre-procurement website to advertise their current target or focus areas. This provides businesses with information about the City’s potential purchasing directions. Targeted EOIs also give businesses an avenue to directly provide information about their products that fall under the target or need.

The Targeted EOI process would be identical to the Open EOI process, with the exception that the City would outline their targeted sectors and needs on the pre-procurement site. Once the City sets their target(s), interested businesses would fill out the same self assessment form as used in the Open EOI process. Once a business passes the self assessment they can gain access to the Targeted EOI form. The Targeted EOI form could be identical to the Open EOI form (as is the case with Green FIT) or adapted to each specific target.

Recommendations:

- Include a “Current Needs” or “Targeted Areas” section on the public site to inform businesses of the City’s potential purchasing directions.
- Develop a Targeted EOI form to give businesses an opportunity to inform the City of their sustainable products and technologies that meet the City’s current targets. Provide the Targeted EOI form to any business that is approved after the self-assessment process. The Targeted EOI form could be identical to the Open EOI form, or altered to include details specific to the outlined target.

Supplier Information Sessions

One form of supplier engagement included in ICLEI’s Smart SPP pilot pre-procurement strategy is the supplier information session. Supplier information sessions differ from market place events as the former only involves the City providing information to the private sector. Information sessions do not provide the opportunity for businesses to engage the City. They are intended to provide an opportunity for the City to inform a group of suppliers about a specific procurement or need of the City. Supplier information sessions have been used in Kolding, Denmark, and Bromley, UK, as part of their pre-procurement strategies.

The format of a supplier information session may vary with each procurement; in each case the intent is to provide details about a current or upcoming need the City is looking to address. These sessions may be open or limited to a certain group of potential suppliers.

Recommendations:

- Determine what types of procurements or needs might best suite a supplier information session.
- Develop a framework for the information sessions. The framework should identify:
 - o Who will host the session (department, supply management, the VEC, etc)
 - o What information will be provided at the session
 - o Who will be invited to the session
 - o What follow-up will be undertaken after the session

4.1.3. Supplier Consultation

The goal of supplier consultation is to provide an avenue for the City to consult the market on feasible product specifications, alternative products or technical solutions, and other details specific to an individual tender.

Supplier Forums

Supplier forums were one of the most common tools used in the Smart SPP pilot pre-procurement projects. ICLEI's supplier forums are similar to supplier information sessions except they are intended to allow for a more open dialogue between the City and included suppliers. In a supplier forum, the City would both provide information on an upcoming procurement or need and ask for supplier input on that procurement. Supplier forums may provide the City help in determining technical specifications or other product details to be included in a purchase. Alternatively, supplier forums may help the City determine the types of products or technologies that would best address their specific need.

Supplier forums have been used in the pre-procurement strategies of Kolding, Denmark; Barcelona, Spain; and Bromley, UK.

Recommendations:

- Determine what types of procurements or needs might best suite a supplier forum.
- Develop a framework for the forums. The framework should identify:
 - o Who will host the forum (department, supply management, the VEC, etc)
 - o What information will be provided at the forum
 - o What information the City hopes to attain from suppliers involved in the forum
 - o Who will be invited to the forum
 - o What follow-up will be undertaken after the forum

Individual Supplier Meetings

For some cases, supplier forums will be an inappropriate method for supplier consultation due to the confidential and sensitive nature of the products or technologies involved. In these cases, individual supplier meetings may be a better choice for supplier consultation. The format of these individual supplier meetings will, by nature, be determined on a case-by-case basis. The main structure is a one on one meeting between a business and the City.

Individual Supplier Meetings were used by Cascais, Portugal in their Smart SPP pre-procurement pilot.

Recommendations:

- Determine what procurements or needs may require individual supplier meetings. Individual supplier meetings may be required for products or technologies with confidentiality concerns.
- Develop a framework for the meetings. The framework should identify:
 - o Who will host the meetings (department, supply management, the VEC, etc)
 - o What information will be provided at the meetings
 - o What information the City hopes to attain from each supplier
 - o Who will be invited to the meetings
 - o What follow-up will be undertaken after the meetings

4.1.4. Product Demonstration

The goal of product demonstration is to provide local businesses an avenue to showcase their products and technologies and the City an avenue to test possible products they may consider purchasing.

San Jose's demonstration partnership program has the potential to work well for Vancouver, as both Cities share similar, relevant characteristics⁴. The program would provide the City a framework to work with local businesses on projects that demonstrate that business' products, services, and technologies. The premise behind the demonstration partnership program would be that the City would provide access to a City resource (such as a building) and the business would provide a trial of their product free of charge (or at a reduced rate).

In addition, the University of British Columbia (UBC) is already operating a demonstration program to use their research infrastructure as a platform to test and showcase their partner's technologies and services. The goal of the UBC program is similar to that of San Jose, except with a greater focus on the research aspect of sustainability. UBC's program has already resulted in a number of partnerships, and should the City develop their own demonstration program there may be potential for collaboration.

The most important part of a product demonstration process is the formalization and institutionalization of that process. Doing so would provide businesses an open, well-understood process to follow in order to apply to demonstrate their products with the City.

Recommendations:

- Develop a formal product demonstration process and policy. The policy may be targeted at specific sectors, or open to any business. It should provide a formalized and easily accessed avenue for businesses to apply to demonstrate their products with the City. To set up this process the City must:
 - o Tie in the Open and Targeted EOI process with the demonstration process. This would allow either businesses (through the demonstration process) or the City (through the Open and Targeted EOI process) to initiate a demonstration partnership request.
 - o Develop a demonstration partnership application form.
 - o Determine what department or group will oversee the demonstration process, including reviewing applications and overseeing demonstrations. In San Jose this is done by the department of Economic Development.

4.2. Infrastructure and human resource requirements

The City resources (human and financial) required to implement a well functioning pre-procurement strategy are potentially minimal, as many of these activities are currently being carried out by staff on an ad-hoc basis. The most important aspect to minimizing resource requirements lies in having a well-defined, centralized pre-procurement strategy. ICLEI's Smart SPP guide highlights the importance of centralization in the pre-procurement process, and recommends having a project team or steering committee to oversee the pre-procurement strategy. This ensures the entire organization follows the

⁴ Specifically, both Vancouver and San Jose have strong sustainability plans, policies, and commitments, and both Cities have burgeoning green economic sectors, such as clean-tech, green building, and waste management sectors.

same pre-procurement process, and all appropriate management, technical, and legal skills are included in the process. This also minimizes work overlap done by each individual City department.

Many City resources are currently used in the process of local business engagement. As there is no well defined contact point for local businesses to engage the City, many businesses attempt to contact the City at multiple points. This creates extra work for City staff that could be avoided with a well defined and centralized pre-procurement strategy. With an Open Supplier Gateway in place, City staff can direct business enquiries to the Gateway. This not only increases the efficiency of the City's business engagement process, but also reduces the uncertainty in dealing with the City for local businesses.

Given the centralized nature of Vancouver's procurement operations, the City is well suited to easily implement an efficient pre-procurement strategy. By creating a pre-procurement website gateway, assigning responsibility over managing the gateway, and forming a steering committee to oversee the pre-procurement process, the City can create a well-functioning pre-procurement strategy.

Recommendations:

- Form a steering committee to oversee the pre-procurement process. The steering committee should be responsible for setting the overall direction of the pre-procurement strategy, but need not be directly involved in every part of the process.

4.3. Who should be involved in pre-procurement

ICLEI's Smart SPP guide recommends including a wide range of parties in the pre-procurement process. This will both increase the effectiveness of pre-procurement and help address transparency and openness concerns. In general, most municipalities include in their pre-procurement process members from various Municipal departments, including the purchasing, economic development, finance, engineering, and sustainability departments. In addition, roles and responsibilities should be clearly defined, so as to minimize internal conflict in the pre-procurement process.

Pre-procurement also provides Vancouver the opportunity to work in conjunction with other public-sector purchasing organizations, such as other municipalities, the Vancouver School Board, and the Vancouver Police. Kolding, Denmark, utilized municipal partnerships in their pilot pre-procurement program. Kolding partnered with the Danish Purchasing Network (a twelve city group) in their LED office light pre-procurement pilot. This allowed them to establish greater purchasing power, which introduced significant cost reductions in the actual LED procurement.

Roles and responsibilities of involved parties

The VEC

One of the VEC's roles is to act as a liaison between the City and local businesses. This puts the VEC in a good position to act as the main steward of the Open Supplier Gateway. As the main steward of the Gateway, the VEC would be responsible for handling enquiries from businesses, overseeing the Open and Targeted EOI process, and updating the pre-procurement website. The VEC would need to work

closely with the pre-procurement steering committee and Supply Management group to ensure proper implementation of the pre-procurement strategy.

The VEC would also be a valuable partner in hosting supplier information sessions, forums, meetings, and market place events.

The Supply Management Group

As the main purchaser for the City, the Supply Management Group should play a large role in pre-procurement. The Supply Management Group should hold a key position on the steering committee, as well as be an integral part of the City's pre-procurement activities. Supply Management could be involved in pre-procurement by hosting or contributing to supplier information sessions, forums, meetings, and market place events.

The Pre-Procurement Steering Committee

As already emphasised, the pre-procurement steering committee's main role would be to oversee the implementation of the City's pre-procurement strategy. In addition, the steering committee should be the final body of review for all Open and Targeted EOIs (once they have passed the initial review process), and could help in planning and approving supplier information sessions, forums, meetings, and market place events.

Other departments

Other City departments could play an important role in the City's pre-procurement strategy by updating the VEC and supply management of their future plans and upcoming needs. Other departments may also serve as valuable members of the steering committee so as to help set direction of the pre-procurement strategy.

The Sustainability group and the broader Engineering department should be closely involved in the pre-procurement process as they are likely to drive many of the City's purchases relevant to the focus areas. Sustainability and engineering would be well suited to not only sit on the steering committee but also play a more hands on role in pre-procurement, such as helping to host the City's various pre-procurement events discussed above.

The IT group may also make purchases that are relevant to some of the City's Greenest City focus sectors, and should be included in supplier engagement and consultation events for these sectors. In addition, the IT group can serve a valuable role in pre-procurement by helping to maintain the functionality and accessibility of the website gateway.

Recommendations:

- Assign members to the pre-procurement steering committee. The steering committee should include members who have the management, technical, and legal skills required to effectively oversee the pre-procurement process. In addition, the steering committee should include members who have a strong working relationship with local businesses. The steering committee should be the final body of review for all Open and Targeted EOIs (once they have passed an initial review process).

- Assign the VEC as the main steward of the Open Supplier Gateway. The VEC would be in charge of collecting and collating Open and Targeted EOIs, pre-screening Open and Targeted EOI submissions, and updating the Gateway with City targets and needs.
- Develop a tool to allow supply management and other city departments to inform the VEC of current and upcoming needs and targets.

4.4. What sectors should Vancouver’s pre-procurement strategy focus on?

As the City purchases many different types of goods and services, introducing a pre-procurement would be most effective if it is targeted at several specific sectors. This practice was followed by all the municipalities participating in the Smart SPP project. Although each municipality chose their sectors of focus individually, each sector was chosen because it had already been deemed a sector of interest to that municipality in its green economic development efforts.

The Greenest City Action Plan (GCAP) outlines several target sectors on which green economic development efforts by the City should be focused. These sectors have been highlighted in the GCAP because of their importance in expanding and promoting green enterprise in Vancouver. These would be good sectors on which to focus pre-procurement as they’ve already been identified as important to the green economy in Vancouver. In addition, several of Vancouver’s creative sectors would be well suited for pre-procurement due to their close connection to the green economy. These include the wireless and information technology and visual effects sectors.

Recommendations:

- Target pre-procurement activities on the GCAP sectors of focus and Vancouver’s creative economy. Those sectors are:
 - o Clean technology
 - o Green buildings
 - o Local food economy
 - o Waste management and recycling
 - o Sustainability services and education
 - o Wireless and information technology
 - o Visual effects

4.5. Addressing concerns over pre-procurement

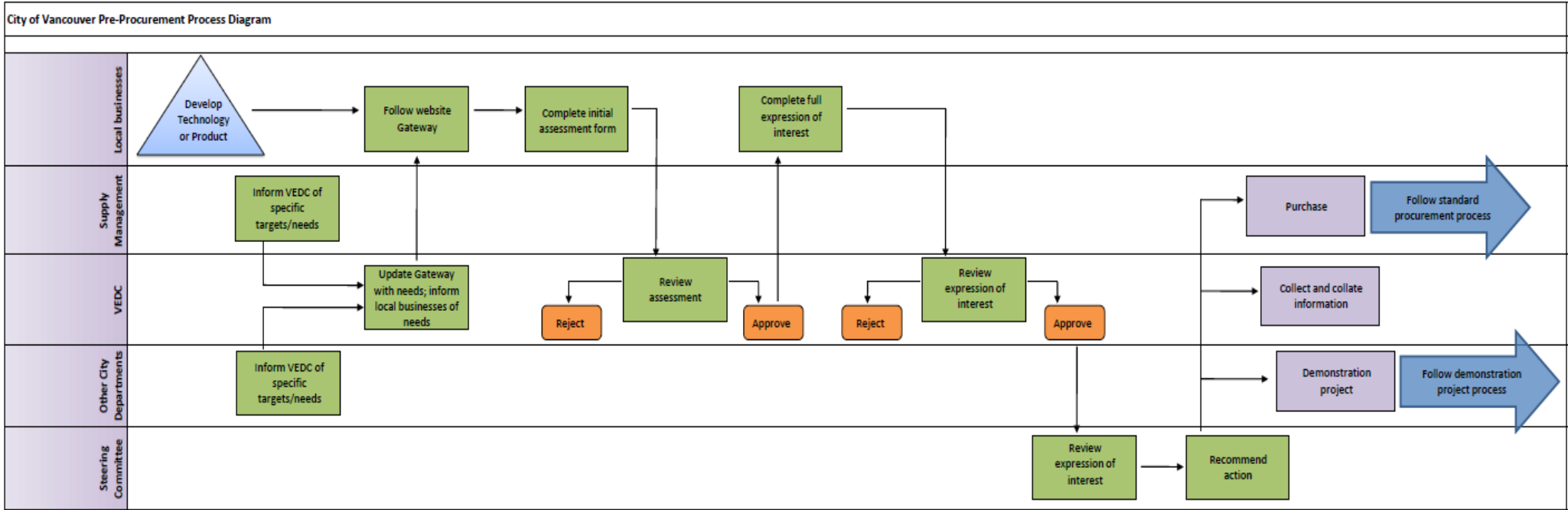
Most of the concerns over pre-procurement are to do with the openness and transparency of the pre-procurement process. These concerns can be addressed by instituting a steering committee to oversee the pre-procurement process, and ensuring each step in the pre-procurement process is well documented and publicized. Throughout the Smart SPP pilot pre-procurement process, each jurisdiction provided public information about each step in their process. When possible, open invitations were held for supplier forums, information sessions, and meetings so as to ensure accessibility of the pre-procurement process. If an open process was not followed, each jurisdiction provided the reason and additional information through some form of public notice. This introduced a level of accountability and openness to the pre-procurement process.

