

REQUEST FOR PROPOSALS

RFP # 19-28

MRF Operations and
Recyclables Processing

CITY OF ANN ARBOR

City of Ann Arbor
Procurement Unit
301 E. Huron Street
Ann Arbor, MI, 48104

CLOSING TIME

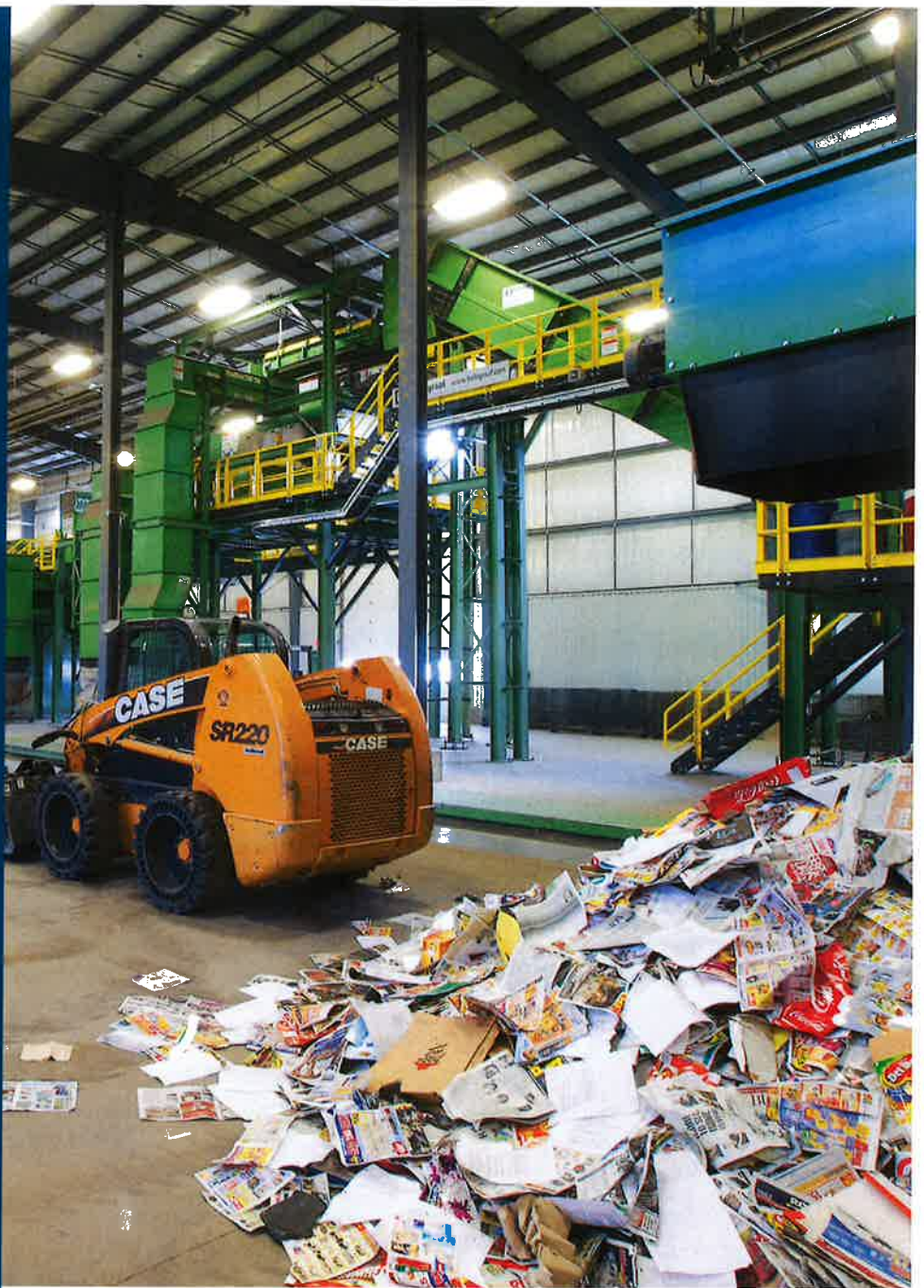
September 17, 2019
2:00 P.M. (local time)

CONTACT

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General Manager

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NARRATIVE PROPOSAL



EMTERRA[®]
Environmental USA

Thinking innovatively
Transforming waste to resources[™]

(Emterra Environmental USA Corp.)



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Proposer's Qualifications (20 points)

- 1.1 State the full name and address of your organization and, if applicable, the branch office or other subsidiary element that will perform, or assist in performing, the work hereunder. Indicate whether it operates as an individual, partnership, corporation, not-for-profit or unit of government. If as a corporation, include whether it is licensed to operate in the State of Michigan.**

Full name: Emterra Environmental USA Corp.

Head office address: 1606 E Webster Rd, Flint, MI

Branch office that will perform or assist in performing the work hereunder: 1159 S Pennsylvania, Lansing, MI (i.e. Emterra Lansing Material Recovery Facility (MRF)).

Type of organization and license: Validly incorporated on October 26, 2012 as a Michigan DOMESTIC PROFIT CORPORATION. Emterra is licensed to operate in the State of Michigan. Emterra has all required licenses and registrations required to provide the services under this contract. Emterra's Department of Transportation Registration Number is 2354213.

- 1.2 State history of the firm, in terms of length of existence, types of services provided, etc. Identify the technical details that make the firm uniquely qualified for this work.**

History

Emterra Group of Companies was founded in 1976 by Emmie Leung in British Columbia, Canada as (International Paper Industries (IPI). In 1995, Emmie expanded her business opportunities to Ontario and started a new corporation named Halton Recycling Ltd. (HRL). In 2005, both companies (HRL and IPI) amalgamated to become one corporation under the name of Halton Recycling Ltd. HRL provides recyclables collection, processing, and marketing services, and yard waste and solid waste collection services to many diverse municipalities across Canada.

In 2008, HRL and the related group of companies devised a new branding strategy with the goal of reinvigorating the look, feel, and direction of the group. The brand "Emterra" was developed, resulting in a new brand, logo, and positioning that has refreshed the group of companies and set the stage for much more exciting and meaningful growth.

In November of 2012, Emterra Group was expanded into the United States with the acquisition of out-of-bankruptcy certain assets of the former Richfield Management LLC. Two new Michigan-based operating companies were established: Emterra Environmental USA Corp. and Huron Landfill Corp.

Emterra Group Divisions

Emterra Group consists of the following divisions:

- ❖ **Emterra Environmental** provides recycling collection, processing, and commodities marketing services, as well as other waste collection and disposal services across Canada.
- ❖ **Emterra Environmental USA** provides recycling, leaf and yard waste and waste collection and disposal services in the State of Michigan.
- ❖ **Emterra Tire Recycling Ltd.** collects and recycles used tires through ambient shredding and grinding processes to release and separate the core components of the tire.
- ❖ **Canadian Liquids Processors Limited** provides confidential product destruction services and processes liquid waste with a high sugar and/or alcohol content by converting it into ethanol and manufactures glass cullet from industrial and post-consumer sources.

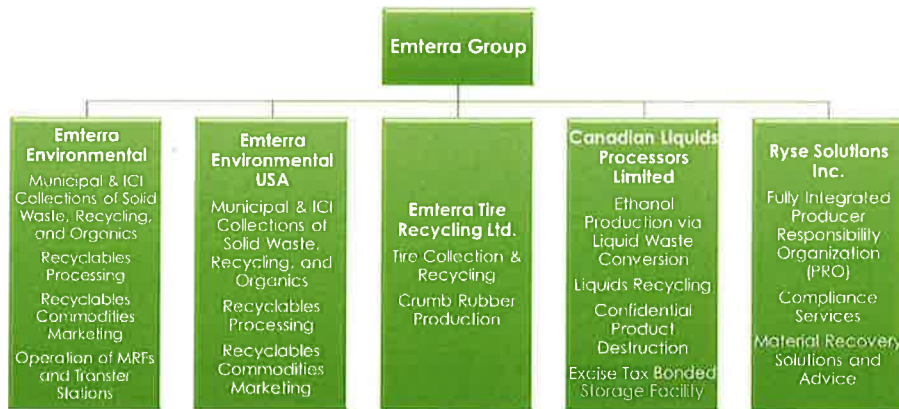
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- ❖ Ryse Solutions Inc. is Canada's first fully integrated producer responsibility organization providing product and packaging stewardship services, compliance and advisory services, and material recovery and market development services under one umbrella.

Corporate Overview



Emterra Group and Emterra Environmental USA respectively, boast core competencies and innovative practices in the servicing of recycling and waste diversion contracts – providing cost effective waste and recyclables recovery services. Emterra has achieved a unique competitive advantage within the industry – embodying a company philosophy of being more than "waste haulers" and in contrast offering resource recovery services. Derived from our Zero Waste corporate philosophy, our business model is founded in the transformation of waste into high value and reusable resources that can be reintegrated and remanufactured into new products – applying innovative, cost effective, sustainable, and environmentally responsible methods.

Emterra has an extensive knowledge base in operational and managerial best practices for the waste management industry and circular economy. We are well-versed in maintaining a reliable national fleet and the collection of an extensive range of materials including but not limited to single stream recycling; dual stream recycling; source separated organics; waste, leaf and yard waste; brush; Christmas trees; large items/bulky waste; white goods; and batteries. Our multifaceted experience in the waste and recycling industry, in tandem with our progressive growth and continuous improvement strategy, have allowed Emterra to take on a leadership role in the end-of-life management of resources, within a low-carbon economy framework throughout Canada and abroad.

Mission Statement

To be a leader in creating and delivering products and services that enable people and businesses to become stewards of the environment and the future.

Vision Statement

We shall improve people's lives through regenerative economies and ecosystems.

Unique Qualifications for this Work

Emterra is one of Canada's largest recycling firms specializing in the finance, design, build, ownership, operations, and maintenance of material recovery facilities (MRF) and is Canada's leader in single stream recycling expertise. In total, Emterra owns and operates 14 MRFs, six of which are capable of processing Single Stream Recyclable Materials (SSRM) using the latest in European optical sorting technology - all six of which have either been newly constructed or fully retrofitted within the last three years. Since starting

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business in 1976 and during the last 10 years in particular, our Company has continued to amass significant in-house expertise in the finance, design, build, ownership, operations, and maintenance of efficient and effective single stream recyclables processing facilities. Emterra has managed all aspects of the design and build of all of our MRFs and the design, installation, commissioning, operations and maintenance of our single stream recyclables processing systems, in addition to directly arranging and/or providing financing for these facilities. Emterra continues to manage all aspects of procurement, processing operations, maintenance, shipping/hauling of recovered products, and all marketing activities of all 14 facilities.

Emterra's experience in starting, transitioning, and implementing new recycling programs and/or changes to a recycling system has been well established.

Since 1976, Emterra has grown to become a leading North American recycling and waste diversion organization that provides municipal plus industrial, commercial and institutional ("ICI") waste, recycling, yard waste, and organics collection and post-collection services in BC, Saskatchewan, Manitoba, Ontario, and the state of Michigan, USA. Across United States and Canada, Emterra Environmental USA and its sister companies:

- **Service over 70% of St. Clair County, 75% of Genesee County, and 80% of the Northern Thumb Area.**
- Service **12% of Canada's population** through **30 municipal collection and processing contracts.**
- Collect and process close to **500,000 tons of recyclables** and **350,000 tons of household waste and organics** each year.
- Own and operate **40 waste management facilities and offices**, of which 14 are recyclable MRFs.
- Own and operate **over 550 collection vehicles**, of which 30% are powered by cleaner running compressed natural gas (CNG).
- Employ **over 1,100 people.**

Emterra's Size

Emterra is comprised of over forty (40) recycling and waste diversion facilities and offices in Canada and the State of Michigan, of which fourteen (14) are large and small scale MRFs handling an extensive range of recyclable materials in both single and multi-stream programs.