5. Next Steps to Developing a Pre-Procurement Strategy in Vancouver

This section highlights the best course of action for the City to establish a strong pre-procurement process. These steps are based on other municipalities' experiences with pre-procurement, but have also been augmented to fit for Vancouver. This is not a definitive list, but it should provide an outline of the City's next steps in pre-procurement.

1. Vancouver's first step should be to develop and test a market place event. This would greatly help the City determine the direction they want to take with pre-procurement, as well as begin to inform Vancouver businesses about pre-procurement. A working group should be formed to plan this event. Included in that working group should be the (anticipated) core members of the City's pre-procurement process, such as the Supply Management Group, the VEC, the Sustainability group, and the Engineering department.
2. Next, the City should form a pre-procurement steering committee to plan and oversee the development of the City's pre-procurement process. This committee should include members of the Supply Management Group, the VEC, the Sustainability group, and the Engineering department. The committee may include members of other departments that are deemed important to pre-procurement. The steering committee should meet regularly to ensure the ongoing development of the City's pre-procurement strategy.
3. The steering committee should determine the roles and responsibilities of the parties involved in pre-procurement. Important in this is determining who will be the steward of the open supplier gateway. Given a role of the VEC is to act as a liaison between the City and local businesses, the VEC would be well suited in this position.
4. The City should then develop a pre-procurement website. The website should include a self-assessment form for businesses to complete, an Open EOI form, and a Targeted EOI form.
 - a. Related to this, the City should create a tool (either a form or a process) to allow supply management and other city departments to inform the VEC of current and upcoming needs and targets to be added to the website gateway.
5. Once the website gateway is in place, the City should develop a formal product demonstration process and policy. This would provide an additional avenue by which the City can engage sustainable businesses.
6. Finally, the steering committee should review their pre-procurement strategy and determine if other forms of pre-procurement, such as supplier information sessions, forums, and individual supplier meetings, would benefit the City.

Appendix A: Pre-Procurement Process Diagram



Appendix B: Detailed Case Studies

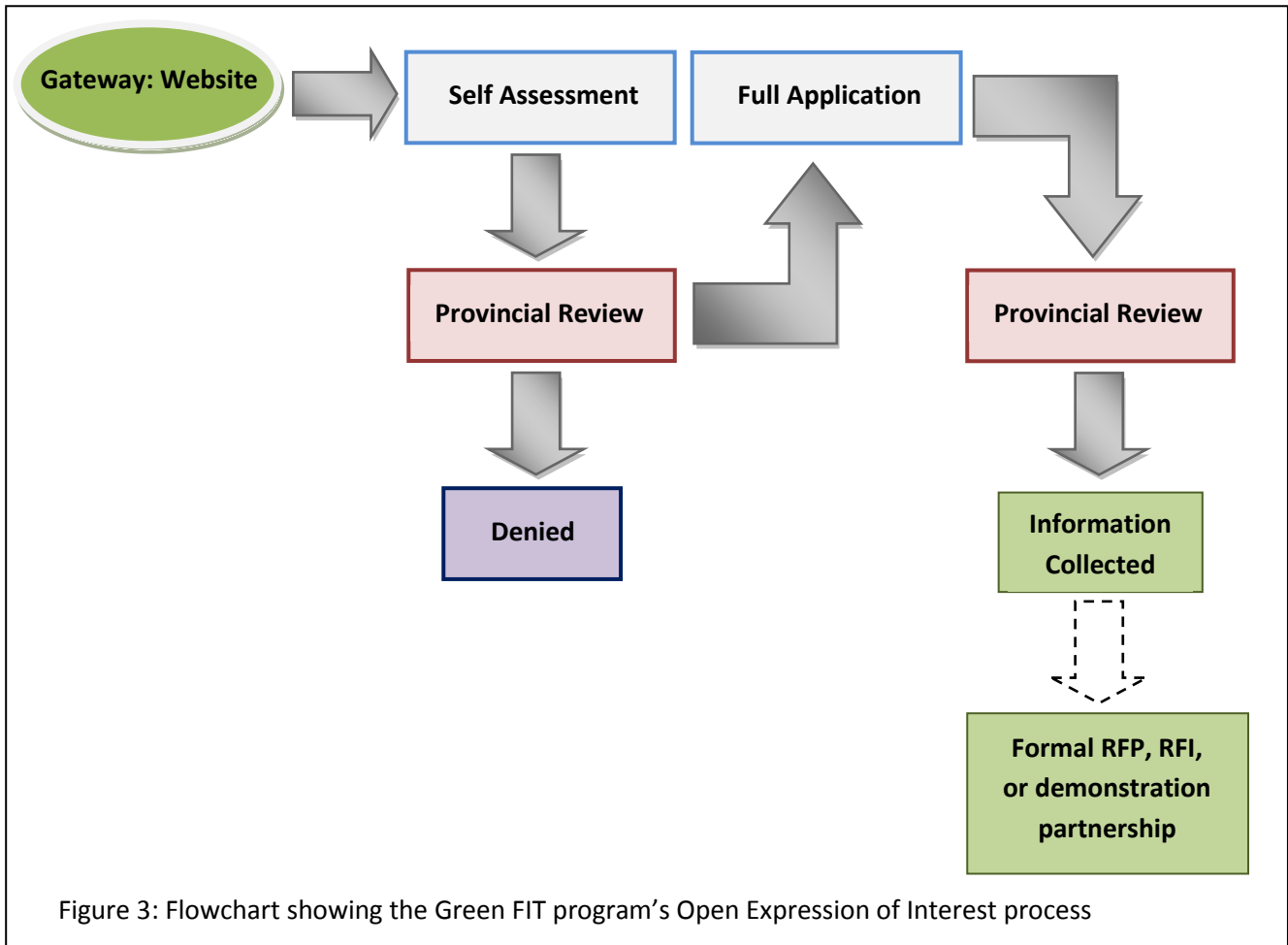
B.1. Green FIT

The government of Ontario's (the Province) Green Focus on Innovation and Technology (Green FIT) strategy is aimed at helping the Province gather information about what sustainable, innovative technology is available in the market through an open and competitive process. This information enables the Province to inform their procurement and demonstration project decisions based on the most up to date market information.

The program was launched in 2009 and is targeted at new and innovative products that have the potential to reduce the Province's environmental footprint. The focus of Green FIT is on products and services that help the government with waste reduction and diversion, energy conservation, renewable energy generation, resource conservation (e.g. water), and pollution/emissions reduction.

The program provides three avenues by which businesses can inform the Province about their innovative, sustainable products and services. These avenues are Open Expressions of Interest (Open EOI), Targeted Expressions of Interest (Targeted EOI), and innovation-based requests for proposals (RFPs).

Open EOIs are the broadest form of contact and are intended to provide firms with a direct avenue to inform the Province about their products and services. Firms can submit Open EOIs at any time, regardless of whether the Province is currently considering projects of that nature. There are three stages to the Open EOI application. First, the firm fills out a self assessment form on the Green FIT website. The Province reviews this self assessment and if approved the Province forwards the full application form to the firm. The province then reviews the full application and uses this information to inform future procurement and demonstration project decisions. Open EOIs cannot directly translate into projects or purchasing decisions, but, the information gathered may be used to formulate a RFP, request for information (RFI), or may begin a demonstration project partnership between the Province and the applicant. Figure 3 (following page) provides an outline of Green FIT's Open EOI process.



The innovation-based RFP process is similar to the standard RFP process, but with specific emphasis on finding an innovative solution to an issue, problem, or need of the Province.

As a participation incentive, if an Open EOI, Targeted EOI, or RFP results in a purchase or demonstration project, the Province will present a profile of the company on their website and at trade shows. This effectively provides companies with free marketing services that may be particularly helpful for new, innovative products and services.

B.2. Smart SPP

ICLEI – Local Governments for Sustainability's Smart SPP initiative is a program intended to help municipalities drive innovation through sustainable procurement. It is primarily focused on energy efficiency and greenhouse gas reduction, but is general enough to apply to other forms of sustainable innovation. The program's centerpiece is a detailed guide to sustainable purchasing. In addition to the guide, Smart SPP holds seminars on promoting innovation through procurement for its member municipalities. As of report completion these seminars are only held in Europe. The official Smart SPP project is set to end in August 2011. No announcement on extension of the program has been made yet. Upon completion of the program, the pilot cities involved in the Smart SPP program will publish case studies on their approaches to pre-procurement.

The guide provides a list of general principles for encouraging innovation as well as a more in-depth step-by-step guide for the municipality. The steps outlined in detail include:

- Identifying appropriate product groups
- Setting up a project team
- Defining your needs
- Informing the market
 - Supplier forums:
 - Hold open forums for potential suppliers for the City to explain their requirements and ask and answer questions.
 - Goal is to raise market interest in supplying to the City.
- Consulting the market
 - Open seminars and workshops:
 - Allows for a more open dialogue between the City and local suppliers.
- Selecting the tendering procedure and preparing tender documents

The guide includes a life-cycle costs and CO2 (LCC&CO2) assessment tool to help inform municipal procurement decisions. The LCC&CO2 tool has been configured for use in Europe, but could likely be altered to work in the Canadian context.

B.2.1. Smart SPP Municipality Case Studies

Table 1 (below), provides brief case studies of four of the European municipalities involved in the Smart SPP project. Those municipalities are Kolding, Denmark; Barcelona, Spain; Cascais, Portugal; and Bromley, UK. The case studies include the type of procurement undertaken, a basic time-frame of the pre-procurement process, and a breakdown of the activities undertaken as part of the pre-procurement process.

Municipality	Procurement Type	Time-Frame	Pre-Procurement Activities
Kolding, Denmark	LED Office Lights	Start: March 2010; Tender: February 2011	Group purchase -- approached the Danish Purchasing Network (a 12 city group) to make this a larger purchase, which introduced significant cost reductions.
			Supplier forum -- information session held to inform interested suppliers of purchase specifications and requirements. Information was also gathered from suppliers to fine-tune the bid's product specifications.

			Involved third party -- the Danish Lighting Center was involved in the supplier forum and product specification process to provide technical expertise to the procurement group.
Barcelona, Spain	Electric Vehicle Charge Points	Start: September 2009; Tender: March 2010	Supply information collection -- preliminary market information regarding supply was collected from potential suppliers.
			Needs assessment -- an assessment of the needs in terms of infrastructure was carried out, and a series of bilateral meetings as well as a seminar with suppliers were held for supplier feedback on infrastructure needs and requirements.
			Supplier forum -- manufacturers and service enterprises were engaged in order to inform the market of the upcoming procurement actions, and to gain feedback about the functional and performance-based core specifications.
	LED Vending Machines	Start: September 2009; Pilot: February 2010; Tender: February 2011	Demonstration pilot -- installed two of the new vending machines in order to pilot the new technology. The City held bilateral meetings with interested suppliers to choose the pilot machines.
		Supplier forum -- the results of the pilot activities were communicated to other vending machine suppliers, prior to the official call for tender. The results of the pilot and the resulting supplier feedback were used to incorporate environmental, social, and health considerations into the official tender.	
Cascais, Portugal	Outdoor LED Lighting	Start: March 2010; Tender: February 2011	Pilot procurement -- small-scale purchase used to pilot the outdoor LED technology available on the market.

			<p>Multidisciplinary procurement team -- A multidisciplinary team was set up within the Municipality that included staff working for Cascais energy agency, the lighting, public works and maintenance departments, and the company responsible for the management of the pilot site. The team discussed the procurement needs, and established the preliminary purchasing criteria.</p>
			<p>Direct supplier engagement -- the Municipality of Cascais held one-on-one meetings with eleven suppliers of LEDs to discuss the products they have available for sustainable outdoor lighting.</p>
			<p>Supplier survey -- Prior to the supplier meetings, suppliers were sent a questionnaire so that they could validate the technical characteristics that were under consideration for the upcoming purchase. These formed the baseline for subsequent discussions with the Municipality and provided the Municipality with new insights of existing standards and the opportunities available for innovation.</p>
<p>Bromley, UK</p>	<p>Indoor LED Lights</p>	<p>Start: September 2009; Tender: February 2011</p>	<p>Demonstration pilot -- installed trial LED panels in the Property Department of the local Civic Centre to replace conventional fluorescent units. This demonstration was used to test the suitability of the new technology. The pilot has been extended to include the retro-fitting of LED lighting to the wider office environment of the Civic Centre.</p>
			<p>Supplier workshops -- workshops were held where all stakeholders, both suppliers and procurers, could share ideas on the project.</p>

		<p>Supplier forum -- a seminar was held to provide more information to potential suppliers on the upcoming LED tender, and to gain more information about supply of LED technology.</p>
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Table 1: Four case studies of Smart SPP procurements undertaken in Europe

B.3. Demonstration Partnerships

In 2007, the City of San Jose’s council adopted the Green Vision for sustainable economic development. The Green Vision includes ten goals to be achieved over a fifteen year period related to jobs, energy, water, waste, trees, and transportation. To gather information on how the City could achieve these goals they launched a public Request for Information (RFI). The City received over forty responses to that RFI from local green businesses with sustainable products and technologies related to the Green Vision. From this the City started a broad consultation process with local green businesses to determine how best to support their development. Through this consultation process the need for a local public demonstration partnership program was realized. Many emerging local businesses, particularly Clean Tech firms, cited that a public demonstration project would help their business develop by lending credibility and publicity to their products.

The demonstration project program was officially started in 2008 and has resulted in many demonstration projects across the city. The projects vary widely according to resources required, time scale, and project type. The key focus areas of the program are on: solar, clean transportation, green buildings, and clean tech. The demonstration projects are aimed at helping the City reach a coordinated set of economic development and sustainability related goals and providing an avenue for local businesses and entrepreneurs to engage the City.

B.3.1. Project Examples

Since San Jose formally adopted its demonstration partnership program in 2008 the City has demonstrated over twenty projects. Included in these projects are sixteen clean energy demonstrations taken on in tandem with the US Department of Energy (DOE). These projects test a number of clean energy alternatives with City resources and are funded by both the City and the DOE.

The City has also taken on a number of projects without the DOE, including:

- An indoor lighting project with a local LED lighting company. The company has had projects with Apple, Stanford, and various health care centres, but wanted a public side demonstration to showcase their products.
- An electric vehicle charge station. This was the first charge station tested by Coulomb Technologies, a San Jose based company. The City provided an early stage product demonstration for Coulomb’s charge stations, which led to a \$38 million federal contract to install similar stations across the US.

- A smart street light project. As one of its Green Vision goals, the City aims to convert all of its street lights to energy efficient LEDs. Before committing to a product the City is using demonstration projects as a means of testing various alternative forms of smart street lighting solutions.

The City is also in the process of developing a 40,000 sq. ft. Clean Tech demonstration centre. The City plans to use this facility to both demonstrate local Clean Tech solutions and create links between San Jose's Clean Tech sector and other regions. To do this, San Jose plans to form a network with other cities that are also green leaders. San Jose is interested in partnering with other cities and organizations on other green demonstration projects through this network. The City's goal is for the facility to be a hub for international green business that helps tie the clean tech industry in San Jose to the rest of the world.

B.3.2. Benefits of Projects

San Jose officials cite several benefits to the City of these projects. These benefits are primarily to do with the efficient use of city resources and engagement with local businesses. The benefits include:

- Improves efficiency of city resources and staff time by reducing unproductive time spent interacting with businesses. By outlining a clear process for engagement, both firms and San Jose staff understand the necessary steps to follow and the requirements to be met.
- Provides San Jose with an official process by which local firms may apply to work with the city on relatively small-scale projects.
- The City is able to move quickly on these projects, as they don't have to follow the standard procurement process due to the size and nature of the projects. This faster time scale is beneficial for both the City and businesses, and has helped change the public's view of City Hall.
- The City learns a lot about each business from the application process, which helps San Jose make informed decisions when choosing demonstration partnerships.

B.3.3. Demonstration Process

The process to set up a demonstration partnership involves four stages. First, a San Jose official from the economic development office meets with the business requesting a partnership. Next, an assessment form is provided to the firm, which must be filled out and submitted to the city for the process to continue. San Jose's Demonstration Partnership Committee vets through the applications and decides which partnerships to pursue. The committee includes representatives from the environmental service department, the economic development office, and the engineering department. Finally, an agreement is formed outlining what City resources San Jose will contribute, what services the firm will provide, the timeframe of the project, and a revenue sharing agreement if a revenue stream is anticipated from the project. The planning department and financial services department also help in finalizing the agreement.

San Jose considers a number of criteria when deciding on demonstration projects, including the sector or industry of the project, the City resources required for the project, the project's timeline, the City's current or future need for the product or technology, and the long term viability of the business partner.

Appendix C: Trade Agreement Backgrounder

C.1. The AIT

Annex 502.4 of the AIT contains most of the pertinent information for municipal procurement. This annex outlines the provisions to which municipal procurement must adhere, and establishes the two thresholds that make these provisions binding. Those thresholds are: \$100,000 or greater for goods and services, and \$250,000 or greater for construction services. The key provisions contained in this annex are:

- Open, competitive, and transparent bids:
 - All procurements meeting the above thresholds must be subject to an open tendering process, and all notices of contract award must be publically available.
- Non-discrimination:
 - According to Section D of Annex 502.4, a municipality cannot discriminate based on province of origin of a product or company. For all purchases satisfying the above thresholds any municipality must use non-discriminatory practices as described in Appendix B. However, exceptions are outlined for discriminatory practices based on: public security and safety; public order; protection of human, animal, or plant life or health; protection of the environment; consumer protection; protection of the health, safety, and well-being of workers; or affirmative action programs for disadvantaged groups. All exceptions may be challenged by another province or municipality if deemed overly trade restrictive or against the original intent of the exception clause.
- Canadian content:
 - Section J allows for a Canadian content preference of up to 10% on all purchases. This means any municipality can award extra points in an official tender review process for a company or product that is from Canada. However, no clear guidelines are provided as to what requirements must be met to deem a company Canadian.
- Economic development:
 - Section K allows for the use of municipal purchases to provide regional economic development opportunities. To satisfy section K, all such purchases must be reported to the other provinces and municipalities in the AIT prior to any contract being awarded. The report must include an explanation for justifying the exemption from Annex 502.4 and must be accepted by each province and municipality prior to any contract award.

C.2. The NWPTA

Article 14.1.c of the NWPTA (formerly TILMA) covers all provisions for municipal procurement. The provisions are similar in scope and intent to those found in the AIT. However, the thresholds for purchases at which these provisions apply are lower than in the AIT: \$75,000 or greater for goods or services, and \$200,000 or greater for construction services. All procurements over these thresholds are subject to Articles 3 and 4, which cover trade restrictions and non-discrimination.

Appendix D: City of Vancouver Sustainable Procurement Documents

D.1. Assessment of Vendor Sustainability Leadership Questionnaire – Product Providers

Purpose: This document is designed to identify where suppliers are going above the minimum standards in the Supplier Code of Conduct and are demonstrating sustainability leadership in their own operations as part of the evaluation criteria of a bid process.

As part of the City’s corporate Purchasing Policy and related Supplier Code of Conduct, all City vendors must meet minimum requirements related to ethical, social and environmental standards. Beyond these basic requirements, the City would also like to reward vendors that are demonstrating leadership and innovation in sustainability. In order to be able to do so, the City requires that all suppliers bidding on a City contract answer the following questions. The answers to the questionnaire will be evaluated as part of the bid evaluation process.

You will need to be able to verify all your answers to the City upon request. Please keep in mind that these questions relate to your company’s internal operations and overall sustainability leadership.

Section 1: Fair Workplace Practices

1. Does your company know the locations of 100% of the facilities that produce your products? Yes No

2. Does your company have a documented Supplier Code of Conduct or policy that sets internationally recognized minimum labour standards that you expect your suppliers to meet when manufacturing your products? Yes No

3. Tell us how your company verifies compliance to the standards in the Supplier Code of Conduct and/or Purchasing Policy.

a) We conduct third party audits of factories we work with Yes No

b) We conduct internal audits of our supply chain and work with our supply base to resolve issues Yes No

c) We publicly disclose the names and locations of our factories Yes No

d) We rely on a complaint-based system to identify supplier non-compliance Yes No

4. Tell us which memberships you hold with organizations that work to promote fair and reasonable employment conditions for workers.

a) We are a member of [Fair Labour Association](#) or [Social Accountability International](#) or [Worker’s Rights](#) Yes No

Consortium

- | | | |
|--|------------------------------|-----------------------------|
| b) We are a member of Fair Factories Clearinghouse or Sedex | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| c) We are a member of another organization that promotes fair and reasonable employment conditions | Please specify _____ | |

Section 2: Workplace Health & Safety, Wage Rates and Diversity

5. Tell us how your company works to promote workplace health and safety.

- | | | |
|---|------------------------------|-----------------------------|
| a) We have a documented Health & Safety Policy and Program that is openly endorsed by senior management and is updated on an annual basis | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| b) We have a Health & Safety Manual that includes safe work procedures, incident investigation process with the intent of prevention, workplace inspection process and emergency preparedness and response. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| c) We conduct hazard assessments and job task-specific health & safety training on an annual basis | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| d) We are registered with one or more of these Safety Management Systems/Programs: | | |
| OHSAS 18001 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| CAN/CSA Z1000 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| ANSI Z10 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| e) We have a system registered, certified or recognized by another standard | Please specify _____ | |
| f) We adhere to one or more of the ILO health and safety resolutions | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| g) We have a non-registered audited health and safety management system | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

6. Tell us how you ensure fair wages and employee benefits

- | | | |
|---|------------------------------|-----------------------------|
| a) We pay all of our staff a minimum wage that meets the regional LICO (See http://www.statcan.gc.ca/pub/75f0002m/2009002/tbl/tbl-2-eng.htm for wage amounts) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| b) We pay benefits to all of our full-time employees | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

7. Tell us about your strategy to address diversity in your workplace.

- | | | |
|---|------------------------------|-----------------------------|
| a) We have a policy or strategy to support hiring a diverse workforce | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| b) We have a policy or strategy to purchase from diverse contractors / suppliers | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| c) We participate in work/employment training programs for vulnerable/diverse populations (e.g. Social purchasing portal) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
- Please specify _____

Section 3: Environmental Management & Stewardship

8. Tell us what policies and programs your company has in place to manage its environmental impact.

a) We have a documented Environmental or Sustainability Policy	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have an environmental management system registered to ISO 14001	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c) We have a system registered, certified or recognized by another standard (e.g. EMAS) Please specify _____	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d) We have a non-registered audited environmental management system	<input type="checkbox"/> Yes	<input type="checkbox"/> No
e) We conduct compliance audits to health, safety and environmental legislation	<input type="checkbox"/> Yes	<input type="checkbox"/> No
f) We produce a publicly available annual environmental, CSR, sustainability or accountability report	<input type="checkbox"/> Yes	<input type="checkbox"/> No

9. Tell us how your company works to reduce its greenhouse gas (GHG) emissions.

a) We measure our GHG emissions and have developed a reduction strategy	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b) We publicly report our GHG emissions	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c) We have set publicly available GHG reduction targets	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d) We have set a target for the use of renewable or alternative forms of energy and have developed a strategy to reach this target	<input type="checkbox"/> Yes	<input type="checkbox"/> No
e) We have retrofitted our facilities, our fleet and/or made process improvements to decrease GHG emissions and energy use.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
f) We have an alternative transportation program for employees (e.g. public transit subsidy, cycling facilities, carpooling program)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
g) We purchase from shipping/delivery companies that have taken steps to reduce their GHG emissions.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
h) We operate in third party verified green buildings and have developed a plan to meet third party verified standards (such as LEED, BREEAM, etc) in as many of our facilities as possible. Please specify the verification system :	<input type="checkbox"/> Yes	<input type="checkbox"/> No

10. Tell us how your company works to reduce waste in its daily operations.

a) We conduct regular audits to measure the total amount of solid waste generated by our facilities and have a waste reduction strategy	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have set publicly available waste reduction targets	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c) We have an office recycling program that includes office paper, beverage containers, batteries and printer cartridges	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d) We have other recycling programs in our operations Please specify additional materials recycled:	<input type="checkbox"/> Yes	<input type="checkbox"/> No

11. Tell us how your company works to reduce the use of toxins and properly manage hazardous substances

a) We are not in violation with any local, national or international laws related to the use of toxins and	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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management of hazardous substances

d) We have a Toxic Reduction Strategy/Policy that aims to reduce toxins across all operations	<input type="checkbox"/> Yes	<input type="checkbox"/> No
e) We measure the implementation of our Toxic Reduction Strategy/Policy against a pre-determined set of performance metrics and verify performance with a third-party	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Back-up Documentation to Verify Responses

The City reserves the right to verify responses on this questionnaire and may request some or all of the following documentation.

Section	Question	Back-up Documentation
Section 1 Fair Workplace Practices	Question 1	<ul style="list-style-type: none"> • Location details of factory locations
	Question 2	<ul style="list-style-type: none"> • A copy of Supplier Code of Conduct or policy
	Question 3	<ul style="list-style-type: none"> • A copy of third-party audit reports • A list of publicly disclosed factories
	Question 4	<ul style="list-style-type: none"> • Proof of membership
Section 2 Workplace Health and Safety	Question 5	<ul style="list-style-type: none"> • A copy of policy • Proof of safety management system certification
	Question 6	<ul style="list-style-type: none"> • Documentation of employee benefit packages and a list of those who receive benefits
	Question 7	<ul style="list-style-type: none"> • A copy of policies
Section 3 Environmental Management and Stewardship	Question 8	<ul style="list-style-type: none"> • A copy of policy • Proof of environmental management system certification • A copy of public report
	Question 9	<ul style="list-style-type: none"> • Copy of public report • A copy of reduction targets and related results • Proof of LEED, BEEAMA, etc. certification
	Question 10	<ul style="list-style-type: none"> • Total tonnes of solid waste generated • A copy of reduction targets
	Question 11	<ul style="list-style-type: none"> • Copy of strategy/policy • A copy of reduction targets and related results • Copy of third-party audit/verification

D.2. Assessment of Vendor Sustainability Leadership Questionnaire – Service Providers

Purpose: This document is designed to identify where suppliers are going above the minimum standards in the Supplier Code of Conduct and are demonstrating sustainability leadership in their own operations as part of the evaluation criteria of a bid process.

As part of the City’s corporate Purchasing Policy and related Supplier Code of Conduct, all City vendors must meet minimum requirements related to ethical, social and environmental standards. Beyond these basic requirements, the City would also like to reward vendors that are demonstrating leadership and innovation in sustainability. In order to be able to do so, the City requires that all suppliers bidding on a City contract answer the following questions. The answers to the questionnaire will be evaluated as part of the bid evaluation process.

You will need to be able to verify all your answers to the City upon request. Please keep in mind that these questions relate to your company’s internal operations and overall sustainability leadership.