Emterra's current waste collection fleet size in Ontario consists of over 260 trucks and over 600 trucks in Canada, of which over 30% run on cleaner-burning, quieter compressed natural gas (CNG) trucks. Emterra currently employs over 1,100 employees across Canada and the State of Michigan.

Emterra currently holds over thirty (30) municipal and stewardship recycling and waste management service contracts across Canada and over fifty (50) such contracts in the State of Michigan.

Experience with Build, Design and Operations of Material Recovery Facilities

In addition to running the City facilities, Emterra has multiple locations across Metro Vancouver, Canada, and the State of Michigan. Emterra's head office is located at 1122 Pioneer Road in Burlington, Ontario. Cumulatively across Canada and the State of Michigan, Emterra boasts 29 waste management and material recovery facilities and offices as referred to below:

Ontario

Brampton

Emterra Tire Recycling head office, truck yard, and processing plant.

Branford

Office, third party fleet maintenance facility, office and fleet yard.

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Burlington	<p>This is the site of our corporate head offices and single stream recycling MRF.</p> <p>Expanded and upgraded in 2013 to feature the latest single and dual eject near infrared optical sorting technology from Europe, this single stream MRF was upgraded again in late 2018 with extensive optical sorting of fibres and can process up to 90,000 tonnes per year.</p>
Hamilton	Canadian Liquids Processors head office, liquids processing/ethanol and product destruction plant, and glass cullet manufacturing plant.
Kingston	This is regional two stream MRF and depot owned by the City of Kingston and operated by Emterra.
London	Multi stream MRF, local office, and fleet yard.
Mississauga	Office, CNG-certified fleet maintenance facility, slow and fast-fill CNG fueling station, and fleet yard.
Peterborough	This is a multi-stream MRF, Blue Box depot, MHSW depot, and office owned by the City of Peterborough and operated by Emterra (as of November 1, 2019).
Peterborough	Office and fleet yard.
Sarnia	Office and fleet yard.
St. Catharines	Office, fleet maintenance facility and fleet yard.
Waterloo	Office, fleet maintenance facility and fleet yard.
Manitoba	
Winnipeg	<p>This state-of-the-art single stream MRF currently processes over 60,000 tonnes per year and handles all recyclables generated in the City of Winnipeg and neighbouring municipalities.</p> <p>Major expansions and improvements were completed in 2013 to support the City of Winnipeg's launch of a cart-based recyclables collection program. The upgraded MRF now features the latest near infrared optical sorting and screening equipment from Europe – facilitating additional tonnages, greater variety in recyclables recover, and performance enhancement in the separation of all recyclables.</p> <p>Office, CNG-certified fleet maintenance facility, CNG fueling station, and fleet yard.</p>
Saskatchewan	
Regina	This is Emterra's LEEDs-inspired European single stream MRF, opened in the summer of 2013. This facility processes all recyclables generated in the City of Regina's first curbside recycling program and in surrounding communities.
Saskatoon	Office and fleet yard.
British Columbia	
Chilliwack	Multi stream MRF, CNG fueling station, office and truck yard.
Coquitlam (Transfer Station)	This is a large residential and commercial transfer station owned by the Metro Vancouver Regional District and operated by Emterra.
Cumberland	Recently upgraded to a single stream MRF in 2014.
Kamloops	Recently upgraded to a single stream MRF in 2017.
Nanaimo	Multi stream MRF, office and truck yard.
North Vancouver	Recently upgraded multi stream MRF in 2014.
North Vancouver (Transfer Station)	This is a large residential and commercial transfer station owned by the Metro Vancouver Regional District and operated by Emterra.

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Surrey	This is the site of our regional head office and single stream recycling MRF. This single stream MRF completed a round of major upgrades in 2014 and in 2019 with extensive optical sorting of fibres. These upgrades include the installation of the latest near infrared European optical sorting and screening equipment. Handling over 60,000 tonnes per year, this facility processes recyclables from municipalities across BC and the industrial, commercial, and institutional sectors.
Surrey (Transfer Station)	This is a large residential and commercial transfer station owned by the Metro Vancouver Regional District and operated by Emterra.
Vancouver	Multi stream MRF.
Vernon	Multi stream MRF, office and truck yard.
Victoria	Multi stream MRF, CNG fueling station, organics transfer station, office and truck yard.
Prince George	Office and truck yard.
Michigan	
Bad Axe	Non-hazardous waste landfill.
Flint	Emterra Environmental USA head office, fleet maintenance facility, and yard.
Port Huron	Transfer station, constructed in 2014.

1.3 Provide information on the key management personnel that will be responsible for overseeing the implementation, administration and oversight of the services provided to the City.

Name	Title/Relationship	Role/ Extent of Time on Project
Emmie Leung	Founder, CEO, President, Secretary, Treasurer, Emterra Group	CEO; Corporate Leadership As CEO, Emmie ensures Emterra Group's financial soundness, develops the corporate strategy, and oversees the overall growth and performance of the group of companies. As part of her management style and personal interest, she is intimately involved with ensuring the Company performs to the satisfaction of its municipal clients. Emmie will oversee the implementation of this Contract and its overall performance, working closely with the City's senior representatives. Design, Build, Operations Phase
Nevil Davies	Director of Special Projects and Process Improvements, Emterra Group	MRF equipment system design, installation, testing, and commissioning. For Emterra Nevil plans, coordinates, and manages all technically-based and engineering activities. Responsible for overseeing capital intensive projects across the organization, including Material Recovery Facilities (MRF) and equipment upgrades; fleet and fleet equipment purchases; and facility construction. Accountable for General Project Management for construction and expansion of Packaging and Printed Paper MRF throughout Canada and USA. Identifies areas of continuous process improvement in both plant and fleet environments through technological, process and/or design enhancement. Design, Build Phase
Joe O'Connor	Controller, Emterra Environmental USA Corp.	Control of project finances and operational finances. Responsible for the management of the finance function and overseeing the finance team; preparation of budgets, forecasts and cash flows. Responsible for the maintenance of financial ledgers and accounting processes; preparation of monthly

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		consolidated P&L and Balance Sheet; financial modelling and analysis and overseeing the payroll process; strategic planning and risk management for the growth of the corporation.
		Design, Build, Operations Phase
Angelo Caramagno	General Manager, Emterra Environmental USA Corp.	Project Manager
		Responsible for overall project management, including Facility performance requirements, process design, process equipment manufacturer/supplier selection and management, design/build firm selection and management, equipment performance specifications, facility design, facility performance requirements, and financial planning.
		Design, Build, Operations Phase
Paulina Leung	VP Corporate Strategy and Business Development, Emterra Group	Contract Startup
		Responsible for all corporate communications and government relations; lead in municipal and corporate bids and business development; assist in all new large municipal contract implementations; develop and implement standardization & best practices across Emterra Group of Companies; oversee Ontario MRF operations; and direct corporate services, including Human Resources and Information Technology.
		Design, Build Phase

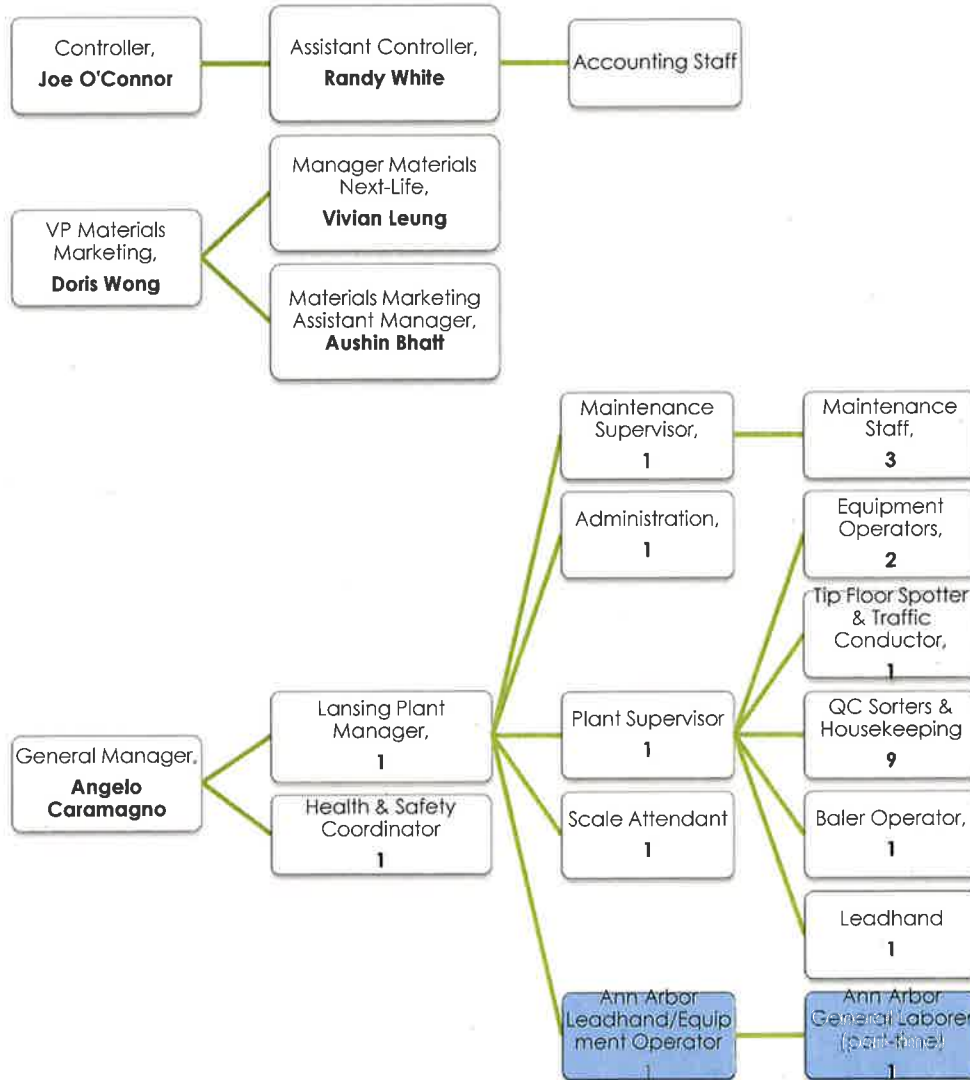
Management Organizational Structure - Operations

The following organizational chart shows the organizational structure of the teams that will be involved in this contract. In particular, those positions that will be based at the Ann Arbor MRF are in blue boxes.