Section 1: Workplace Health & Safety, Wage Rates and Diversity

1. Tell us how your company works to promote workplace health and safety.

a) We have a documented Health & Safety Policy and Program that is openly endorsed by senior management and is updated on an annual basis	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have a Health & Safety Manual that includes safe work procedures, incident investigation process with the intent of prevention, workplace inspection process and emergency preparedness and response.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c) We conduct hazard assessments and job task-specific health & safety training on an annual basis	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d) We are registered with one or more of these Safety Management System/Program:		
OHSAS 18001	<input type="checkbox"/> Yes	<input type="checkbox"/> No
CAN/CSA Z1000	<input type="checkbox"/> Yes	<input type="checkbox"/> No
ANSI Z10	<input type="checkbox"/> Yes	<input type="checkbox"/> No
e) We have a system registered, certified or recognized by another standard	Please specify _____	
f) We adhere to one or more of the ILO health and safety resolutions	<input type="checkbox"/> Yes	<input type="checkbox"/> No
g) We have a non-registered audited health and safety management system	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2. Tell us how you ensure fair wages and employee benefits.		
a) We pay all of our staff a minimum wage that meets the regional LICO (See http://www.statcan.gc.ca/pub/75f0002m/2009002/tbl/tbl-2-eng.htm for wage amounts)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b) We pay benefits to all of our full-time employees	<input type="checkbox"/> Yes	<input type="checkbox"/> No

3. Tell us about your strategy to address diversity in your workplace.

a) We have a policy or strategy to support hiring a diverse workforce	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have a policy or strategy to purchase from diverse contractors/suppliers	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c) Our company participates in work/employment training programs for vulnerable/diverse populations (e.g. Social purchasing portal)	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Section 2: Environmental Management & Stewardship

4. Tell us what policies and programs your company has in place to manage its environmental impact.

a) We have a documented Environmental or Sustainability Policy	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have an environmental management system registered to ISO 14001	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c) We have a system registered, certified or recognized by another standard (e.g. EMAS) Please specify _____	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d) We have a non-registered audited environmental management system	<input type="checkbox"/> Yes	<input type="checkbox"/> No
e) We conduct compliance audits to health, safety and environmental legislation	<input type="checkbox"/> Yes	<input type="checkbox"/> No
f) We produce a publicly available annual environmental, CSR, sustainability or accountability report	<input type="checkbox"/> Yes	<input type="checkbox"/> No

5. Tell us how your company works to reduce its greenhouse gas (GHG) emissions.

a) We measure our GHG emissions and have developed a reduction strategy	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b) We publicly report our GHG emissions	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c) We have set publicly available GHG reduction targets	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d) We have set a target for the use of renewable or alternative forms of energy and have developed a strategy to reach this target	<input type="checkbox"/> Yes	<input type="checkbox"/> No
e) We have retrofitted our facility, our fleet and/or made process improvements to decrease GHG emissions and energy use	<input type="checkbox"/> Yes	<input type="checkbox"/> No
f) We have an alternative transportation program for employees (e.g. public transit subsidy, cycling facilities, carpooling program)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
g) We purchase from shipping/delivery companies that have taken steps to reduce their GHG emissions	<input type="checkbox"/> Yes	<input type="checkbox"/> No
h) We operate in third party verified green buildings and have developed a plan to meet third party verified standards (such as LEED, BREEAM, etc) in as many of our facilities as possible Please specify the verification system: _____	<input type="checkbox"/> Yes	<input type="checkbox"/> No

6. Tell us how your company works to reduce waste in its daily operations.

a) We conduct annual audits to measure the total amount of solid waste generated by our facilities and	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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have a waste reduction strategy

b) We have set publicly available waste reduction targets	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c) We have an office recycling program that includes office paper, beverage containers, batteries and printer cartridges	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d) We have other recycling programs in our operations Please specify additional materials recycled: _____	<input type="checkbox"/> Yes	<input type="checkbox"/> No

7. Tell us how your company works to reduce the use of toxins and properly manage hazardous substances

a) We are not in violation with any local, national or international laws related to the use of toxins and management of hazardous substances	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b) We have a Toxic Reduction Strategy/Policy that aims to reduce toxins across all operations	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c) We measure the implementation of our Toxic Reduction Strategy/Policy against a pre-determined set of performance metrics and verify performance with a third-party	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Section 3: Back-up Documentation to Verify Responses

The City reserves the right to verify responses on this questionnaire and may request some or all of the following documentation.

Section	Question	Back-up Documentation
Section 1: Workplace Health & Safety, Wage Rates and Diversity	Question 1	<ul style="list-style-type: none"> • A copy of policies • Proof of safety management system certification
	Question 2	<ul style="list-style-type: none"> • Documentation of employee benefit packages and a list of those who receive benefits
	Question 3	<ul style="list-style-type: none"> • A copy of policies
Section 2: Environmental Management & Stewardship	Question 4	<ul style="list-style-type: none"> • A copy of policies • Proof of environmental management system certification • A copy of public report
	Question 5	<ul style="list-style-type: none"> • A copy of public report • A copy of reduction targets and related results • A copy of LEED, BREEAM, etc. certification
	Question 6	<ul style="list-style-type: none"> • Total tonnes of solid waste generated • A copy of reduction targets
	Question 7	<ul style="list-style-type: none"> • A copy of policy or strategy • A copy of reduction targets and related results • A copy of third party audit/verification

Appendix E: Green FIT Administrative Documents

E.1. Open EOI Self Assessment Form

Open EOI Content

This page shows the complete content. Each Part will be loaded and completed separately.

Open EOI Part 1: Project Data

Open EOI Project Self-Assessment

1.1 Technology Name

Please provide the name of your Product / Technology that is proposed for a potential GreenFIT pilot project:

1.2 Technology Description

Please provide a high-level description of your Product / Technology(10-15 words):

1.3 Primary Product / Technology Focus

Please select the primary focus of your Product / Technology from the following list:

- Carbon/GHG/Toxic Emission reductions
- Waste Diversion
- Resource Conservation (e.g. water)
- Energy Conservation
- Renewable Energy Generation: Wind Electric Power
- Renewable Energy Generation: Solar Electric Power
- Renewable Energy Generation: Solar Thermal Power
- Renewable Energy Generation: Geothermal Power
- Renewable Energy Generation: Biofuel

1.4 Potential Pilot Project Focus

Please select one OPS/MASH application sector from the following list which would likely be the focus for a potential pilot project of your Product/Technology :

- Health/Long Term Care
- Education
- Colleges and Universities
- Public housing
- Justice / Corrections
- Municipal infrastructure (specify below)
- Provincial infrastructure (specify below)
- Specific OPS Ministry (specify below)
- Specific OPS Operations (specify below)

1.5 Potential Pilot Project Focus: Specify

Specify additional details if appropriate relating to above question, or enter "N/A" if not applicable:

Open EOI Part 2: Environmental Impacts

Open EOI Impact Self-Assessment

Group 1

2.1 Technology Lifecycle

With reference to the application with the most significant positive environmental impact specified above, indicate the estimated lifecycle, in years, in that application for a typical user. In this context, the lifecycle means the estimated number of years of service before the technology would need to be replaced or substantially upgraded:

- Less than 5 years
- 5-10 years
- 10-15 years
- 15-20 years
- More than 20 years

Group 2

2.2 Net Electrical Energy Impact (Buildings)

With respect to the application with the most significant positive environmental impact as indicated above, specify below, as appropriate, net impact on electrical energy used in buildings for a typical user of the product / technology, as a percentage of average annual usage:

- Zero impact or not applicable
- Up to 3% annual net savings
- 3%-6% annual net savings
- 6%-10% annual net savings
- 10%-15% annual net savings
- 15%-20% annual net savings
- More than 20% annual net savings

2.3 Net Electrical Energy Impact Target (Buildings)

Please specify, as relevant, the target of the net impact specified immediately above:

Electricity

2.4 Net Electrical Energy Impact Unit of Measure (Buildings)

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

Kilowatt hours

2.5 Net Electrical Energy Impact Baseline Quantity (Buildings)

Please specify, as relevant, the baseline consumption for electrical energy used in buildings for a typical user that you used to calculate the potential savings referred to above (no decimals, specify "0" if not applicable):

2.6 Net Electrical Energy Impact Baseline Cost (Buildings)

Please specify, as relevant, the baseline cost per 1000 units for electrical energy used in buildings, to the nearest Canadian dollar (no decimals, specify "0" if not applicable):

Group 3

2.7 Net Electrical Energy Impact (Buildings)

With respect to the application with the most significant positive environmental impact as indicated above, specify below, as appropriate, net impact on thermal energy used in buildings for a typical user of the product / technology, as a percentage of average annual usage:

- Zero impact or not applicable
- Up to 3% annual net savings
- 3%-6% annual net savings
- 6%-10% annual net savings
- 10%-15% annual net savings
- 15%-20% annual net savings
- More than 20% annual net savings

2.8 Net Thermal Energy Impact Target (Buildings)

Please specify, as relevant, the target of the net impact specified immediately above:

Natural gas

Net Thermal Energy Impact (Buildings)

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

Cubic meters

2.10 Net Thermal Energy Impact Baseline Quantity (Buildings)

Please specify, as relevant, the baseline consumption for thermal energy used in buildings for a typical user that you used to calculate the potential savings referred to above (no decimals, specify "0" if not applicable):

2.11 Net Thermal Energy Impact Baseline Cost (Buildings)

Please specify, as relevant, the baseline cost per 1000 units for thermal energy used in buildings, to the nearest Canadian dollar (no decimals, specify "0" if not applicable):

2.12 Net Motive Energy Impact (Vehicles)

With respect to the application with the most significant positive environmental impact as indicated above, specify below, as appropriate, net impact on motive energy used in vehicles for a typical user of the product / technology, as a percentage of average annual usage:

Zero impact
or not
applicable

Up to 3%
annual net
savings

3%-6%
annual net
savings

6%-10%
annual net
savings

10%-15%
annual net
savings

15%-20%
annual net
savings

More than 20%
annual net savings

2.13 Net Motive Energy Impact Target (Vehicles)

Please specify, as relevant, the target of the net impact specified immediately

above:

Gasoline

Diesel

Natural gas

LNG

2.14 Net Motive Energy Impact Unit of Measure (Vehicles)

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

litres
Cubic meters

2.15 Net Motive Energy Impact Baseline Quantity (Vehicles)

Please specify, as relevant, the baseline consumption for motive energy used in buildings for a typical user that you used to calculate the potential savings referred to above (no decimals, specify "0" if not applicable):

2.16 Net Thermal Energy Impact Baseline Cost (Vehicles)

Please specify, as relevant, the baseline cost per 1000 units for motive energy used in buildings, to the nearest Canadian dollar (no decimals, specify "0" if not applicable):

Group 5

2.17 Net Production Energy Impact (Industrial, Resource, Food Production)

With respect to the application with the most significant positive environmental impact as indicated above, specify below, as appropriate, net impact on production energy used in industrial, resource or food production for a typical user of the product / technology, as a percentage of average annual usage:

Zero impact or not applicable
Up to 3% annual net savings
3%-6% annual net savings
6%-10% annual net savings
10%-15% annual net savings
15%-20% annual net savings
More than 20% annual net savings

2.18 Net Production Energy Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

Gasoline
Diesel
Natural gas
LNG

2.19 Net Production Energy Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

litres
Cubic meters

2.20 Net Production Energy Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for production energy used in industrial, resource or food production for a typical user that you used to calculate the potential savings referred to above (no decimals). Specify in equivalent units of cubic metres of natural gas consumption. If not applicable, specify "0":

2.21 Net Production Energy Impact Baseline Cost

Please specify, as relevant, the baseline cost per 1000 units for production energy used in industrial, resource or food production, to the nearest Canadian dollar (no decimals). If not applicable, specify "0":

Group 6

2.22 Net Infrastructure Energy Impact (Municipal, Provincial, National)

With respect to the application with the most significant positive environmental impact as indicated above, specify below, as appropriate, net impact on energy used in municipal, provincial or national infrastructure for a typical user of the product / technology, as a percentage of average annual usage:

- Zero impact or not applicable
- Up to 3% annual net savings
- 3%-6% annual net savings
- 6%-10% annual net savings
- 10%-15% annual net savings
- 15%-20% annual net savings
- More than 20% annual net savings

2.23 Net Infrastructure Energy Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

- Electricity
- Natural gas

2.24 Net Infrastructure Energy Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

- Kilowatt hours
- Cubic meters

2.25 Net Infrastructure Energy Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for energy used in municipal, provincial or national infrastructure for a typical user that you used to calculate the potential savings referred to above (no decimals). Specify in equivalent units of cubic metres of natural gas consumption. If not applicable, specify "0":

2.26 Net Infrastructure Energy Impact Baseline Cost

Please specify, as relevant, the baseline cost per 1000 units for energy used in municipal, provincial or national infrastructure, to the nearest Canadian dollar (no decimals). If not applicable, specify "0":

Group 7

2.27 Net Water Consumption Impact

With respect to the application with the most significant positive environmental impact as indicated above, specify below, as appropriate, net impact on water consumption for a typical user of the product / technology, as a percentage of average annual usage:

- Zero impact or not applicable
- Up to 3% annual net savings
- 3%-6% annual net savings
- 6%-10% annual net savings
- 10%-15% annual net savings
- 15%-20% annual net savings
- More than 20% annual net savings

2.28 Net Water Consumption Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

Water

2.29 Net Water Consumption Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

Cubic meters

2.30 Net Water Consumption Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for water for a typical user that you used to calculate the potential savings referred to above (no decimals). Specify in 1000 cubic metres of water consumption. If not applicable, specify "0":

2.31 Net Water Consumption Impact Baseline Cost

Please specify, as relevant, the baseline cost per 1000 units for water for a typical user, to the nearest Canadian dollar (no decimals). If not applicable, specify "0":

Group 8

2.32 Net Waste Impact

With respect to the application with the most significant positive environmental impact as indicated above, specify below, as appropriate, net impact on waste generation, disposal or diversion for a typical user of the product / technology, as a percentage of average annual usage:

- Zero impact or not applicable
- Up to 3% annual net savings
- 3%-6% annual net savings
- 6%-10% annual net savings
- 10%-15% annual net savings
- 15%-20% annual net savings
- More than 20% annual net savings

2.33 Net Waste Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

Waste

2.34 Net Waste Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

Tonnes

2.35 Net Waste Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for waste generation, disposal or diversion for a typical user that you used to calculate the potential savings referred to above (no decimals). Specify in tonnes. If not applicable, specify "0":

2.36 Net Waste Impact Baseline Cost

Please specify, as relevant, the baseline cost per tonne for waste generated, disposed or diverted for a typical user, to the nearest Canadian dollar (no decimals). If not applicable, specify "0":

Group 9

2.37 Estimated Lifecycle Changes in Environmental Impacts

With reference to the most significant positive environmental impact as indicated above, indicate how that impact would likely change over the life cycle of the technology/product:

Annual impact will decline significantly over the lifecycle of the product/technology (more than 5% annual decline)

Annual impact will decline somewhat over the lifecycle of the product/technology (less than 5% annual decline)

stable over the lifecycle of the product/technology

Annual impact will increase somewhat over the lifecycle of the product/technology (less than 5% annual increase)

Annual impact will increase somewhat over the lifecycle of the product/technology (greater than 5% annual increase)

Group 10

2.38 Estimated Operating Cost Impacts

With reference to the application with the most significant positive environmental impact as indicated above, indicate below the total annual operating cost savings that could be achieved for a typical user in a typical application or installation of the technology/product. This estimate should take into account all potential savings. Enter in 1000s of Canadian dollars:

2.39 Estimated Lifecycle Changes in Operating Cost Impacts

With reference to the operating cost savings specified above, indicate how that impact would likely change over the life cycle of the technology/product:

Annual impact will decline significantly over the lifecycle of the product/technology (more than 5% annual decline)

Annual impact will decline somewhat over the lifecycle of the product/technology (less than 5% annual decline)

Annual impact will be stable over the lifecycle of the product/technology

Annual impact will increase somewhat over the lifecycle of the product/technology (less than 5% annual increase)

Annual impact will increase somewhat over the lifecycle of the product/technology (greater than 5% annual increase)

2.40 Technology/Product Operation and Maintenance Costs Per Installation

Please provide a rough order-of-magnitude indication of the annual costs of operating and maintaining the technology in a typical installation as described above. Please select from the following options the most appropriate range:

\$10K-\$25K

\$25K-\$50K

\$50K-\$100K

\$100M-\$500K

greater than \$500K

Group 11

2.41 Technology/Product Acquisition/Installation Costs Per Installation

Please provide a rough order-of-magnitude indication of the costs acquiring and installing the technology in a manner that would be capable of generating the environmental and operating cost impacts described above. Please select from the following menus the most appropriate range for the combined, one time cost of acquiring the product / technology and installing it in a typical application:

less than \$10K
\$10K-\$25K
\$25K-\$50K
\$50K-\$100K
\$100K-\$500K
\$500K-\$1M
\$1M-\$2M
more than \$2M

Open EOI Part 3: Open EOI Review Criteria Self-Assessment

Open EOI Review Criteria Self-Assessment

3.1 Environmental Benefits

GreenFIT pilot projects should reduce the environmental footprint of OPS/MASH facilities through at least one of the following: Greenhouse Gas and toxic emission reductions; Waste Diversion; Resource Conservation (e.g. water); Energy Conservation; Renewable Energy Generation. Based on the information provided in this EOI Template, select the statement below that best describes the environmental benefits of the product/technology/service that could be demonstrated in a potential pilot project. Please justify your selection, in 250 words or less, using the textbox below. Please provide detail on specific benefits directly related to the reduction of environmental footprint of OPS/MASH facilities and the sustainability of these benefits:

Options:

- A: The product / technology has the potential to demonstrate modest short term environmental benefits in one of the areas listed above
- B: The product / technology has the potential to would demonstrate measurable longer term benefits in one of the above areas or modest short term benefits in more than one of the above areas
- C: The product / technology has the potential to demonstrate significant and enduring lifecycle benefits in one of the above areas
- D: The product / technology has the potential to demonstrate significant and enduring lifecycle benefits in more than one of the above areas

Your score and comments:

3.2 Product/Technology Readiness

From the list below, please select which of the statements best describes the readiness of the product/technology for pilot project deployment. Please justify your selection, in 250 words or less, using the textbox below, providing specific references or descriptions regarding previous, current or planned use(s):

Options:

- A: The product/technology has not yet reached full commercial status
- B: The product/technology has had limited commercial success in other applications but has not yet been adapted for use in the applications that would be proposed for a pilot project
- C: The product/technology has had a first application in a use highly similar to the application proposed for a pilot project but has not yet been proven in full scale commercial conditions in this application area
- D: The product/technology proposed for the project has been commercially proven in other application areas and will require only modest adaptations for the uses planned in the pilot project.

Your score and comments:

3.3 Product/Technology Competitive Differentiation

From the options below, please select the statement that best describes the positioning of the product/technology relative to competitors. Please justify your selection, in 250 words or less, using the textbox below. You should supplement your response with specific references or descriptions.

Options:

- A: The product/technology proposed for the Project is substantially similar to other products available in the marketplace
- B: The product/technology has a number of advantages over substantially similar products available in the marketplace
- C: The product/technology has a number of proprietary unique features that most existing customers perceive as superior to competitive products
- D: The product/technology represents a breakthrough technology and will enable the company to maintain a competitive advantage in existing and new markets

Your score and comments:

3.4 Market Opportunity

From the list below, please select which of the statements best describes the market opportunity for the product/technology and why the proposed pilot project would assist in capturing these opportunities. Please justify your selection, in 250 words or less, using the textbox below. You should supplement your response with specific references or descriptions.

Options:

- A: The markets for the product/technology proposed are small, have little growth and/or are highly competitive
- B: The markets for the product/technology proposed offer some interesting niche market opportunities with reasonable growth potential, primarily in North America
- C: The markets for the product/technology proposed are global and have significant growth potential. A successful Ontario project is likely to open access to at least some niche markets world-wide
- D: The markets for the product/technology proposed are global and have significant and

sustained growth potential. A successful Ontario project is highly likely to open access to global markets which go beyond the pilot project application

Your score and comments:

3.5 Economic Benefits to End-users

GreenFIT pilot projects should seek to create meaningful and enduring benefits which could include such benefits as reductions in life cycle costs, reduced operating costs, extended operational life for existing capital assets, and other relevant economic benefits. From the options below, please select the statement that best describes the estimated benefits to end users arising from the Project based on the proposed product/technology. Please justify your selection, in 250 words or less, using the textbox below:

Options:

- A: Adoption of the project/technology would likely create net negative economic costs for the end user
- B: Adoption of the project/technology would be breakeven or create a small net economic benefit for the end user
- C: Adoption of the project/technology would create significant short term economic benefits for the end user
- D: Adoption of the project/technology would create significant short and long term economic benefits for the end user

Your score and comments:

3.6 Economic Benefits to Ontario

GreenFIT potential pilot projects should have the potential to create meaningful and enduring benefits in Ontario, which could include, but are not limited to: jobs, spin offs, creation of new capacity, etc. From the options below, please select the statement that best describes the estimated benefits arising from the pilot project based on the proposed product/technology. Please justify your selection, in 250 words or less, using the textbox below. Please be as specific as you can about the benefits, their magnitude and their duration.

Options:

- A: The product/technology is unlikely to produce economic benefits beyond those that arise directly from Ontario end-users who adopt the product/technology
- B: The product/technology is likely to produce some economic benefits beyond those that arise directly from Ontario end-users who adopt the product/technology
- C: The product/technology is likely to produce significant economic benefits beyond those that arise directly from Ontario end-users who adopt the product/technology
- D: The product/technology is likely to produce significant and long term economic benefits in areas of strategic importance to Ontario well beyond those that arise directly from Ontario end-users who adopt the product/technology

Your score and comments:

E.2. Open EOI Detailed Application Form



Ministry of Research and Innovation

Green Focus on Innovation and Technology (GREENFIT)

Open Expression of Interest

This process is intended to assist the Government of Ontario in learning about emerging, innovative green technologies and solutions that may be currently unknown or unavailable to the Ontario Public Service.

Submission of this Open Expression of Interest document is not intended to impose any commitments, obligations, contractual or otherwise, or constitute any guarantee on the part of the Government of Ontario that your technology, product or solution will be considered for purchase under GreenFIT or any other process of the Government of Ontario.

Any Open Expression of Interest submitted by a vendor will be reviewed by Ministry of Research and Innovation, to determine the technology, product or solution's technical, economic and environmental potential and its capacity to align with or address emerging government needs, priorities or programs. High potential submissions will be asked to submit a more in-depth project business case for a potential pilot opportunity. Project Business Case templates with relevant information and instructions will only be provided to vendors of high potential submissions.

While every effort is made to ensure that the Open Expression of Interest process is managed in a timely manner, no specific response times can be provided to interested vendors, as the review process timelines will be influenced by volume of submissions received and government resources available at the time of review.

GreenFIT Objectives

There are three key objectives associated with this GreenFIT opportunity:

- Accelerate access to global markets for businesses by using the Government of Ontario as an early adopter to test and demonstrate innovative green products and technologies.
- Reduce environmental footprints in the Ontario Public Service or the Ontario Municipal, Academic, Schools and Hospital sector through the following:
 1. Greenhouse Gas (GHG), air pollutant, and toxic emission reductions
 2. Waste Diversion
 3. Resource Conservation (e.g. water)
 4. Energy Conservation
 5. Renewable Energy Generation
- Measure and showcase the environmental and economic impacts of the respective innovative

green technology, and the resulting value potential for stakeholders and Ontario society.

Prior to submitting an Open Expression of Interest, all applicants must complete a Self Assessment to confirm their eligibility (Please click on the "Eligibility" tab of this workbook to review Eligibility Criteria) and to understand if their technology, product or service may be appropriate for consideration under GreenFIT.

Instructions for the GreenFIT Open EOI Self-Assessment can be found at the following URL:

https://secure.benchmarkaction.com/Docs/1040_greenFIT_openEOI_SA/instructions_en.html

For more information on this Open Expression of Interest or to learn about the status of your submission please contact:

**Ministry of Research and Innovation
Technology Programs
11th Floor, 56 Wellesley Street West
Toronto, ON M7A 2E7
Phone: (416) 326-9628
Fax: (416) 314-0680
greenfit@ontario.ca**

INSTRUCTIONS

Please complete all sections of this EOI located on the tabs of the workbook. Each cell area highlighted in green **MUST** be completed for your application to be considered. It is suggested that you save a copy of your completed EOI in a secure place.

When complete, email the completed form (in Excel format) to greenfit.application@ontario.ca **Please make sure that you give your Excel form a unique file name before returning it to enable the proper identification of your inputs.**

This document is subject to change from time to time without notice at the discretion of the Ministry of Research and Innovation.



Ministry of Research and Innovation

GreenFit Open Expression of Interest

ELIGIBILITY CRITERIA

In order to be eligible for consideration, projects must meet the following criteria:

The project must be implemented, tested, and performance and value validated within two years from the date of a purchase approval by the OPS/Ontario MASH sector.

The technology, product or service has not been commercially available for wide scale application during the past 5 years.

The technology, product or service does not have a history of use with the OPS/Ontario MASH sector, and is not currently in use by the OPS or Ontario MASH sector.

The potential pilot project can demonstrate clear, quantifiable environmental benefits.

The potential pilot project can demonstrate strong commercial potential, economic potential or first mover advantage (i.e. advantage gained as the initial occupant of a niche market segment).



Ministry of Research and Innovation

GreenFit Open Expression of Interest

Part 1: APPLICANT , COMPANY, AND PRODUCT/TECHNOLOGY DATA

GreenFit ID #

To be obtained from your Open EOI registration response email

Date:

mm/dd/year

1.1 Technology Name

What is the name of your Product / Technology that is proposed for a potential GreenFIT pilot project?

1.2 Technology Description

Please provide a high-level description of your Product / Technology(10-15 words):

1.3 Applicant Contact Name

Please provide the name of the person to contact regarding this application:

1.4 Applicant Contact Email

Please provide the applicant contact e-mail address:

1.5 Applicant Contact Phone

Please provide the applicant contact phone number:

1.6 Applicant Title

Please provide the applicant title in the company:

1.7 Applicant Company

Please provide the legal name of the company making this application:

1.8 Company Trading Name

Please provide the trading name of the company making this application (enter the same name as the legal name unless it is different):

1.9 Company Street Address

Please provide the company street address:

1.10 City

Please provide the town or city:

1.11 Province or State

Please provide the province or state:

1.12 Postal Code

Please provide the postal code:

1.13 Country

Please provide the country:

1.14 Company Phone Number

Please provide the phone number for the company:

1.15 Company Size

For each of the categories below, please select the range that describes the size of your company:

Revenues (Please Select One of the following options)

- 1 Less than \$100K
- 2 \$100K-\$1M
- 3 \$1M-\$10M
- 4 \$10M-\$100M
- 5 \$100M-\$1B
- 6 More than \$1B

of Local Employees (Please Select One of the following options)

- | | |
|---|-----------------|
| 1 | Less than 50 |
| 2 | 50-100 |
| 3 | 100-500 |
| 4 | 500-1000 |
| 5 | 1000-10000 |
| 6 | More than 10000 |

of Global Employees (Please Select One of the following options)

- | | |
|---|-----------------|
| 1 | Less than 50 |
| 2 | 50-100 |
| 3 | 100-500 |
| 4 | 500-1000 |
| 5 | 1000-10000 |
| 6 | More than 10000 |

1.16 Primary Product/Technology Focus:

Please select from the following list the primary focus of your Product / Technology:

- | | |
|---|---|
| 1 | Carbon/GHG/Toxic Emission reductions |
| 2 | Waste Diversion |
| 3 | Resource Conservation (e.g. water) |
| 4 | Energy Conservation |
| 5 | Renewable Energy Generation: Wind Electric Power |
| 6 | Renewable Energy Generation: Solar Electric Power |
| 7 | Renewable Energy Generation: Solar Thermal Power |
| 8 | Renewable Energy Generation: Geothermal Power |
| 9 | Renewable Energy Generation: Biofuel |

1.17 Potential Pilot Project Focus

Please select one Ontario Public Service or application sector from the following list which would likely be the focus for a potential pilot project of your Product/Technology:

- | | |
|---|-------------------------------------|
| 1 | Health/Long Term Care |
| 2 | Education |
| 3 | Colleges and Universities |
| 4 | Public Housing |
| 5 | Justice/Corrections |
| 6 | Municipal Infrastructure (Specify) |
| 7 | Provincial Infrastructure (Specify) |
| 8 | Specific OPS Ministry (Specify) |
| 9 | Specific OPS operations (Specify) |

1.18 Additional Details Regarding Potential Pilot Project Focus

Specify additional details if appropriate relating to the above question or enter "N/A" if not

applicable:





Ministry of Research and Innovation
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Open Expression of Interest

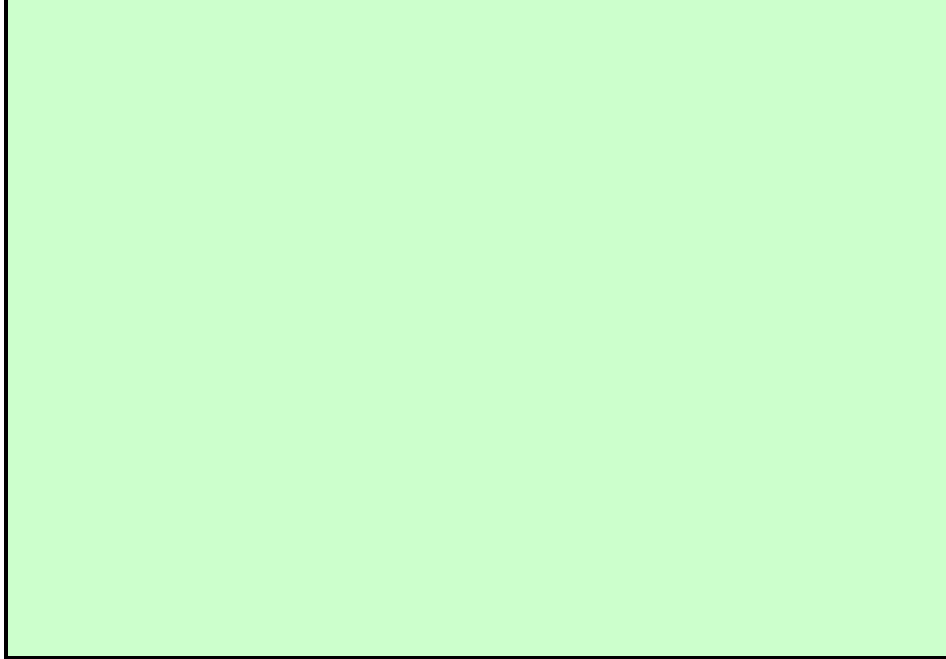
**Part 2: PRODUCT/TECHNOLOGY AND
POTENTIAL PILOT PROJECT DATA**

2.1 Other Company Information

Please provide any additional information regarding the scope and location of the operations of the company (200 words or less):

2.2 Product/Technology Summary:

Please describe in a maximum of 300 words your Product / Technology, and its applicability to reducing the Ontario Public Service or the Ontario Municipal, Academic, Schools and Hospital sector environmental footprint:



2.3 Market Status

Please indicate below the current status of the introduction and/or take up of your technology/product in commercial markets (select one only):

- 1 Has not yet been introduced to the market
- 2 In early market trials
- 3 Completed market trials and is in limited initial distribution
- 4 Has achieved success in local markets
- 5 Has achieved success in local markets and is being introduced to national markets
- 6 Has achieved success in national markets
- 7 Has achieved success in national markets and is being introduced to international markets
- 8 Has achieved success in international markets

2.4. Intellectual Property (Patent) Status and Ownership

Please specify the nature and status of company-owned patents relating to the proposed project, and other IP protection that applies:

Patent Status In Canada (Please Select One of the following options)

- 1 None filed
- 2 Filed pending approval
- 3 1 - 3 granted
- 4 More than 3 granted

Patent Status International (Please Select One of the following options)

- 1 None filed

- 2 Filed pending approval
- 3 1 - 3 granted
- 4 More than 3 granted

Patent Ownership (Please Select One of the following options)

- 1 No Patents
- 2 Owned by company
- 3 In-licensed from Canadian 3rd party
- 4 In-licensed from global 3rd party

Other IP Protection (Select Any that apply, separated by commas)

- 1 Trade Secret
- 2 Trademarks
- 3 Copyright
- 4 Other

2.5. Applications with significant positive environmental impacts

Please indicate below the applications of the Product/Technology in which it would have a significant positive environmental impact if widely adopted subsequent to a successful pilot project. Select as many as are applicable from the following list, separated by commas:

- 1 Buildings: Residential housing (single family)
- 2 Buildings: Residential housing (multi family, high-rise)
- 3 Buildings: Office/commercial
- 4 Buildings: Institutional (health, education, etc.)
- 5 Buildings: Industrial buildings
- 6 Vehicles: Cars
- 7 Vehicles: trucks
- 8 Vehicles: transit
- 9 Vehicles: equipment
- 10 Vehicles: other
- 11 Industrial manufacturing
- 12 Resource processing (mining/forestry)
- 13 Food production and processing
- 14 Municipal infrastructure: roads
- 15 Municipal infrastructure: water
- 16 Municipal infrastructure: sewers
- 17 Municipal infrastructure: waste
- 18 Municipal infrastructure: other
- 19 Provincial infrastructure: roads
- 20 Provincial infrastructure: electricity generation
- 21 Provincial infrastructure: electricity distribution/grid
- 22 Provincial infrastructure: other
- 23 Other

2.6 Application with the most significant positive environmental impact

Please indicate below the single application of the Product/Technology in which it would have the most significant positive environmental impact if widely adopted subsequent to a successful pilot project. Select only one item from the following list:

- 1 Buildings: Residential housing (single family)
- 2 Buildings: Residential housing (multi family, high-rise)
- 3 Buildings: Office/commercial
- 4 Buildings: Institutional (health, education, etc.)
- 5 Buildings: Industrial buildings
- 6 Vehicles: Cars
- 7 Vehicles: trucks
- 8 Vehicles: transit
- 9 Vehicles: equipment
- 10 Vehicles: other
- 11 Industrial manufacturing
- 12 Resource processing (mining/forestry)
- 13 Food production and processing
- 14 Municipal infrastructure: roads
- 15 Municipal infrastructure: water
- 16 Municipal infrastructure: sewers
- 17 Municipal infrastructure: waste
- 18 Municipal infrastructure: other
- 19 Provincial infrastructure: roads
- 20 Provincial infrastructure: electricity generation
- 21 Provincial infrastructure: electricity distribution/grid
- 22 Provincial infrastructure: other
- 23 Other

2.7. Impact Validation

Please select which of the following best represents the degree of performance validation has been conducted on your Technology / Product to verify the environmental and operating impacts referenced above. Select only one item from the following list:

- 1 No substantive validation
- 2 Internal validation through bench type testing
- 3 Performance model projections
- 4 Prototype / pilot beta testing
- 5 Validation through data gathering in initial installations
- 6 Third party certification from a recognized source

2.8 Technology/Product Typical Installation

In the space below, using 250 words or less, provide a description of a typical "installation". In this context, an "installation" is defined as including all of the products / services (including multiple product units if applicable) to generate the environmental benefits above for a end-user in a single facility. For instance, if the application was solar electrical generation, an installation would include all of the solar arrays, control equipment, installation, and other services needed to generate the environmental and economic cost impacts as specified in Part 3:

2.9 Project Summary

Please describe below the proposed objectives that would be targeted in a proposed pilot project. (Maximum 100 words):

2.10 Potential Pilot Project risk

Please provide an overview of the levels of risk which must be taken into account during a potential pilot project. For each category, please select one:

Technology Risk

- 1 Low
- 2 Moderate/manageable
- 3 Significant challenge
- 4 Major challenge

Market Risk

- 1 Low

- 2 Moderate/manageable
- 3 Significant challenge
- 4 Major challenge

Implementation Risk

- 1 Low
- 2 Moderate/manageable
- 3 Significant challenge
- 4 Major challenge

2.11 Product Positioning of Market Rollout

If a potential pilot project were successful, how would you foresee the positioning of the Product/Technology in a commercial market roll-out:

- 1 A useful addition to existing product offerings
- 2 A major addition to existing product offerings
- 3 A major new product line or category
- 4 The cornerstone of the future offerings of the company

2.12 Resource Requirements for Market Rollout

If a potential pilot project were successful, how would you characterize the resources required over the next five years to support a market roll-out:

- 1 Would likely require significant new resources to support roll-out
- 2 Would likely require significant additions to existing resources to support roll-out
- 3 Would likely require some additions to existing resources to support roll-out
- 4 Would likely be able to support roll-out from existing resources

2.13 Company Years in Business

Please indicate below how many years your company has been in business (select one)

- 1 Less than 2
- 2 2 to 5
- 3 5 to 10
- 4 More than 10

2.14 Company Profitability

Please indicate below the profitability history of your company (select one only):

- 1 Financial statements have not shown a profit since the company was founded
- 2 Financial statements show one or more recent years with loses
- 3 Financial statements show initial losses but consistent profitability in recent years

- 4 Financial statements show consistent profitability since the company was founded

2.15 Market Roll-out Risk

Please provide an overview of the levels of risk which must be taken into account during a potential rollout subsequent to a successful pilot project. For each category, please select one:

Technology Risk

- 1 Low
- 2 Moderate/manageable
- 3 Significant challenge
- 4 Major challenge

Market Risk

- 1 Low
- 2 Moderate/manageable
- 3 Significant challenge
- 4 Major challenge

Implementation Risk

- 1 Low
- 2 Moderate/manageable
- 3 Significant challenge
- 4 Major challenge



Ministry of Research and Innovation

GreenFit Open Expression of Interest

Part 3: ENVIRONMENTAL, OPERATING AND ECONOMIC IMPACTS

3.1 Technology Lifecycle

With reference to the application with the most significant positive environmental impact specified above, indicate the estimated lifecycle, in years, in that application for a typical user. In this context, the lifecycle means the estimated number of years of service before the technology would need to be replaced or substantially upgraded:

- 1 Less than 5 years
- 2 5 - 10 years
- 3 10 - 15 years
- 4 15 - 20 years
- 5 More than 20 years

3.2 Net Electrical Energy Impact (Buildings)

With respect to the application with the most significant positive environmental impact as indicated previously in 2.6, specify below, as appropriate, net impact on electrical energy used in buildings for a typical user of the product / technology, as a percentage of average annual usage:

- 1 Zero impact or not applicable
- 2 Up to 3% annual net savings
- 3 3%-6% annual net savings
- 4 6%-10% annual net savings
- 5 10%-15% annual net savings
- 6 15%-20% annual net savings
- 7 More than 20% annual net savings

3.3 Net Electrical Energy Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

- 1 Not Applicable
- 2 Electricity

3.4 Net Electrical Energy Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

- 1 Not Applicable
- 2 Kilowatt hours

3.5 Net Electrical Energy Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for electrical energy used in

buildings for a typical user that you used to calculate the potential savings referred to above (no decimals, specify "0" if not applicable):

0

3.6 Net Electrical Energy Impact Baseline Cost

Please specify, as relevant, the baseline cost per 1000 units for electrical energy used in buildings, to the nearest Canadian dollar (no decimals, specify "0" if not applicable):

0

3.7 Net Thermal Energy Impact (Buildings)

With respect to the application with the most significant positive environmental impact as indicated previously in 2.6, specify below, as appropriate, net impact on thermal energy used in buildings for a typical user of the product / technology, as a percentage of average annual usage.

1

- 1 Zero impact or not applicable
- 2 Up to 3% annual net savings
- 3 3%-6% annual net savings
- 4 6%-10% annual net savings
- 5 10%-15% annual net savings
- 6 15%-20% annual net savings
- 7 More than 20% annual net savings

3.8 Net Thermal Energy Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Natural Gas

3.9 Net Thermal Energy Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Cubic metres

3.10 Net Thermal Energy Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for thermal energy used in buildings for a typical user that you used to calculate the potential savings referred to above (no decimals, specify "0" if not applicable):

0

3.11 Net Thermal Energy Impact Baseline Cost

Please specify, as relevant, the baseline cost per 1000 units for thermal energy used in buildings, to the nearest Canadian dollar (no decimals, specify "0" if not applicable):

0

3.12 Net Motive Energy Impact (Vehicles)

With respect to the application with the most significant positive environmental impact as indicated previously in 2.6, specify below, as appropriate, net impact on motive energy used in vehicles for a typical user of the product / technology, as a percentage of average

annual usage.