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Position	Responsibilities	Qualifications
General Manager	The General Manager grows the business through municipal and ICI contracts and leads all aspects of plant and fleet operations to ensure the highest standards of operational excellence and environmental health & safety to ensure the long term viability of the operation.	<p>Bachelor's degree in related field and a minimum of 10 years' progressive operational leadership experience.</p> <p>Prior experience in the waste/recycling, manufacturing and/or transportation industry preferred.</p> <p>Excellent interpersonal, teambuilding and oral/written communication skills with the ability to communicate effectively with all levels within the organization.</p>

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<p>Controller</p>	<p>Leading a team of direct reports, the controller is responsible for ensuring efficient accounting processes while overseeing financial reporting for US operations. This role is a key liaison working with outside auditors, banks, and other stakeholders and reviewing year end files and reporting. The controller works closely with business unit leaders to provide financial analysis and participate in overall company process improvements.</p>	<p>Strong financial, mathematical and analytical skills.</p> <p>Knowledge of federal and state environmental and labor regulations.</p> <p>Excellent time management and organizational skills with the ability to multi-task in a fast paced environment.</p> <p>Solid computer skills with proficiency in the use of MS Office, particularly Excel.</p> <p>Experience in a recycling, material recovery or material handling facility is an asset.</p> <p>CPA or CMA with at least 5 years in a controllership position in the transportation and/or manufacturing industry in a company with multiple divisions.</p> <p>Bachelor's degree in business or related discipline.</p> <p>Exceptional communicator, deadline oriented with strong interpersonal skills and the ability to see the big picture as well as manage the details.</p> <p>Strong multi-divisional entrepreneurial environment experience.</p> <p>Exceptional leadership skills and the ability to motivate staff to achieve superior results.</p> <p>Strong analytical and statistical analysis skills.</p> <p>Experience with Great Plains or similar financial management system.</p> <p>Experience in preparing tenders for upcoming contract bids.</p> <p>Must be a hands-on self-starter with the ability to multi-task and shift priorities and work within time constraints on an on-going basis.</p>
<p>VP Materials Marketing</p>	<p>Responsible for the growth of the materials marketing department through the maintenance of current markets, identification of new markets, market analysis, selection of customers for each end product, and actual sales of products to customers. Manages buyer relationships and performs networking with key industry members.</p>	<p>Bachelor's degree in related field a minimum of 10 years' progressive experience.</p> <p>Minimum 10 years' experience in international trade</p> <p>Minimum 10 years' experience in recycling industry.</p> <p>Comprehensive understanding of foreign currency.</p> <p>Comprehensive understanding of international regulations for recycling commodities.</p>

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Manager, Materials
 Next Life

Drives and supports projects and programs of varying complexity and scope, focused on optimizing the performance of Emterra's operational lines of business to ensure alignment with strategic goals. Develops new end markets in North America and Pacific Rim to sell and maximize value of commodities.

Bachelor's degree in a related discipline;
 Experience in a business development role with international customers;
 Minimum of 3 years' experience in the waste/recycling industry combined with a strong understanding of MRF and/or collections operations;
 Demonstrated strength in planning and overseeing multiple complex projects and/or programs with defined timelines across multiple locations;
 Proactive, self-starter with a track record for effectively engaging multiple departments, disciplines and/or stakeholders both internal and external;

Materials Marketing,
 Assistant Manager

The Materials Marketing Assistant Manager provides support as required to the VP of Materials Marketing for the maintenance of current markets, identification of new markets, market analysis, selection of customers for each end product, and actual sales of products to customers. Assists in the management of buyer relationships and aides networking with key industry members.

Post-secondary education in business, transportation, logistics, economics or equivalent combination of experience and education;
 Experience in the waste management, recycling or freight logistics industry is strongly preferred;
 Excellent proficiency with computer software, MS Office Suite (particularly Outlook, Word and Excel), along with an aptitude for quantitative analysis;

Plant Manager

The Plant Manager's primary responsibilities include the daily management and coordination of plant operations including production, logistics and maintenance while ensuring compliance with all labor, safety, environmental and corporate policies and regulations.

This is a hands-on position that is responsible for maximizing daily production (up time), increasing productivity, minimizing residuals, auditing inbound and outbound materials; and producing commodities of quality levels acceptable to buyers. This position plays an integral part in plant operations, special projects, and has P&L responsibility for developing and achieving budgetary and production targets.

This position must work in accordance with and be versed in local, state, and federal legislated obligations that are required for the facility and their operating licenses. This position reports to the General Manager and directly manages the Plant Supervisor and Plant Maintenance Manager, and other operations personnel in the MRF.

Minimum 3-5 years' experience in a plant supervisory or management role.
 Demonstrated experience in production planning, logistics and equipment maintenance.
 Strong organizational skills and ability to maintain staffing levels at an appropriate level to minimize costs.
 Ability to use mobile equipment and the ability to train & evaluate operators on mobile equipment.
 Excellent time management and organizational skills with the ability to multi-task in a fast paced environment.
 Demonstrated ability to work independently as well as part of a team.
 Excellent interpersonal, teambuilding and oral and written communication skills with the ability to communicate effectively with all levels within the organization in a multi-cultural environment.
 Strong financial, mathematical and analytical skills.
 Solid computer skills with proficiency in the use of MS Office, particularly Excel.



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Maintenance Supervisor	<p>This position reports to the Plant Manager and works in conjunction with the Plant Supervisor to maximize daily production, minimize unprocessed inventory and ensure that plant, office and facility equipment and rolling stock is properly maintained through regular preventative maintenance. This position plays an integral part in plant and equipment operations, special projects and supervises the direct reports within the maintenance department. Oversees the work of the maintenance helpers.</p>	<p>Experience in a recycling, material recovery or material handling facility is an asset.</p> <p>Experience with PLC programming/controls is an asset.</p> <p>Must hold and maintain a valid drivers' license.</p> <p>5 years' experience as a licensed Millwright an asset.</p> <p>2-3 years' experience leading a small maintenance team.</p> <p>Must be able to work independently as well as part of a team.</p> <p>Must have excellent welding and fabrication skills.</p> <p>Must have a sound knowledge of hydraulics, pumps, motors, conveyors, shaft alignment, pulleys, belts and bearings and the ability to troubleshoot/diagnose failures of same.</p> <p>Sound knowledge of HMI/PLCs an asset.</p> <p>Must be competent in the use of computers and software applications appropriate to the needs of the business.</p>
Equipment Operators for Loader and Skid Steer	<p>These two positions are responsible for safety and efficiently operating the loader and skid steer.</p>	<p>High School Graduate</p> <p>Minimum 1-3 years' experience in operating heavy duty equipment/machinery</p> <p>Heavy Equipment Operator Certification would be an asset</p> <p>Demonstrated experience in operating a Loader/Skid Steer Operator</p> <p>Snow Plowing experience would be an asset</p> <p>Previous work experience in a manufacturing/industrial setting</p>
Shipper/Forklift Operator	<p>As one of the last points of contact with Products, Shipper/Forklift Operator inspects bales while preparing and loading bales onto trailers for shipment. Non-conforming bales or bales of questionable quality are segregated for later inspection by management and possible reprocessing.</p>	<p>High School Graduate</p> <p>Minimum 1-year experience in operating mobile equipment equipment/machinery</p> <p>Certification would be an asset</p> <p>Demonstrated experience in operating a forklift</p> <p>Previous work experience in a manufacturing/industrial setting</p>
Baler Operator	<p>This position must inspect baler in-feed materials for visible contamination and notify supervisors of any non-conforming material and inspect bales for contamination upon</p>	<p>High School Graduate</p>



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	<p>bales leaving the baling chamber. Bales not meeting quality specifications are then segregated for later inspection by management and possible reprocessing.</p>	<p>Minimum 1-3 years' experience in operating heavy duty equipment/machinery</p> <p>Demonstrated experience in operating a baler an asset</p> <p>Previous work experience in a manufacturing/industrial setting</p>
<p>Tip Floor Spotter/Traffic Conductor/General Laborer</p>	<p>The quality of all incoming single stream recyclables in the tip area is inspected by Tip Floor Spotters using quality control forms and guidelines. All incoming materials are audited for large non-recyclable materials, hazardous waste, electronic waste, and pulled where possible and results are recorded. Once identified, these materials are segregated and stored in their respective containers in the Receiving Inspection area. Depending on the severity of the contamination of the load(s), spotters may alert management for further action. Direct inbound truck traffic into the tip floor building safely.</p>	<p>Positive attitude and strong work ethic</p> <p>Team player and willing to learn</p> <p>Previous experience in traffic control as asset</p> <p>Previous experience in working in a plant/industrial environment an asset</p> <p>Demonstrated ability to coordinate trucks and product.</p>
<p>Quality Control Sorters</p>	<p>The QC sorters are responsible for safely and efficiently sorting recyclable materials and maintaining general housekeeping of the facility and site.</p>	<p>Ability to lift 25lbs</p> <p>Positive attitude and strong work ethic</p> <p>Team player and willing to learn</p> <p>Ability to follow instructions</p>

1.4 Include the above information for any subcontractors or professionals included as part of the proposer's team to implement any part of the proposal.

Subcontractors will not be used.

1.5 Provide an overview of the safety and training programs in place and will be implemented if awarded a contract.

Emterra is committed to providing employee and public safety, in addition to equal employment opportunity. Emterra's employee training and Occupational Health and Safety (OH&S) programs are developed at the corporate level and adapted to regional regulations and conditions that are specific to the waste industry in each jurisdiction in which we operate. These policies and procedures are then implemented locally.

Emterra trains, instructs, and enforces that all staff are safety conscious and follow all safe equipment operation and material handling procedures learned during their licensing training, and as identified in our internal training manuals.

In all of our facilities, we conduct ongoing training with respect to OH&S for all maintenance crews, MRF staff, and collection crews. As part of this program, there are designated Health and Safety Trainers at each facility that is responsible for all aspects of our OH&S practices including:

- Regular OH&S meetings.
- Review and maintenance of our OH&S employee manual.
- Ensuring compliance with regional safety standards and practices.
- Ensuring appropriate personal protective equipment is used, and that all staff is trained in their proper use.

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- Ensuring first aid stations and attendants are clearly identified and known.
- Any and all other OH&S issues and remedies as deemed necessary or appropriate.

Emterra also provides the following:

- A non-smoking work environment.
- A harassment-free work environment
- Regulation lighting and fencing of all fall or high traffic hazard areas.
- A traffic flow and parking schedule that allows for the safe movement of people and vehicles and other equipment throughout the MRFs and facilities.

All staff are trained in the use of spill kits, fire extinguishers, and cleaning equipment to ensure any spill or fire related accident or incident can be dealt with immediately and effectively and are equipped with either cell phones or two-way radio phones to contact outside assistance as required.

An accident/incident and injury reporting process and training will also be implemented covered the following topics:

- Health and Safety Policy Statement
- Violence and Harassment Policy
- The Rights of Workers
- Incident / Accident Reporting
- Early and Safe Return to Work
- Personal Protection and Protective Equipment
- Extreme Temperatures
- Musculoskeletal Disorder (MSD) Prevention
- Working with and Near Heavy Equipment
- Travel Safety (Yard Equipment)
- Lockout and Hot Work Programs
- Daily Inspection
- Hand and Power Tools
- Operating Instructions for Equipment /Processes
- Housekeeping
- Jewelry and Loose Clothing
- First Aid
- Sharps, Stings and Snow
- Spills to the Environment
- Fire Emergency
- Evacuation Procedure
- Drug and Alcohol
- Personal Conduct
- Disciplinary Action Procedure

Health and Safety Training for Delivery of the Work

Safety and Training Plans

Emterra trains, instructs, and enforces that all MRF staff are safety conscious, and follow all safe equipment operation and material handling procedures learned during their licensing training and as identified in our internal training manuals.

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To this end, we conduct ongoing training with respect to Occupational Health and Safety (OH&S) for all maintenance, operational and MRF staff, and collection crews. As part of this program, there are designated Health and Safety Trainers who are responsible for all aspects of our OH&S practices.

Key Workplace Safety Training

Emterra provides both initial and ongoing workplace safety training. As part of this training, Emterra ensures the workers are fully trained on the following as required for their role:

- Safe equipment and vehicle operation policies and procedures, as required
- Accident and Incident Policy and Reporting Procedures
- Refuse Worker Safety Practices and Equipment
- Hazardous Waste Handling Policy and Procedures
- Safe Material Handling Procedures
- Driver's Handbook, where applicable
- Employee Handbook
- OH&S Policy and Procedures Manual
- Young Workers Programs, where applicable
- Specific Equipment Training and Certification (fixed and mobile)
- Facility Procedures Regarding Material Handling and Transportation
- First Aid
- Forklift Certification
- Confined Space Training
- Spill Clean-up
- Fire Safety
- Facility Orientation
- Health and Safety Program Orientation (including sign off on various manuals, policies and procedures)
- Hazardous Materials Management Plan (including general identification of and handling of hazardous materials)
- WHMIS Training

This training will be conducted by skilled internal Company resources at the MRF. Emterra will also source external training and continuing education opportunities for staff where management finds it appropriate and beneficial to the operations of the MRF and the City.

Where certification is required to operate equipment or perform job-related functions (such as equipment or flagging), Emterra will ensure appropriate approved internal or third-party instructors provide this training to meet all safety and regulatory requirements.

We also provide regular safety meetings, frequent and regular briefings in order to keep all MRF staff apprised of any safety and material handling issues and changes within the operation. Additionally, the Plant Manager assigned to this Contract will perform ongoing safety monitoring with sign-off and site exam sheets, in order to ensure all staff are in compliance with regulatory and Emterra workplace safety practices.

Past Involvement with Similar Projects (15 points)



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2.1 The written proposal must include a list of specific experience relating to the proposal. A complete list of contractor-owned facilities or facilities operated under contract must be provided. Three trade references shall be provided including the firm/agency name, address, telephone number, project title, and contact person.

Contractor-Owned Facilities

Reference Project #1

Project Name:	Region of Halton, Processing and Marketing of Municipal Recyclables
Customer Name:	Region of Halton, Ontario, Canada
Location of Customer:	1151 Bronte Road, Burlington, Ontario, Canada L6M 3L1
Processing Facility Name/Location:	Emterra Environmental Burlington Single Stream and Multi-Stream MRF, 1122 Pioneer Road, Burlington, Ontario, Canada
Customer Contact Information:	David Miles Manager, Waste Planning and Collection P: (905) 825-6000, ext. 8288 E: david.miles@halton.ca
History of Operation:	Processing and marketing of Single Stream recyclables. Annual Tonnage: 60,000 tons Contract Duration: 2008 to 2018 See additional information directly following.
Contractor's Involvement:	Owner/operator of Emterra Burlington MRF since 1995 Completed design/build of new single stream recycling processing system at Emterra Burlington MRF in 2008; Maintain MRF Directly staff MRF Marketer of recyclables to end markets around the world

Burlington Single and Multi-Stream MRF

General Facility Description and Location

Emterra's Burlington Single Stream MRF is located at 1122 Pioneer Road, Burlington, Ontario, Canada. The site is currently zoned as GE1, General Employment under Zoning By-law 2020, as amended. The site consists of a total of 3.756 hectares (9.28 acres) of which 1.966 hectares (4.86 acres) are fenced and currently in use as a processing facility for municipal recyclable materials. This MRF is centrally located in the Region of Halton and is close to major transportation arteries, which facilitate the collection and receiving of loose and baled recyclables and the shipment of baled products to end markets. In 2005, a 17,000 square foot building was added to the existing 38,000 square foot MRF.

In 2013, this facility was upgraded again to incorporate additional optical sorting technology manufactured by TITECH and also to redesign the container processing line to incorporate the latest best



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practices in container processing, given the advances to optical sorting technology. During the retrofit, the facility continued to receive inbound recyclables on a daily basis without any interruption to curbside collection services. This facility now processes the full spectrum of rigid plastic containers #1-7, including clam shells and mixed plastics, spiral wound cardboard containers, polycoated and aseptic containers, ferrous and non-ferrous containers, glass containers, and all types and grades of printed paper. All materials are primarily mechanically and/or optically processed, with manual quality control performed after mechanical and optical separation to provide additional quality control.

Type and Degree of Emterra Involvement in the Facility

Emterra Environmental is directly responsible for arranging financing, managing all aspects of the design and build of the facility and all procurement, processing operations, maintenance, shipping/hauling of recovered products and marketing activities.

General Description of the Facility Including the Design of the Sorting Operations

This state of the art Single Stream MRF is equipped with a government-certified 80-foot electronic truck scale, three 16-foot by 24-foot bay doors in the unloading area, and tip floor area with a ceiling clearance of 32-feet, thus able to accommodate a variety of different collection and shipping fleet vehicles.

This MRF features TITECH optical sorting equipment. Nearly 100 percent (by weight) of incoming materials are mechanically and optically separated by equipment, which is complemented with manual quality control to identify and sort out contamination and to segregate each type and grade of recyclables so that each type and grade meets end market/buyer specifications.

System Capability and Capacity

Emterra's Burlington facility recovers various types of products, including but not limited to OCC, hard pack, office pack, magazines, #8 ONP, PET #1 containers, colored and natural HDPE #2 containers, plastic tubs and lids #5, water jugs, aluminum, steel cans, spiral wound cardboard containers, empty paint cans, mixed container glass, aseptic/polycoat containers, hot and cold beverage cups, plastics #1-7, and residuals.

Close to 230 tons of recyclables are processed at this facility each day - or 60,000 tons a year. The system's design capability is 49 tons per hour; however, the system is run at 30 tons per hour for higher purity of recovered commodities.

Project Management Team

The project management team for this MRF consisted of the following individuals:

- Emmie Leung, Founder, CEO & President - Design, Build, Operations Phase
- Nevil Davies, Director of Special Projects and Process Improvements - Design, Build Phase (MRF equipment system design, installation, testing, and commissioning)
- Paulina Leung, VP Corporate Strategy and Business Development - Design, Build Phase (Human Resources; IT, Contract Startup)

Reference Project #2

Project Name:	City of Surrey, Processing and Marketing of Municipal Recyclables
Customer Name:	City of Surrey
Location of Customer:	6651 – 148 Street Surrey, British Columbia, Canada V3C 2C7



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Processing Facility Name/Location:	Emterra Environmental Surrey Material Recovery Facility 6362 148 St Surrey, British Columbia, Canada V3S 3C4
Customer Contact Information:	Rob Costanzo, Manager, Engineering-Operations P: (604) 590-7287 E: racostanzo@surrey.ca
History of Operation:	Processing and Marketing of Single Stream Recyclables Annual tonnage: 28,000 tons Contract Duration: Jan 1, 2008 – Sept 30, 2012 Additional information directly following.
Contractor's Involvement:	Design/Build of Emterra Surrey Material Recovery Facility in 1982 Design/Build of new single stream recycling processing system at Emterra Surrey MRF in 2009 and retrofit in 2014 Owner/Operator of Emterra Surrey MRF Maintain MRF Directly staff MRF Marketer of recyclables to end markets around the world

Surrey Single and Multi-Stream MRF

General Facility Description and Location

Emterra's Surrey facility receives, processes, and markets municipal residential and commercial single and multi-stream recyclables from municipalities across the province of British Columbia and has been in operation for since 1982 as a material recovery facility. Located at 6362 148 Street, Surrey, British Columbia, Canada, it is centrally located in Metro Vancouver and close to major arterial roadways including Trans-Canada Highway 1, King George Highway, and Highway 99. This ideal location provides timely delivery of recyclables to the MRF and shipments of products to end markets. This site is on 3.5 acres and has 48,000 square feet in two large buildings plus a new 20,000 square foot addition that was completed in 2008. All required zoning, licenses, and approvals are in place.

Type and Degree of Emterra Involvement in the Facility

Emterra Environmental is directly responsible for arranging financing, managing all aspects of the design and build of the facility and all procurement, processing operations, maintenance, shipping/hauling of recovered products and marketing activities.

General Description of the Facility Including the Design of the Sorting Operations

This state of the art Single Stream MRF in Surrey, British Columbia, Canada, is equipped with all necessary equipment and special features to receive and process recyclable materials, including two government-certified 44-ton, 80-foot in-ground electronic truck scales for in and outbound traffic; two entrances/exits off of 148 Street for smooth one-way traffic flow, and eight loading docks for fast loading of baled commodities leaving the facility.



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Our single stream processing system consists of manual, mechanical, and optical sorting technology to identify and sort out contamination and to segregate each type and grade of recyclables so that each type and grade meets end market specifications.

System Capability and Capacity

Emterra's Surrey facility is capable of recovering various types of products including but not limited to ONP, OCC, magazines, flyers and inserts, writing and printing paper, envelopes, hard and soft cover books, clean pizza boxes, hot beverage cups, mixed containers (i.e., aluminum, steel, polycoated and aseptic containers, cold beverage cups, glass bottles and jars, PET #1 plastic, HDPE #2 natural and pigmented, mixed plastics #3-7, and spiral wound cardboard containers). Polystyrene and film plastic are not currently accepted in the aforementioned municipalities' recycling programs; however, film plastic is recovered for recycling.

Close to 200 tons of recyclables are processed at this facility each day or 62,000 tons a year. The Surrey MRF is designed with a throughput capacity of approximately 22 tons per hour.

Project Management Team

The project management team for this MRF consisted of the following individuals:

- Emmie Leung, Founder, CEO & President - Design, Build, Operations Phase
- Nevil Davies, Director of Special Projects and Process Improvements - Design, Build Phase (MRF equipment system design, installation, testing, and commissioning)
- Paulina Leung, VP Corporate Strategy and Business Development - Design, Build Phase (Human Resources; IT, Contract Startup)

Reference Project #3

Project Name:	Material Recovery Facility (MRF) Services
Customer Name:	City of Regina
Location of Customer:	City of Regina 1430 4th Avenue Regina, Saskatchewan, Canada S4P 3C8
Processing Facility Name/Location:	Emterra Regina Single Stream Material Recovery Facility 12214 Rotary Avenue, Regina, Saskatchewan, Canada
Customer Contact Information:	Janet Aird Manager, Waste Diversion P: (306) 539-9644 E: jaird@regina.ca
History of Operation:	Processing and marketing of Single Stream recyclables Annual Tonnage: 16,500 tons Contract Duration: 2013 to 2023 Additional information directly following.



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Contractor's Involvement:

Design/Build of Emterra Regina Single-Stream Material Recovery Facility in 2013
Owner/Operator of Emterra Regina MRF
Maintain MRF
Directly staff MRF
Marketer of recyclables to end markets around the world

Regina Single and Multi-Stream MRF

General Facility Description and Location

Emterra's Regina Single Stream MRF is located at 12214 Rotary Avenue, Regina, Saskatchewan, Canada. The site consists of a total of 13 acres and a 45,000 sq. ft. processing facility for municipal and commercial recyclable materials. This MRF is located in the newly developed Global Transportation Hub, an inland port authority designed to connect intermodal transfer and logistics across Canada. Importantly, this strategic location links Emterra's recyclables to end markets domestically and overseas.