1

- 1 Zero impact or not applicable
- 2 Up to 3% annual net savings
- 3 3%-6% annual net savings
- 4 6%-10% annual net savings
- 5 10%-15% annual net savings
- 6 15%-20% annual net savings
- 7 More than 20% annual net savings

3.13 Net Motive Energy Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Gasoline
- 3 Diesel
- 4 Natural Gas
- 5 LNG

3.14 Net Motive Energy Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Litres
- 3 Cubic metres

3.15 Net Motive Energy Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for motive energy used in vehicles for a typical user that you used to calculate the potential savings referred to above (no decimals, specify "0" if not applicable):

0

3.16 Net Motive Energy Impact Baseline Cost

Please specify, as relevant, the baseline cost per 1000 units for motive energy used in vehicles, to the nearest Canadian dollar (no decimals, specify "0" if not applicable):

0

3.17 Net Production Energy Impact (Industrial, Resource, Food Production)

With respect to the application with the most significant positive environmental impact as indicated above previously in 2.6, specify below, as appropriate, net impact on production energy used in industrial, resource or food production for a typical user of the product / technology, as a percentage of average annual usage:

1

- 1 Zero impact or not applicable
- 2 Up to 3% annual net savings
- 3 3%-6% annual net savings
- 4 6%-10% annual net savings
- 5 10%-15% annual net savings
- 6 15%-20% annual net savings
- 7 More than 20% annual net savings

3.18 Net Production Energy Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Electricity
- 3 Natural Gas

3.19 Net Production Energy Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Kilowatt hours
- 3 Cubic metres

3.20 Net Production Energy Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for production energy used in industrial, resource or food production for a typical user that you used to calculate the potential savings referred to above (no decimals). Specify in equivalent units of cubic metres of natural gas consumption. If not applicable, specify "0":

0

3.21 Net Production Energy Impact Baseline Cost

Please specify, as relevant, the baseline cost per 1000 units for production energy used in industrial, resource or food production, to the nearest Canadian dollar (no decimals). If not applicable, specify "0":

0

3.22 Net Infrastructure Energy Impact (Municipal, Provincial, National)

With respect to the application with the most significant positive environmental impact as indicated previously in 2.6, specify below, as appropriate, net impact on energy used in municipal, provincial or national infrastructure for a typical user of the product / technology, as a percentage of average annual usage:

1

- 1 Zero impact or not applicable
- 2 Up to 3% annual net savings
- 3 3%-6% annual net savings
- 4 6%-10% annual net savings
- 5 10%-15% annual net savings
- 6 15%-20% annual net savings
- 7 More than 20% annual net savings

3.23 Net Infrastructure Energy Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Electricity
- 3 Natural Gas

3.24 Net Infrastructure Energy Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately

above:

1

- 1 Not Applicable
- 2 Kilowatt hours
- 3 Cubic metres

3.25 Net Infrastructure Energy Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for energy used in municipal, provincial or national infrastructure for a typical user that you used to calculate the potential savings referred to above (no decimals). Specify in equivalent units of cubic metres of natural gas consumption. If not applicable, specify "0":

0

3.26 Net Infrastructure Energy Impact Baseline Cost

Please specify, as relevant, the baseline cost per 1000 units for energy used in municipal, provincial or national infrastructure, to the nearest Canadian dollar (no decimals). If not applicable, specify "0":

0

3.27 Net Water Consumption Impact

With respect to the application with the most significant positive environmental impact as indicated previously in 2.6, specify below, as appropriate, net impact on water consumption for a typical user of the product / technology, as a percentage of average annual usage:

1

- 1 Zero impact or not applicable
- 2 Up to 3% annual net savings
- 3 3%-6% annual net savings
- 4 6%-10% annual net savings
- 5 10%-15% annual net savings
- 6 15%-20% annual net savings
- 7 More than 20% annual net savings

3.28 Net Water Consumption Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Water

3.29 Net Water Consumption Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Cubic metres

3.39 Net Water Consumption Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for water for a typical user that you used to calculate the potential savings referred to above (no decimals). Specify in 1000 cubic metres of water consumption. If not applicable, specify "0":

0

3.31 Net Water Consumption Impact Baseline Cost

Please specify, as relevant, the baseline cost per 1000 units for water for a typical user, to the nearest Canadian dollar (no decimals). If not applicable, specify "0":

0

3.32 Net Waste Impact

With respect to the application with the most significant positive environmental impact as indicated previously in 2.6, specify below, as appropriate, net impact on waste generation, disposal or diversion for a typical user of the product / technology, as a percentage of average annual usage:

1

- 1 Zero impact or not applicable
- 2 Up to 3% annual net savings
- 3 3%-6% annual net savings
- 4 6%-10% annual net savings
- 5 10%-15% annual net savings
- 6 15%-20% annual net savings
- 7 More than 20% annual net savings

3.33 Net Waste Impact Target

Please specify, as relevant, the target of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Waste

3.34 Net Waste Impact Unit of Measure

Please specify, as relevant, the unit of measure of the net impact specified immediately above:

1

- 1 Not Applicable
- 2 Tonnes

3.35 Net Waste Impact Baseline Quantity

Please specify, as relevant, the baseline consumption for waste generation, disposal or diversion for a typical user that you used to calculate the potential savings referred to above (no decimals). Specify in tonnes. If not applicable, specify "0":

0

3.36 Net Waste Impact Baseline Cost

Please specify, as relevant, the baseline cost per 1000 tonnes for waste generated, disposed or diverted for a typical user, to the nearest Canadian dollar (no decimals). If not applicable, specify "0":

0

3.37 Estimated Lifecycle Changes in Environmental Impacts

With reference to the most significant positive environmental impact as indicated previously in 2.6, indicate how that impact would likely change over the life cycle of the product/technology:

- 1 Annual impact will decline significantly over the lifecycle

of the technology (more than 5% annual decline)

- 2 Annual impact will decline somewhat over the lifecycle of the technology (less than 5% annual decline)
- 3 Annual impact will be stable over the lifecycle of the technology
- 4 Annual impact will increase somewhat over the lifecycle of the technology (less than 5% annual increase)
- 5 Annual impact will increase somewhat over the lifecycle of the technology (greater than 5% annual increase)

3.38 Estimated Operating Cost Impacts

With reference to the application with the most significant positive environmental impact as indicated previously in 2.6, indicate below the estimated annual net operating cost impact in dollars per \$1000 of capital cost. For instance, if the total cost of a typical installation was \$100,000, and the estimated operating cost impact was to reduce annual operating costs by \$10,000, the annual operating cost impact per \$1000 would be \$100. Please select from the options below the order-of-magnitude operating cost impact on annual operating costs (select one only):

- 1 Zero or not applicable
- 2 \$ 1 to 50
- 3 \$ 50 to 100
- 4 \$ 100 to 250
- 5 \$ 250 to 500
- 6 More than \$500

3.39 Estimated Operating Cost Impacts Comment

In the space below, using 25 words or less, describe where and how the operating cost savings indicated above would be achieved:

3.40 Estimated Lifecycle Changes in Operating Cost Impacts

With reference to the operating cost savings specified previously in 2.6, indicate how that impact would likely change over the life cycle of the technology/product:

- 1 Annual impact will decline significantly over the lifecycle of the technology (more than 5% annual decline)
- 2 Annual impact will decline somewhat over the lifecycle of the technology (less than 5% annual decline)
- 3 Annual impact will be stable over the lifecycle of the technology
- 4 Annual impact will increase somewhat over the lifecycle

of the technology (less than 5% annual increase)

- 5 Annual impact will increase somewhat over the lifecycle of the technology (greater than 5% annual increase)

3.41 Technology/Product Acquisition / Installation Costs Per Installation

Please provide a rough order-of-magnitude indication of the costs acquiring and installing the technology in a manner that would be capable of generating the environmental and operating cost impacts described above. Please select from the following menus the most appropriate range for the combined, one time cost of acquiring the product / technology and installing it in a typical application:

- 1 less than \$10K
- 2 \$10K-\$25K
- 3 \$25K-\$50K
- 4 \$50K-\$100K
- 5 \$100K-\$500K
- 6 \$500K-\$1M
- 7 \$1M-\$2M
- 8 greater than \$2M

3.42 Technology/Product Operation and Maintenance Costs Per Installation

Please provide a rough order-of-magnitude indication of the annual costs of operating and maintaining the technology in a typical installation as described above. Please select from the following options the most appropriate range:

- 1 less than \$1K
- 2 \$1K-\$5K
- 3 \$5K-\$10K
- 4 \$10K-\$25K
- 5 \$25K-\$50K
- 6 \$50K-\$100K
- 7 \$100K-\$500K
- 8 greater than \$500K

3.43 Potential Pilot Project Scope

Please indicate the ideal scope of the proposed pilot project i.e. the number of installations you would consider necessary to effectively demonstrate the strength and flexibility of the technology. In this context, "installation" has the same meaning as noted above:

- 1 1 installation
- 2 2 installations
- 3 3 installations
- 4 4 installations
- 5 5 installations
- 6 5-10 installations
- 7 more than 10 installations

3.44 Estimated Cost of Potential Pilot Project

Please provide below an estimate of the total cost for a potential pilot project, including all costs: technology customization and manufacture, installation, maintenance, performance monitoring, etc. over 2 years:

- 1 less than \$10K
- 2 \$10K-\$25K
- 3 \$25K-\$50K
- 4 \$50K-\$100K
- 5 \$100K-\$500K
- 6 \$500K-\$1M
- 7 \$1M-\$2M
- 8 greater than \$2M

3.45 Estimate of the Ontario Current Market Size

Indicate your estimate of the current size of the Ontario market for your Product/Technology:

- 1 less than \$100K
- 2 \$100K-\$1M
- 3 \$1M-\$10M
- 4 \$10M-\$100M
- 5 \$100M-\$1B
- 6 More than \$1B

3.46 Estimate of the Canadian Current Market Size

Indicate your estimate of the current size of the Canadian market for your Product/Technology:

- 1 less than \$100K
- 2 \$100K-\$1M
- 3 \$1M-\$10M
- 4 \$10M-\$100M
- 5 \$100M-\$1B
- 6 More than \$1B

3.47 Estimate of the North American Current Market Size

Indicate your estimate of the current size of the North American market for your Product/Technology:

- 1 less than \$100K
- 2 \$100K-\$1M
- 3 \$1M-\$10M
- 4 \$10M-\$100M
- 5 \$100M-\$1B
- 6 More than \$1B

3.48 Estimate of the International Current Market Size

Indicate your estimate of the current size of the International market for your Product/Technology:

- 1 less than \$100K
- 2 \$100K-\$1M
- 3 \$1M-\$10M
- 4 \$10M-\$100M
- 5 \$100M-\$1B
- 6 More than \$1B

3.49 Scale up after successful pilot: Revenue Growth

Indicate your estimate of the number of years required to achieve more than \$10M in annual revenues from this Product/Technology:

- 1 1 to 2
- 2 2 to 4
- 3 4 to 6
- 4 6 to 10
- 5 More than 10

3.50 Scale up after successful pilot: Share of Ontario Market

Indicate your estimate of the number of years required to achieve more than 10% of the Ontario Market Size specified above:

- 1 1 to 2
- 2 2 to 4
- 3 4 to 6
- 4 6 to 10
- 5 More than 10

3.51 Scale up after successful pilot: Share of Canadian Market

Indicate your estimate of the number of years required to achieve more than 5% of the Canadian Market Size specified above:

- 1 1 to 2
- 2 2 to 4
- 3 4 to 6
- 4 6 to 10
- 5 More than 10

3.52 Scale up after successful pilot: Share of North American Market

Indicate your estimate of the number of years required to achieve more than 2% of the North American Market Size specified above:

- 1 1 to 2
- 2 2 to 4
- 3 4 to 6
- 4 6 to 10
- 5 More than 10

3.53 Scale up after successful pilot: Share of International Market

Indicate your estimate of the number of years required to achieve more than 2% of the International Market Size specified above:

- 1** 1 to 2
- 2** 2 to 4
- 3** 4 to 6
- 4** 6 to 10
- 5** More than 10



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Part 4: SELF ASSESSMENT
RELATIVE TO REVIEW CRITERIA

4.1 Environmental Benefits

GreenFIT pilot projects should reduce the environmental footprint of Ontario Public Service or Ontario Municipal, Academic, Schools and Hospital facilities through at least one of the following: Greenhouse Gas and toxic emission reductions; Waste Diversion; Resource Conservation (e.g. water); Energy Conservation; Renewable Energy Generation. Based on the information provided in this EOI Template, select the statement below that best describes the environmental benefits of the product/technology/service that could be demonstrated in a potential pilot project:

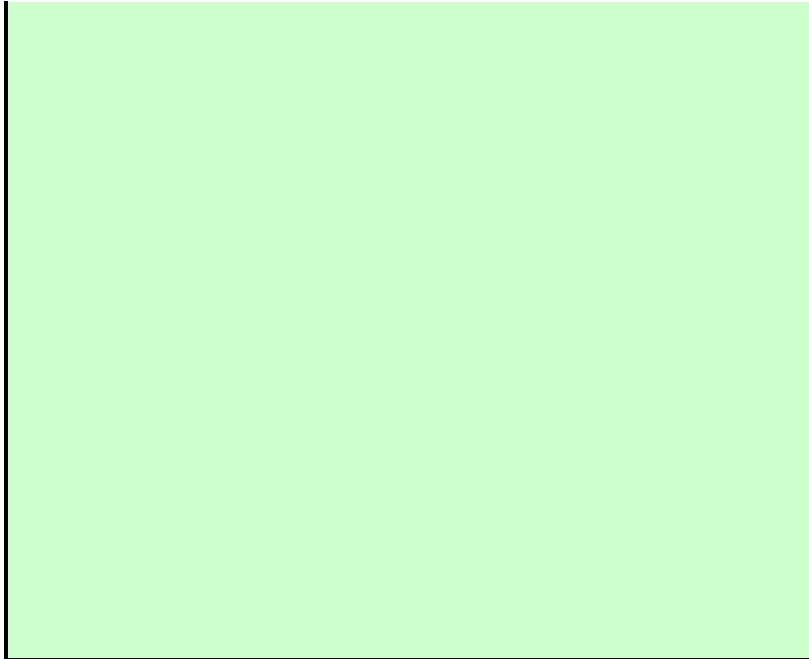
- A The product / technology has the potential to demonstrate modest short term environmental benefits in one of the areas listed above.
B The product / technology has the potential to demonstrate measurable longer term benefits in one of the above areas or modest short term benefits in more than one of the above areas.
C The product / technology has the potential to demonstrate significant and enduring lifecycle benefits in one of the above areas.
D The product / technology has the potential to demonstrate significant and enduring lifecycle benefits in more than one of the above areas.