This facility was opened in 2013 and is Emterra's latest facility designed and built from the ground up. The plant is designed to use less energy, water and natural resources in its initial construction and ongoing operations. Benefits include lower energy and water costs, reduced greenhouse gas emissions and a healthier environment for workers. Following LEED's best practices for the design, construction and operation of high performance green buildings, Emterra incorporated:

- more than 275 tons of recycled asphalt in the site development;
- advanced, energy saving windows and doors that incorporate recycled materials;
- over 150 tons of recycled steel in the structure and paneling;
- water conserving washroom facilities; and
- processing equipment that features industry-leading, energy efficient technology.

The MRF was built to start the City of Regina's first ever curbside recycling program for its residents. As a result, Emterra worked closely and consulted extensively with the City during the design phase to ensure the facility would enhance the effectiveness of the recycling program and suit the needs of first-time recyclers. This facility was featured in Resource Recycling Magazine as the MRF of the Month in September 2014.

Type and Degree of Emterra Involvement in the Facility

Emterra Environmental is directly responsible for arranging financing, managing all aspects of the design and build of the facility and all procurement, processing operations, maintenance, shipping/hauling of recovered products and marketing activities.

General Description of the Facility Including the Design of the Sorting Operations

This state of the art Single Stream MRF is equipped with a government-certified 80-foot electronic truck scale and tip floor area that can accommodate a variety of different collection and shipping fleet vehicles up to two at a time. There are also two loading bays to move materials out of the facility.

This MRF features TITECH optical sorting equipment. Nearly 100 percent (by weight) of incoming materials are mechanically and optically separated by equipment and is complemented with manual quality control to identify and sort out contamination and to segregate each type and grade of recyclables so that each type and grade meets end market/buyer specifications.



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System Capability and Capacity

Emterra's Regina facility recovers various types of products, including but not limited to OCC, hard pack, office pack, magazines, #8 ONP, PET #1 bottles and clamshells, colored and natural HDPE #2 containers, plastic tubs and lids #5, water jugs, aluminum, steel cans, spiral wound cardboard containers, mixed container glass, aseptic/poly-coat containers, hot and cold beverage cups, plastics #1-7, and residuals.

Project Management Team

The project management team for this MRF consisted of the following individuals:

- Emmie Leung, Founder, CEO & President - Design, Build, Operations Phase
- Nevil Davies, Director of Special Projects and Process Improvements - Design, Build Phase (MRF equipment system design, installation, testing, and commissioning)
- Paulina Leung, VP Corporate Strategy and Business Development - Design, Build Phase (Human Resources; IT, Contract Startup)

Facilities Operated Under Contract

Emterra Environmental, our Canadian counterpart, currently operates the following publically (municipally) owned facilities:

Facility & Location	Expertise	Experience	Other Information
Surrey Transfer Station, Metro Vancouver, BC, Canada	Trash, public drop off recycling depot	The Surrey Transfer Station is for commercial and residential customers to dispose of trash, organics, leaf and yard waste and to drop off select recyclable materials	5 acres, 175,000 cars per year, 164,000 tons per year
Coquitlam Transfer Station, Metro Vancouver, BC, Canada	Trash, public drop off recycling depot	The Coquitlam Transfer Station is for commercial and residential customers to dispose of trash, organics, leaf and yard waste and to drop off select recyclable materials	6.6 acres, 100,000 cars per year, 249,100 tons per year
North Shore Transfer Station, Metro Vancouver, BC, Canada	Trash, public drop off recycling depot	The North Shore Transfer Station is for commercial and residential customers to dispose of trash, organics, leaf and yard waste and to drop off select recyclable materials	4.4 acres, 65,000 cars per year, 242,000 tons per year
City of Kingston, Ontario, Canada	Recyclables processing	Processing of recyclables and operations of the multi-stream City-owned MRF.	4 acres, 15,400 tons per year
City of Peterborough, Ontario, Canada	Recyclables processing and marketing	Processing of recyclables and operations of the multi-stream City-owned MRF.	4 acres, 16,000 tons per year

Reference Project #4

Project Name:	Metro Vancouver Transfer Stations
Customer Name:	Region of Halton, Ontario, Canada
Location of Customer:	1151 Bronte Road, Burlington, Ontario, Canada L6M 3L1

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Facility Name/Location:	Surrey Transfer Station, Coquitlam Transfer Station, North Shore Transfer Station
Customer Contact Information:	Paul Henderson, General Manager, Solid Waste Service P: (604) 432-6442 E: paul.henderson@metrovancover.org
History of Operation:	Processing and marketing of Single Stream recyclables. Annual Tonnage: 340,000 tons, including trash, recyclables, and public drop off materials Contract Duration: 2017 to 2023
Contractor's Involvement:	Operate and maintain transfer stations Directly staff transfer stations Marketer of recyclables to end markets around the world Collaborating with stewardship programs to divert materials from landfill Extensive reporting

Proposed Work Plan (35 points)

3.1 Operation and maintenance of the City's Material Recovery Facility (MRF) to receive recyclable materials delivered to the MRF by the City or its collection contractor(s), with transload to an offsite MRF for processing:

a. Brief narrative description on how the MRF will be operated (e.g., on-site direction of incoming collection vehicles, rolling stock equipment to be used, loading procedures, daily cleaning procedures, etc.)

Option 1 Proposal

Emterra's proposal is for Option 1, to use the MRF as a transfer facility to transload recyclables to another MRF (i.e. Emterra's new single stream MRF located in the City of Lansing, Michigan) for sorting and processing. Materials will be marketed by Emterra's Materials Marketing and Logistics Department located in British Columbia, Canada. This team performs all materials marketing and logistics coordination for all of Emterra Group, handling 500,000 tons of materials a year.

Preferred Contract Term

Emterra prefers a ten (10) year contract term, which would allow for greatest cost effectiveness and stability for the City.

On-Site Direction of Incoming Collection Vehicles

Collection vehicles will be weighed at the City-operated scale house. The drivers would inform the City's scale house operator the origins of the load (e.g. City of Ann Arbor) and the type of material (residential single stream recyclables). Once weighed in, the driver would be directed to the Ann Arbor MRF by City staff. The driver would drive to the Ann Arbor MRF. Upon arrival at the Ann Arbor MRF's tip floor, Emterra's on-site leadhand/equipment operator would direct the collection vehicle as to which bunker it can dump its materials in. Upon offloading its materials, collection trucks would proceed back to the scale house to be scaled out by City staff. It is Emterra's objective that the City of Ann Arbor collection trucks can offload materials and depart the MRF with a turn-around time of less than 30 minutes from scale to scale (i.e. after weighing in and up to the point of weighing out), unless several trucks show up at the site at the same time. City of Ann Arbor collection trucks will be prioritized for offloading at the MRF.



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Load inspection procedures

All offloaded materials on the tip floor are inspected by the general laborer and/or the onsite equipment operator/leadhand for large non-recyclable materials (e.g. hoses, electrical cords, propane tanks, pool covers, etc.), electronic waste, and hazardous waste. Such contaminants are then segregated and stored in their respective containers at a designated area on the tipping floor. Depending on the severity of the contamination of the load(s), the equipment operator/leadhand may alert management for further action, up to and including load rejection.

Contaminated load ejection procedure

- a. Emterra shall inspect inbound loads delivered to the Ann Arbor MRF and shall have the right to reject any delivery (partial load or in its entirety) if the materials contain or appear to contain by volume or weight more than ten percent (10%) non-recyclable materials, or which contains or appears to contain any amount of hazardous, toxic, radioactive or similarly dangerous material or which contains excessive moisture content (greater than 12% by weight), (each such rejected full or partial load an "Unacceptable Load").
- b. Depending on the severity of the contamination of the load(s), this may include suspension or stoppage of work, as necessary and appropriate, to minimize the risk of any person or property from suffering injury, sickness, death, damage or destruction as a result of exposure to, or the presence of the contamination.
- c. Upon inspection, any unacceptable loads delivered that are rejected will be logged on the Rejected Load Log Form with Delivery/Collection Vehicle information including date, time, vehicle information and description.
- d. Emterra shall take colour photographs of any Unacceptable Load to verify the presence of unacceptable material when the load, in whole or in part, is determined to be unacceptable.
- e. Emterra shall then notify the Contract Administrator of any rejected City of Ann Arbor load and forward photographs to the Contract Administrator upon request.
- f. Unloaded recyclables that are rejected will be reloaded by Emterra into the designated vehicle provided by the City and the driver of the vehicle will be instructed to remove the reloaded vehicle immediately from the Ann Arbor MRF. Emterra will complete and submit a report to the City in a form satisfactory to the City for all rejected loads and materials.
- g. If directed by the Contract Administrator, Unacceptable Loads shall be segregated and temporarily stored for further inspection by the City.
- h. All costs resulting from the delivery of any Unacceptable Load or portion thereof (including without limitation transportation, re loading, clean-up, alternate disposal and the like), which at a minimum shall include an Unacceptable Material Fee in the amount of \$200, shall be charged back to the City. Title to Unacceptable Material shall not pass from the City to Emterra.
- i. The City shall immediately notify the collection contractor of the unacceptable material, and the collection contractor is responsible for arranging the removal of the unacceptable material within 24 hours.

Loading procedures

1. There would be two bunkers at the Ann Arbor MRF: one for source-separated (e.g. commercial/third party) OCC and one for residential and commercial single stream recyclables.
2. The loader operator would load source-separated OCC from the dedicated bunker into the baler for baling.
3. The loader operator would load single stream recyclables from the dedicated bunker into the hopper of the high compaction compactor, which Emterra will install at the MRF. This high



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compaction compactor at the Ann Arbor MRF is capable of achieving 23 to 25 tons per load in a 53' closed top compaction walking floor trailer. All residential and commercial single stream recyclables will be transferred from the Ann Arbor MRF to Emterra's Lansing MRF using 53' closed top compaction walking floor trailers that are loaded by this compactor unit.

4. Emterra agrees to meet or exceed an average 20.5 tons/load of single stream recyclables (i.e. the average minimum weight standard) for transfer from Ann Arbor to the designated processing location because of the use of this high compaction compactor to load recyclables. If Emterra fails to meet or exceed this minimum standard in any one calendar month, we will be given one calendar month of additional operations to correct the deficiency.
5. Trailers are then hauled by Emterra's tractor to Emterra's Lansing MRF located at 1159 South Pennsylvania Avenue in Lansing, Michigan.

Baling and storage of source-separated OCC

Materials in the source-separated (e.g. commercial/third party) OCC bunker would be baled on-site using the existing baler and conveyors. The forklift would stack baled OCC up to three bales high in a designated shipping area located next to the loading dock.

Inventory and coordination of orders with Materials Marketing and Logistics Group workflow:

- Inventory count of baled OCC is completed every Tuesday morning by the on-site leadhand/equipment operator.
- Based on expected inbound tonnage and volumes and production levels, projections of what the Ann Arbor MRF will produce of OCC over the next 9 days are calculated by Emterra's Plant Manager.
- The Plant Manager or his/hér designate sends production projections and inventory levels by commodity type (i.e. OCC) to Emterra's Materials Marketing team.
- Materials Marketing personnel then obtains orders and bookings for OCC.
- The OCC shipping schedule is received from the Materials Marketing team every Thursday.

Rolling stock to be used

- 1 x loader (new)
- 1 x forklift (new)
- 1 x high compaction 15 cubic yard (or similar) compactor mounted on compactor stand (new)
- 1x tractor (new)
- 3 x 53' closed top compaction walking floor trailers (new)
 - The 3 walking floor trailers would typically be deployed as follows: 1 trailer at Ann Arbor MRF, 1 spare trailer, 1 trailer on the road either to or from the Ann Arbor MRF). 3 walking floor trailers would ensure there is no delay or backlog in the movement of materials from the Ann Arbor MRF to Emterra's Lansing MRF.
- Lock blocks for two bunkers (i.e. one for each of OCC and single stream recyclables)
- The City-owned baler, horizontal baler conveyor, and vertical conveyor that loads the baler (existing)

If the loader or forklift goes down, a rental unit will be sourced from a local equipment dealer, of which there are several.

Hours of operation

Hours of operations of the Ann Arbor MRF would be Monday to Friday from 7:00AM to 4:30PM. Following holidays, the MRF would be open on the Saturday. Assuming there would be approximately 14,000 tons of single stream materials from the City of Ann Arbor's recycling program and another 1,000 from third party hauler, and each closed top compaction walking floor trailer can contain approximately 23 tons per load, only 2.6 trailer loads would be generated per day. 2.6 trailers would require approximately 3 hours to load. The rest of the time the onsite staff can perform inspections, scheduled and preventative maintenance, housekeeping and cleaning, baling of OCC, etc.



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Daily cleaning procedures

Emterra shall develop a cleaning and litter control program and provide to the Contract Administrator prior to the start date of the Contract. Given the high potential for negative off-site impacts from the Ann Arbor MRF (e.g. noise, blowing debris, dust, materials falling out of delivery trucks onto roadways, vermin, etc.), this facility will have written site maintenance and inspection procedures and daily inspection checklists to be completed by on-site staff to mitigate negative effects from impacting neighbors and other site operations. Emterra's site housekeeping program will minimize and control the occurrence of vectors, rodents, pests, and vermin, dust, litter, odor, noise, and other nuisances. At least once each shift, a litter control patrol (formed of General Labor personnel) inspect the MRF and surrounding neighborhood to collect any recyclables that may have blown astray. Depending on the amount of windblown debris, the litter control patrol team may be assigned to this task for a longer period of time, as necessary. Emterra contracts vermin and vector protection services from a third party vendor that sets traps and maintain such traps on a regular schedule to maintain a safe and healthy work environment for all workers and guests.

The MRF will be swept regularly to remove debris from the ground. Emterra will perform monthly inspections of the site as outlined in the table below. Record of each inspection shall be maintained by Emterra, and shall be accessible to the City and the Michigan Department of Quality (MDEQ) upon request.

Spills and leaks at the MRF will be promptly cleaned using dry methods. Trash will be placed in appropriate receptacles, and lids of trash dumpsters will be kept closed. An organized inventory of the materials generated from the recycling process will be maintained by the Facility. Emterra will immediately notify the City of any spills or other incidents that could cause pollutants to enter the stormwater system. A written report of the inspection and corrective actions will be provided to the City within seven (7) days of the incident.

Routine Inspection Program Procedures Table		
Description of Area or Equipment Inspected	Tasks Performed During Inspection	Frequency of Inspection
Fuel Tank and Oil Drums	Visual assessment for leaks, spills, proper storage and labeling	Monthly
Storage Containers	Visual assessment for damage, leakage, proper storage and labeling	Monthly
Trash Dumpsters	Visual confirmation of waste being contained, damage and leakage	Monthly
Storm Drain Inlets	Visual assessment for blockages & unwanted materials, verify inlet filters are present and maintained appropriately	Monthly
Loading Docks	Visual assessment of cleanliness and containment, ensure drainage system is not blocked	Monthly
Transformers	Visual assessment for leaks and hazards	Monthly
Pavement	Visual assessment to verify cleanliness	Monthly

Maintenance procedures



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Maintenance activities for the Ann Arbor MRF will be planned by Emterra's Plant Maintenance Supervisor, who will be based out of Emterra's Lansing MRF, and executed by a maintenance team of three people who will also be based out of Emterra's Lansing MRF. Daily inspections of all equipment at the Ann Arbor MRF as outlined above will be performed by the on-site equipment operator/leadhand. Inspections on building, structures and site infrastructure will be performed on a regular basis by the on-site equipment operator and leadhand as well as by Emterra's maintenance team. Found repairs would be performed either by Emterra's in-house maintenance team or third party service providers on an as needed basis or after hours, to prevent disruptions to daily operations.

Preventative maintenance activities on the tractor, walking floor trailers, compactor, mobile equipment (i.e. loader and forklift), baler and baler conveyors will be scheduled based on time (i.e. engine hours) and manufacturers' recommendations and would be performed either by Emterra's in-house maintenance team, onsite leadhand, or third party service providers after hours as much as possible to mitigate disruptions to operations.

Work requisitions will be reviewed for approval by the Plant Maintenance Supervisor. The priority of each submitted work order request is determined by the Plant Maintenance Supervisor in conjunction with the Plant Manager and assigned and executed accordingly. Costs related to each work order are tracked for items such as parts, labor, or miscellaneous charges.

Inventories of spare parts, tools, and equipment for the Ann Arbor MRF will be stored locally and/or at Emterra's Lansing MRF. Inventories will be tracked through a combination of inventory records, reorder lists, parts receiving processes and reports on a monthly basis. For certain parts and tools that are critical to the operations of the Ann Arbor MRF, such as hydraulic oil for the baler, pumps, etc., Emterra will maintain minimum inventory levels at the Ann Arbor MRF.

b. Proposed staffing of the MRF (number and type of personnel).

At the Ann Arbor MRF, Emterra would employ the following people:

- j. 1 x loader operator/site lead hand (full-time) who can operate the loader, forklift, baler, and compactor; and
- k. 1 general labourer (part-time) who would work during peak receiving hours Monday to Friday at the Ann Arbor MRF to perform housekeeping, cleaning, traffic direction, and other duties as assigned.

Please refer to above for more information on the responsibilities of each role and the management organizational structure.

c. Identification of primary processing site(s), including name of facility, address, hours of operation, holiday closures, and materials to be transported from the City of Ann Arbor MRF.

The primary processing site will be Emterra's brand new single stream material recovery facility located at 1159 South Pennsylvania Avenue in Lansing, Michigan. Recyclables will be transloaded at the Ann Arbor MRF to Emterra's Lansing MRF. The proposed processing facility can receive and process 40,000 tons per year. As such, the City's tonnage is only approximately 35% so the facility has more than enough capability to handle Ann Arbor's materials.

Hours of operation are 7:00AM to 5:30PM Monday to Friday and on weekends when required to receive materials or due to holidays. The facility will be closed on the following holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas. The facility would be opened to receive materials following the holiday (e.g. Thanksgiving falls on a Friday so the Lansing MRF will be open on Saturday).

Single stream recyclables will be transloaded via 53' closed top compaction walking floor trailers hauled by a tractor from the Ann Arbor MRF to Emterra's Lansing MRF. Source-separated OCC would be baled directly at the Ann Arbor MRF and thus would not be transferred to the Lansing MRF.



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Based on time and motion studies, Emterra has determined it will take on average 1.5 hours for a one-way trip from the Ann Arbor MRF to Emterra's Lansing MRF, where all recyclable materials will be processed. The round trip would include scaling in and out of the Ann Arbor MRF, travelling to the Lansing MRF, scaling in at the Lansing MRF, unhitching the walking floor trailer to a power unit that would walk the materials off automatically, picking up an empty closed top walking floor trailer, driving back to the Ann Arbor MRF; and scaling in.

Latest MRF Technology

Emterra's new Lansing MRF (Option 1) features emerging/progressive technology through advanced equipment. The processing system will include state of the art equipment including four (4) Near Infrared Optical Sorters (with two such units featuring dual eject capabilities), vibratory conveyors, Ballistic Separator, two (2) magnets, one (1) OCC screen, three (3) glass/fines screens, two (2) ONP screens, eddy current separator, film separation system, a glass clean up system, and a baler. All materials will be sorted by equipment, with humans performing quality control (QC) sorting functions. As such, the overall recovery rate of the facility is expected to be over 90% by inbound weight.

The advanced system will process all inbound materials in a sequential flow, which is presented as a process flow diagram on page 30. This diagram illustrates how single stream materials are processed into distinct commodities and the equipment used to do so.

Residue Performance

If audited inbound contamination is X%, then our plant residue rate would be X% plus two percentage points. As such, the plant residue rate would be adjusted each quarter. If the audited inbound contamination rate is over 10%, then both parties must negotiate compensation to Emterra for additional operating costs and how the City will reduce inbound contamination (e.g. increase resident promotion and education budget and activities, etc.).

Proposed End-Markets – CONFIDENTIAL

Based on Emterra's 43 years of experience in marketing recyclable materials generated from single stream recycling programs, the table below outlines the proposed commodities that will be produced and details on the potential end markets, uses and quality specifications. To the extent reasonably possible, Emterra has shortlisted end markets based on multiple criteria, including greatest economic benefit, highest/best use of the materials, lowest transportation distance and positive contribution to the local economy in the State.

Commodity Produced	Expected end-markets for recovered recyclable materials	Expected uses for recovered recyclable materials	Targeted industry standard specification for commodities that will be marketed
Old Newspaper (ONP)	American Chung Nam; Pratt Industries; WestRock	Medium paper, boxboard	ISRI specifications OR end market-specific specifications, as appropriate
Mixed Paper	Pratt Industries; WestRock	Medium paper, boxboard	ISRI specifications OR end market-specific specifications, as appropriate
Old Corrugated Containers (OCC)	Atlantic Packaging; WestRock	Kraft liner, medium paper	ISRI specifications OR end market-specific specifications, as appropriate



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PET Bottles	Blue Mountain Plastics/Ice River Springs	Water bottles, clothing, carpet	ISRI specifications OR end market-specific specifications, as appropriate
Rigid mixed plastic 1-7 containers (including PET clamshells*)	Revital Polymers	Plastic pellets for manufacturing (examples: strapping, bottles, piping)	ISRI specifications OR end market-specific specifications, as appropriate
Aseptic Containers	Paper Tigers; Great Lakes Tissue	Tissue paper	ISRI specifications OR end market-specific specifications, as appropriate
Tin Cans	Ferrous Processing & Trading	Steel sheets and rods	ISRI specifications OR end market-specific specifications, as appropriate
Aluminum Cans	Ferrous Processing & Trading; Constellium; Alumisource	Aluminum sheets or cans	ISRI specifications OR end market-specific specifications, as appropriate
Food Grade Aluminum (e.g. pie plates and pet food cans)	Ferrous Processing & Trading; Gottlieb Inc.	Aluminum deox products for steel production	ISRI specifications OR end market-specific specifications, as appropriate
Food and Beverage Glass Containers	Canadian Liquid Processors Ltd.; Huron Landfill; construction companies	Combined with other materials and used as road base	ISRI specifications OR end market-specific specifications, as appropriate

Film is a contaminant but Emterra will aim to divert it from landfill, for example, by paying energy recovery end users to use this material.

Inbound Audits:

Emterra proposes that inbound material audits are performed four times per year (once per quarter) to capture seasonality of composition. Each audit over and above the two requested in the RFP would cost the City an additional \$1,000.

Environmental Commitment

Ann Arbor has historically been a leader in the delivery of solid waste resources management services, and the recommendations contained in Emterra's proposal will assist the City in future efforts to achieve continued success. These recommendations reflect the long-term waste and sustainability goals of the City and are best suited to the City's environmental principles.