Please select which of the above statements best represents your product/technology and enter its letter in the box below:

[Green box for letter selection]

Please justify your selection, in 250 words or less, using the textbox below. Please provide detail on specific benefits directly related to the reduction of environmental footprint of the Ontario Public Service or Ontario Municipal, Academic, Schools and Hospital facilities and the sustainability of these benefits:

[Large green box for justification]



4.2 Product/Technology Readiness

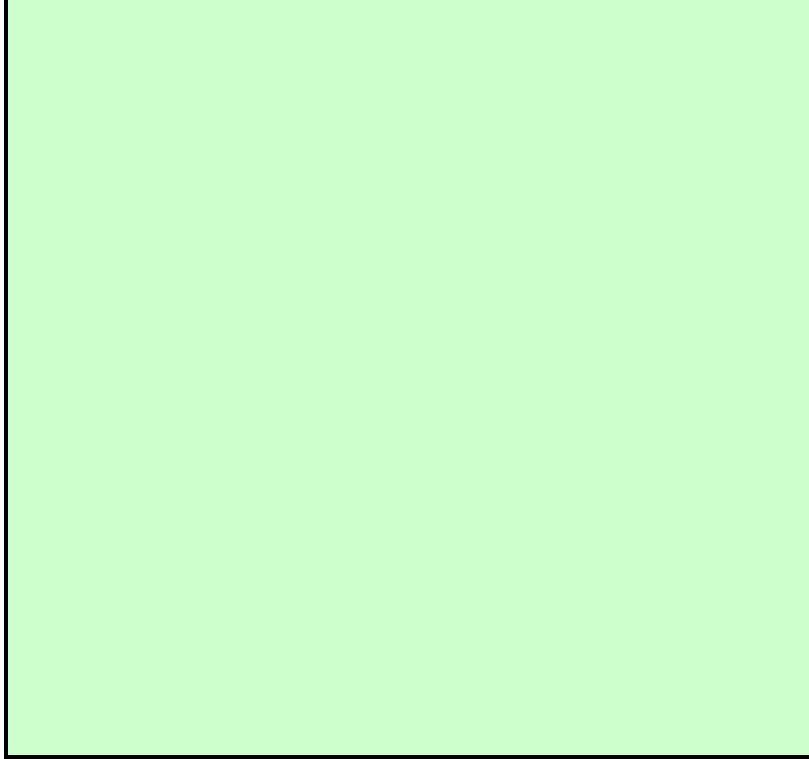
From the list below, please select which of the statements best describes the readiness of the product/technology for pilot project deployment:

- A** The product/technology has not yet reached full commercial status

- B** The product/technology has had limited commercial success in other applications but has not yet been adapted for use in the applications that would be proposed for a pilot project
- C** The product/technology has had a first application in a use highly similar to the application proposed for a pilot project but has not yet been proven in full scale commercial conditions in this application area
- D** The product/technology proposed for the project has been commercially proven in other application areas and will require only modest adaptations for the uses planned in the pilot project.

Please select which of the above statements best represents your product/technology and enter its letter in the box below:

Please justify your selection, in 250 words or less, using the textbox below, providing specific references or descriptions regarding previous, current or planned use(s):



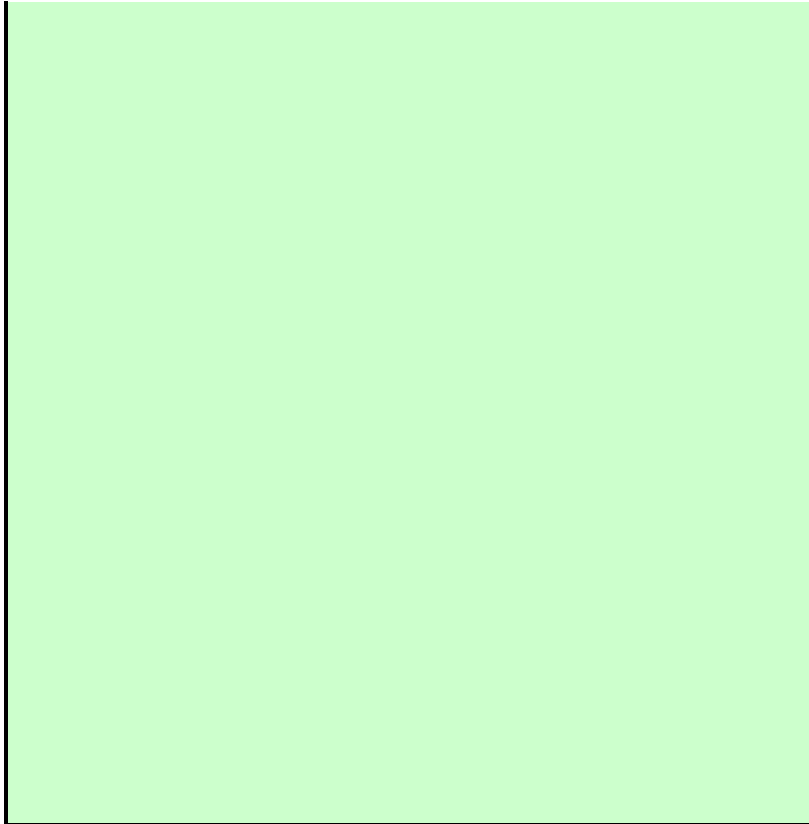
4.3 Product/Technology Competitive Differentiation

From the options below, please select the statement that best describes the positioning of the product/technology relative to competitors:

- A** The product/technology is substantially similar to other products available in the marketplace.
- B** The product/technology has a number of advantages over substantially similar products available in the marketplace.
- C** The product/technology has a number of proprietary unique features that most existing customers perceive as superior to competitive products.
- D** The product/technology represents a breakthrough technology and will enable the company to maintain a competitive advantage in existing and new markets.

Please select which of the above statements best represents your product/technology and enter its letter in the box below:

Please justify your selection, in 250 words or less, using the textbox below. You should supplement your response with specific references or descriptions:



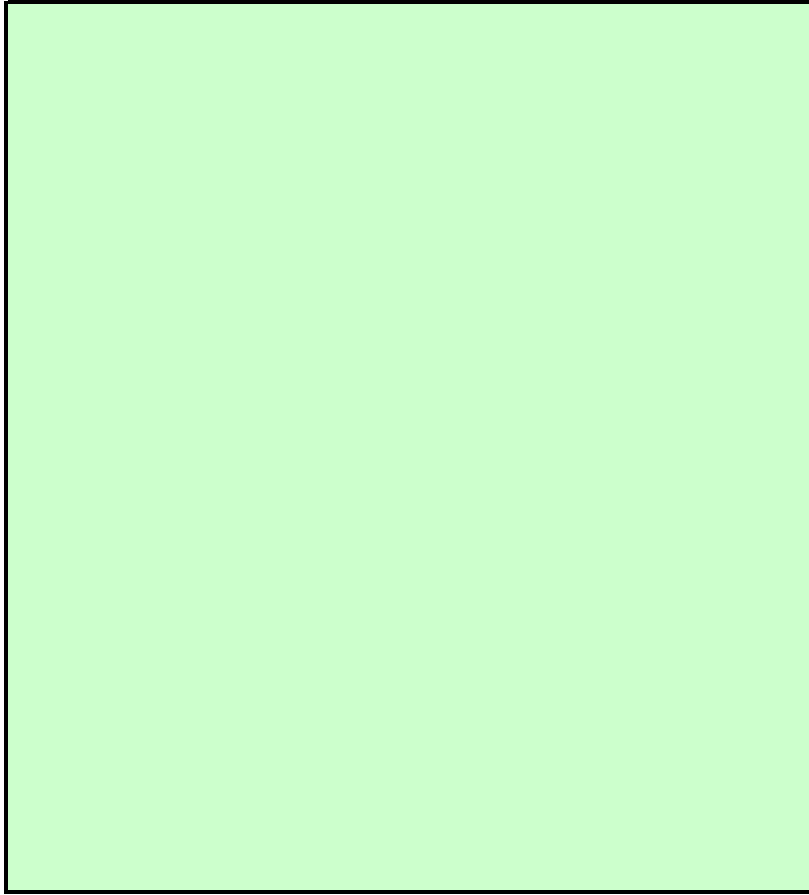
4.4 Market Opportunity

From the list below, please select which of the statements best describes the market opportunity for the product/technology and why the proposed pilot project would assist in capturing these opportunities:

- A** The markets for the product/technology proposed are small, have little growth and/or are highly competitive
- B** The markets for the product/technology proposed offer some interesting niche market opportunities with reasonable growth potential, primarily in North America
- C** The markets for the product/technology proposed are global and have significant growth potential. A successful Ontario project is likely to open access to at least some niche markets world-wide
- D** The markets for the product/technology proposed are global and have significant and sustained growth potential. A successful Ontario project is highly likely to open access to global markets which go beyond the pilot project application

Please select which of the above statements best represents your product/technology and enter its letter in the box below:

Please justify your selection, in 250 words or less, using the textbox below. You should supplement your response with specific references or descriptions:



4.5 Economic Benefits to End Users

GreenFIT pilot projects should seek to create meaningful and enduring benefits which could include such benefits as reductions in life cycle costs, reduced operating costs, extended operational life for existing capital assets, and other relevant economic benefits. From the options below, please select the statement that best describes the estimated benefits to end users arising from the Project based on the proposed product/technology:

- A** Adoption of the project/technology would likely create net economic costs for the end user
- B** Adoption of the project/technology would be breakeven or create a small net economic benefit for the end user
- C** Adoption of the project/technology would create significant short term economic benefits for the end user
- D** Adoption of the project/technology would create significant short and long term economic benefits for the end user

Please select which of the above statements best represents your product/technology and enter its letter in the box below:

Please justify your selection, in 250 words or less, using the textbox below:

4.6 Economic Benefits to Ontario

GreenFIT potential pilot projects should have the potential to create meaningful and enduring benefits in Ontario, which could include, but are not limited to: jobs, spin offs, creation of new capacity, etc. From the options below, please select the statement that best describes the estimated benefits arising from the pilot project based on the proposed product/technology:

- A** The product/technology is unlikely to produce economic benefits beyond those that arise directly from Ontario end-users who adopt the product/technology
- B** The product/technology is likely to produce some economic benefits beyond those that arise directly from Ontario end-users who adopt the product/technology
- C** The product/technology is likely to produce significant economic benefits beyond those that arise directly from Ontario end-users who adopt the product/technology
- D** The product/technology is likely to produce significant and long term economic benefits in areas of strategic importance to Ontario

well beyond those that arise directly from Ontario end-users who adopt the product/technology

Please select which of the above statements best represents your product/technology and enter its letter in the box below:

Please justify your selection, in 250 words or less, using the textbox below. Please be as specific as you can about the benefits, their magnitude and their duration:



Ministry of Research and Innovation
GreenFit
Open Expression of Interest

**CONFIDENTIALITY
AND CERTIFICATION**

Confidentiality

MRI is bound by the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.31, as amended. The Act provides every person with a right of access to information in the custody or under the control of MRI, subject to a limited set of exemptions. Section 17 of the Act provides a limited exemption for third party information that reveals a trade secret or scientific, technical, commercial, financial or labour relations information supplied in confidence, where the disclosure could reasonably be expected to result in certain harms.

Any trade secret or scientific, technical, commercial, financial or labour relations information submitted to MRI in confidence should be clearly marked as confidential. Before MRI grants a request for access to a record that it has reason to believe might contain information referred to in section 17, MRI will notify the applicant so that the applicant may, if the applicant so chooses, make representations concerning disclosure.

All external advisers (e.g. technical reviewers) to MRI will be bound by conflict of interest and confidentiality provisions/agreements. Any trade secret or scientific, technical, commercial, financial or labour relations information submitted to MRI in confidence should be clearly marked as confidential. If there is information that the applicant does not wish to be shared with external advisers, this information should be clearly marked, although the applicant ought to consider to what degree the ability of MRI's external advisers to conduct a thorough due diligence review may be adversely impacted.

Applicant's Acknowledgement

As the lead contact and as an authorized signing officer of the applicant, I certify to MRI that:

1. the officers principals of the applicant have been notified of and have consented to release and disclosure to MRI of all information contained in this EOI;

2. the information contained in this EOI is true and complete in all respects. The applicant will immediately advise the Ministry in writing should it become aware of any misrepresentation in the application or documents supplied or material change in circumstances. If MRI independently discovers that this application contains a material misrepresentation, this application shall be deemed to be withdrawn immediately by the applicant; and

3. the applicant is currently in substantial compliance with all municipal, provincial and federal requirements.

The applicant agrees to provide any additional information that the MRI or its authorized agent may reasonably require for purposes of assessing this EOI. The applicant acknowledges that the information provided in this EOI may be shared with other ministries of government and/or external advisors and/or authorized agents for the purposes of assessing this EOI and satisfying government accountability and reporting obligations.

The applicant acknowledges and agrees that all communications between the applicant or its agent and the Government of Ontario in respect of this EOI shall be conducted solely with designated officials within MRI.

The applicant acknowledges and agrees that the submission of this Open Expression of Interest document is not intended to impose any commitments, obligations, contractual or otherwise, or constitute any guarantee on the part of the Government of Ontario that your technology, product or solution will be considered for purchase under GreenFIT or any other process of the Ontario Government.

I certify that I have read, understand, and agree to the preceding certifications and I have the authority to sign on behalf of the applicant:

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

Name:
Title:
Date:

<input type="text"/>
<input type="text"/>
<input type="text"/>

Appendix F: San Jose Administrative Documents

F.1. Partnership Project Proposal Form



Partnership Project Proposal

Pursuant to City Council Policy 0-40

Submission Process

Step 1: Complete the project information below, and forward to Chief Deputy City Manager Ed Shikada, the City’s designated “Partnerships Coordinator.” Additional information may be requested as necessary.

Step 2: Partnerships Coordinator in conjunction with City departments will evaluate and prioritize potential partnerships.

Step 3: Partnerships Coordinator, in consultation with the City Procurement Officer, will determine whether to authorize negotiation with a potential partner or pursue a competitive process as prescribed by the City Charter and the San José Municipal Code (SJMC), Chapter 4.12.

Note: Additional information to support your proposal (such as marketing literature or data sheets) may be submitted with this form.

Contact Information

Business/Organization Name:

Prospective Partner Contact Person:

Email:

Phone:

Project Description

1. Brief project description (please include in your description a brief explanation of your technology and how the City will benefit?)
2. How will your project/technology advance the City’s Green Vision goals and/or Economic Development Strategy?

3. Planned duration of project: Start Date: End Date:
4. Potential project benefits (a) to partner/donor and (b) to City:
5. Estimated dollar value of partner-donated material/equipment/services:
6. Estimated cost, if any to the City (please provide supporting cost breakdown as appropriate) \$
7. Partner's experience with similar projects or services:
8. Is a similar product, process, service, or information technology currently available in the U.S. marketplace? *If so, please describe:*
9. Is it likely that other public/private entities would be interested in this opportunity? If so, who?:
10. What do you expect the City to provide costing terms of staff time, facilities, or other resources:
11. Will the proposed partnership change the current use or limit access to a park or facility? If so, how:

12. Does the partner/donor have any pending development applications before the City?
13. Unique contractual terms and conditions anticipated including any known factors that may pose a risk to the City e.g., health, safety, liability:

Appendix G: Bibliography

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