Emterra's proposal will offer a material decrease in GHG Metric Tons of CO2e (MTCE) emissions over other proponent's proposals because of the following reason:

1. Significantly decreased hauling distance of recyclables to Lansing, Michigan in comparison to the current MRF (Rumpke MRF in Cincinnati or Dayton, Ohio). The distance is 72 miles from the Ann Arbor MRF to Emterra's Lansing MRF versus 238 miles from the Rumpke Cincinnati MRF to the Ann Arbor MRF. This will reduce transportation and hauling costs as well as greenhouse gas emissions.
2. Increased load weights from the current average minimum standard of 20.5 tons per load to 23 to 25 tons per load due to Emterra's installation and use of a compactor at the Ann Arbor MRF and

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- the use of 53' closed top compaction walking floor trailer. More materials can be hauled at the same time than the current method of loose loading recyclable materials into open top trailers.
3. By not baling all of the recyclables, there will be less GHG produced per month due to the energy and resources (e.g. electricity and baling wire) required by the baler at the Ann Arbor MRF.
 4. Less residuals will be generated. Emterra commits to a residue rate on all materials processed that is based on the audited inbound contamination rate plus two percentage points. Since Emterra has no control over the quality of inbound materials, this will ensure that Emterra's performance is held to the two percentage point level. This is compared to Waste Management's actual residue rate of 11.06% and Rumpke's committed residual rate of 10%.
 5. During this time of global uncertainty and disruption in end markets, it is imperative that the City selects a partner who not only understands the significance of global environmental and geopolitical policies, but has the resources and capabilities to operate and maintain effective and efficient MRFs, and has access to end markets to maximize commodity revenues while ensuring that recyclables are neither stockpiled nor landfilled. Emterra will ensure that recyclables are not landfill as we have greater access to end markets and can process materials to evolving end market quality standards.
 6. Maximum landfill diversion
 - a. Emterra's Lansing MRF is expected to be able to recover over 90% by weight of inbound recyclables.
 - b. Emterra will recover additional recyclables that are currently not captured by the current contractor. In particular, scrap metal and bulky rigid plastics will now be capture. This will result in additional 1.42% diversion of recyclables from landfill. Additional aseptic containers will also be captured, since Emterra will use near infrared optical sorters to recover this type of material, versus the current method of manual recovery. As such, we expect to double the current recovery rate of 0.03%. In total, Emterra's proposal will result in an additional 1.45% diversion of landfills from landfill.

d. Identification of any backup processing facilities the offeror can provide, including information in item c. above.

The back up processing facility will be Emterra's Burlington single Stream MRF located at 1122 Pioneer Road in Burlington, Ontario, Canada. Emterra would arrange for the transportation to haul recyclables from the Ann Arbor MRF in 53' closed top compaction walking floor trailers to Burlington, Ontario so that the contingency plan is seamless for the City. Please refer above for additional information on Emterra's Burlington MRF. Hauling would take place throughout the day and the Burlington MRF would extend its receiving hours as required in order to receive Ann Arbor recyclables. This facility typically operates Monday to Friday from 7:00AM to 1:00AM the next day and on weekends when required or due to holidays. The facility is closed on the following holidays: New Year's Day, Good Friday (around April 1), Victoria Day (May 20), Canada Day (July 1), Labor Day, Canadian Thanksgiving (second Monday in October), and Christmas.

If the baler goes down at the Ann Arbor MRF, source-separated OCC will be loaded into walking floor compaction trailers and hauled to Emterra's Lansing MRF for baling or directed to a local third party MRF (e.g. Republic MRF).

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e. Description of how the MRF work will be managed and scheduled, including communication and coordination with the City.

Management

The Ann Arbor MRF will be managed by the on-site leadhand/equipment operator, who reports to the Plant Manager based out of Emterra's Lansing MRF as outlined above. Every morning the onsite leadhand and Plant Manager would hold a daily call to review any issues and challenges that may arise and projects planned for the day. The Plant Manager is expected to visit and inspect the Ann Arbor MRF at least on a weekly basis. Please see above for Hours of Operation of the Ann Arbor MRF.

Communication with the City

During the term of the Contract, Emterra will provide for ongoing communication between our management team and City staff to ensure there are consistent opportunities for sharing information, concerns, and communicating action plans to rectify any issues. Such open and ongoing dialogue is pertinent for ensuring matters are shared, discussed, and resolved in a timely manner and to promote cooperative, productive, and transparent working relationships.

Emterra proposes to meet (in-person or by phone) on a monthly-basis with the City to review service, processes and any issues or concerns in a fair and timely manner. Emterra conducts monthly meetings with many of its major municipal customers and has found it to be very effective in successful contract management. Monthly meetings are also an excellent opportunity to discuss ideas for improving service quality and for implementing valuable programs for resident education or added-value programs.

All Emterra supervisory and managerial staff who shall liaise with the City shall be provided with some or all of the following tools, including but not limited to:

- Cell phones
- E-mail
- Smartphone
- Fax machine
- Regular mail

Internally within Emterra, communication tools may take the form of crew talks, health and safety meetings, bulletin postings, written correspondence, policies, documented procedures, and one-on-one meetings between management and collection personnel.

f. Commitment to regional or collaborative solutions for increasing recycling participation, material recovery and or recycling access.

Public Promotion and Education Experience

Emterra has over 43 years' experience designing and delivering successful promotion and educational programs across Canada and in the State of Michigan and in particular, for communities that are similar to those that are part of the, for the full range of solid waste materials, including printed paper and packaging (i.e., recyclables); household food organics; yard waste; special materials such as single use batteries; appliances and white goods; and bulky items.

In particular, Emterra has extensive experience working with public agencies in the design, implementation and operation of recycling processing services targeted at high recycling participation and diversion.

Leveraging this experience, Emterra will work closely with the City to develop and implement a customized educational and promotional campaign as described herein.



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Emterra can help the City develop a multi-faceted program to support and enhance the City's efforts to educate residents and stakeholders regarding the services and program. Emterra's suggested program provides residents options to obtain information on a "self-serve" basis or to receive live, one-on-one customer support. The various approaches in this program include:

- Tours and workshops;
- Helping the City design and distribute promotion and educational Materials;
- Website and social media;
- Grand opening event;
- Pilot programs; and,
- Partnerships with community organizations.

3.2 Outside third-party material to be brought to the MRF:

a. Brief narrative description of whether and how the offeror will solicit/locate/arrange for outside third-party recyclable materials.

We understand there are about 1,000 tons per year from third party suppliers. We will market to third party local haulers so that they can use a local facility for their residential and commercial recyclables. If City of Ann Arbor joins WRRMA, we expect up to an additional 8,200 tons per year to be handled through the Ann Arbor MRF. The pricing outlined in Attachment A 4.a Base Service Fee, 4.b 3rd Party Transload Credit, 4.c Material Revenue Share Credit, and 4.d Saturday and Sunday Operations will apply to WRRMA if this contract is assigned to WRRMA by the City of Ann Arbor.

b. The amount of third-party tonnage anticipated to be brought to the Ann Arbor MRF

Emterra will aim to solicit approximately 1,000 tons per year of third party material.

c. Any additional staffing of the MRF (number and type of personnel) for managing the additional tonnage at the facility.

Given that only 2.6 trailer loads would be generated per day, which would only require approximately 3 hours to load, there is significant additional time during the day shift to receive and handle additional third party tonnage without changes in the number and type of personnel. The proposed part-time general laborer may become a full-time crew. The hours of the onsite leadhand/equipment operator would not change.

Authorized Negotiator

Include the name, phone number, and e-mail address of persons(s) in your organization authorized to negotiate the agreement with the City

Angelo Caramagno, General Manager, is authorized to negotiate the agreement with the City. His contact information is: 1606 E Webster Road, Flint, MI, 48505, USA. Phone: 810-667-4885. Fax: 810-667-4090. Cell: 810-874-7829. Email: angelo.caramagno@emterrausa.com

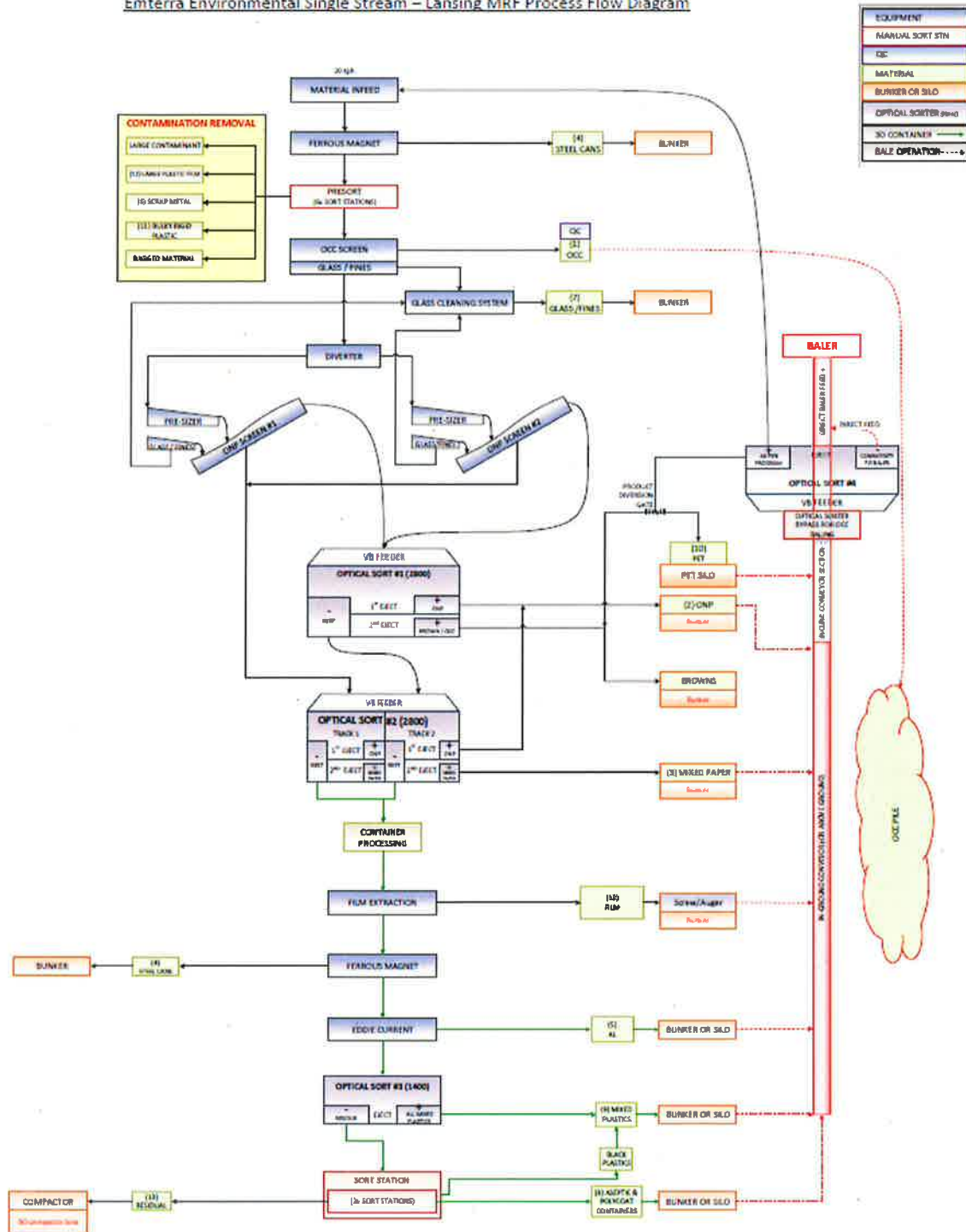
Addenda Acknowledgment

Emterra acknowledges that all addenda have been received and only one addendum has been issued by the City.

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Process Flow Diagram

Emterra Environmental Single Stream – Lansing MRF Process Flow Diagram



**ATTACHMENT B
LEGAL STATUS OF OFFEROR**

(The Respondent shall fill out the provision and strike out the remaining ones.)

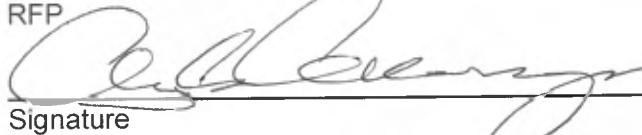
The Respondent is:

- A corporation organized and doing business under the laws of the state of Michigan, for whom Angelo Caramagno bearing the office title of General Manager whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.*

*If not incorporated in Michigan, please attach the corporation's Certificate of Authority

- A limited liability company doing business under the laws of the State of _____, whom _____ bearing the title of _____ whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.
- A partnership organized under the laws of the State of _____ and filed with the County of _____, whose members are (attach list including street and mailing address for each.)
- An individual, whose signature with address, is affixed to this RFP.
- A unit of government.

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP

 _____ Date: 9/16/19
Signature

(Print) Name Angelo Caramagno Title General Manager

Firm: Euterra Environmental USA Corp

Address: 1606 E. Webster Road, Flint, MI 48505

Contact Phone 810-874-7829 Fax 810-667-4090

Email angelo.caramagno@euterrausa.com

**ATTACHMENT C
CITY OF ANN ARBOR DECLARATION OF COMPLIANCE**

Non-Discrimination Ordinance

The "non discrimination by city contractors" provision of the City of Ann Arbor Non-Discrimination Ordinance (Ann Arbor City Code Chapter 112, Section 9:158) requires all contractors proposing to do business with the City to treat employees in a manner which provides equal employment opportunity and does not discriminate against any of their employees, any City employee working with them, or any applicant for employment on the basis of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight. It also requires that the contractors include a similar provision in all subcontracts that they execute for City work or programs.

In addition the City Non-Discrimination Ordinance requires that all contractors proposing to do business with the City of Ann Arbor must satisfy the contract compliance administrative policy adopted by the City Administrator. A copy of that policy may be obtained from the Purchasing Manager

The Contractor agrees:

- (a) To comply with the terms of the City of Ann Arbor's Non-Discrimination Ordinance and contract compliance administrative policy.
- (b) To post the City of Ann Arbor's Non-Discrimination Ordinance Notice in every work place or other location in which employees or other persons are contracted to provide services under a contract with the City.
- (c) To provide documentation within the specified time frame in connection with any workforce verification, compliance review or complaint investigation.
- (d) To permit access to employees and work sites to City representatives for the purposes of monitoring compliance, or investigating complaints of non-compliance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services in accordance with the terms of the Ann Arbor Non-Discrimination Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Non-Discrimination Ordinance, obligates the Contractor to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract.

Emterra Environmental USA CORP
Company Name

Angelo Caramagno 9/16/19
Signature of Authorized Representative Date

Angelo Caramagno General Manager
Print Name and Title

1606 E Webster Road, Flint, MI 48505
Address, City, State, Zip

810-874-7829 Angelo.Caramagno@Emterrausa.com
Phone/Email address

Questions about the Notice or the City Administrative Policy, Please contact:
Procurement Office of the City of Ann Arbor
(734) 794-6500

**ATTACHMENT D
CITY OF ANN ARBOR
LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE**

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that an employer who is (a) a contractor providing services to or for the City for a value greater than \$10,000 for any twelve-month contract term, or (b) a recipient of federal, state, or local grant funding administered by the City for a value greater than \$10,000, or (c) a recipient of financial assistance awarded by the City for a value greater than \$10,000, shall pay its employees a prescribed minimum level of compensation (i.e., Living Wage) for the time those employees perform work on the contract or in connection with the grant or financial assistance. The Living Wage must be paid to these employees for the length of the contract/program.

Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from compliance with the Living Wage Ordinance. If this exemption applies to your company/non-profit agency please check here No. of employees

The Contractor or Grantee agrees:

- (a) To pay each of its employees whose wage level is not required to comply with federal, state or local prevailing wage law, for work covered or funded by a contract with or grant from the City, no less than the Living Wage. The current Living Wage is defined as \$13.61/hour for those employers that provide employee health care (as defined in the Ordinance at Section 1:815 Sec. 1 (a)), or no less than \$15.18/hour for those employers that do not provide health care. The Contractor or Grantor understands that the Living Wage is adjusted and established annually on April 30 in accordance with the Ordinance and covered employers shall be required to pay the adjusted amount thereafter to be in compliance with Section 1:815(3).

Check the applicable box below which applies to your workforce

Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage without health benefits ** Operations in Ann Arbor will*

Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage with health benefits ** Lansing operations will comply with City of Lansing Living Wage Ordinance*

- (b) To post a notice approved by the City regarding the applicability of the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.
- (c) To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.
- (d) To permit access to work sites to City representatives for the purposes of monitoring compliance, and investigating complaints or non-compliance.
- (e) To take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee covered by the Living Wage Ordinance or any person contracted for employment and covered by the Living Wage Ordinance in order to pay the living wage required by the Living Wage Ordinance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services or agrees to accept financial assistance in accordance with the terms of the Living Wage Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Living Wage Ordinance, obligates the Employer/Grantee to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract or grant of financial assistance.

Enterra Environmental USA Corp 16016 E Webster Road
 Company Name Street Address

[Signature] 9/16/19 Flint, MI 48505
 Signature of Authorized Representative Date City, State, Zip

Angelo Caramagno; General Manager 810-874-7824 angelocaramagno@enterrausa.com
 Print Name and Title Phone/Email address

ATTACHMENT E



VENDOR CONFLICT OF INTEREST DISCLOSURE FORM

All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

Conflict of Interest Disclosure*	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	<input type="checkbox"/> Relationship to employee <input type="checkbox"/> Interest in vendor's company <input type="checkbox"/> Other (please describe in box below)
<p style="font-size: 24px; color: blue;">No Conflict of Interest</p>	

*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:		
Emterra Environmental USACORP.	BIO-874-7829	
Vendor Name	Vendor Phone Number	
	9/16/19	Angelo Caramagno
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative

ATTACHMENT H

**CONTRACTOR INFORMATION
AND SAFETY RECORD FORM**

A. Contractor Information

Company Name: Emterra Environmental USA Corp.
Address: 1606 E Webster Road
Flint, MI 48505
Tax I.D.: 80-0862404
Phone / Fax: 810-667-4885 / 810-667-4090
Website: www.emterrausa.com
Applicant Contact Person: Angelo Caramagno
Contact Person's Title: General Manager
Cell Phone: 810-874-7829
Email Address: Angelo.Caramagno@emterrausa.com

B. Organizational Structure

- Corporation
State of Incorporation: Michigan Year: 2012
- Subsidiary / Division of: Emterra Holdings USA Corp
Headquarters Address: 1606 E Webster Road, Flint, MI 48505
- Parent Company to: _____
- Partnership: _____
- General Limited
- State and County where filed: _____
- Date of Organization: _____
- Joint Venture: _____
- Date of Organization: _____
- Sole Proprietorship: _____
- Date of Organization: _____
- Nonprofit Corporation: _____

Date of Organization: 10/24/2012

Company Officers and Key Personnel: List below the key officers in your organization.

First Name	Last Name	Title	Contact Information
<u>Emmie</u>	<u>Lewig</u>	<u>President</u>	<u>604-866-9761</u>
<u>Angelo</u>	<u>Caramagno</u>	<u>General Manager</u>	<u>810-874-7829</u>
<u>Joe</u>	<u>O'Connor</u>	<u>Controller</u>	<u>810-423-1885</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

C. Claims and Suits

- 1. Has your organization ever defaulted on a contract? Yes No
- 2. Are there any judgments, claims, arbitration proceedings or suits pending or outstanding against your organization or its officers? Yes No
- 3. Has your organization filed any lawsuits or claims within the last five years? Yes No

If the answer is "Yes" to any of the above questions, please provide details as an attachment.

D. Safety Record Information

- 1. In the last three years has your company received any alleged violations as a results of inspections conducted by the Michigan Occupational Safety & Health Administration (MIOSHA), U.S. Department of Labor – Occupation Safety and Health Administration (OSHA), U.S. Environmental Protections Agency (EPA), Michigan Department of Environment, Great Lakes & Energy (formerly Department of Environmental Quality (DEQ)) or other environmental, health and safety agencies?
 Yes No

If response is "Yes" attached copies of violations and corrective action documentation.

2. List your organizations Experience Modification Rate (EMR) for the past three consecutive years. This should include the current calendar year and the previous two years. Both interstate and intrastate EMRs must be included. If an interstate EMR does not apply to your organization, write "NA" in those fields.

Year	20 18	20 17	20 16
Interstate EMR:	N/A	N/A	N/A
Intrastate EMR:	1.40	1.32	1.38

Provide a copy of an EMR verification on your insurance carrier's letterhead for the current calendar year and two previous years. Failure to provide verification may disqualify bidder from competing in the bidding process. Contractors who are self insured must attached a letter signed by an officer of their company stating that they are self-insured and do not have an EMR.

3. Use your current year and last two consecutive years of OSHA 300 logs to fill in the following information.

Year	2019 <i>Jan - Aug 31</i>	2018	2017
a. Total number of OSHA recordable cases	22	28	38
b. Number of transfer and restricted cases	2	0	8
c. Number of lost workday cases	17	28	16
d. Number of lost workdays	546	474	409
e. Number of fatalities	0	0	0
f. Employee hours worked each year	234,700 <i>Jan - Aug 31</i>	315,610	274,556

4. Use the following information to calculate information from your organizations OSHA 300 logs.

Recordable Incident Rate = (Total of Sections H, I and J multiplied by 200,000) divided by total hours worked

DART Incident Rate = (Totals of Sections H and I multiplied by 200,000) divided by total hours worked

Complete the following rate information based upon current year-to-date numbers and the previous two years.

Year	20 19	20 18	20 17
Recordable Incident Rate:	18.7	17.7	27.7
DART Incident Rate:	15.4	17.7	17.5

5. Does your organization have a written company safety policy signed by a company officer? Yes No

6. Does your firm have a written Hazard Communication Program? Yes No

7. Identify the name and title of the person within your organization directly responsible for the organizations safety management program.

Name Amy Mirelez Title Operations Manager Phone Number 810-667-4885

8. How often does your organization hold site or toolbox safety meetings for field teams?
 Daily Weekly Monthly Only on an "as needed basis"

Please explain Operations Manager schedules and holds Monthly on site safety talks/ meeting 5

9. Do you have a safety orientation program for new hires? YES NO

If yes, does it include instruction on the following topics?

- a. Your organizations safety policy, rules and procedures
- b. Personal protective equipment
- c. Fall protection
- d. Scaffolding / work platforms
- e. Housekeeping
- f. Fire protection
- g. First Aid
- h. Emergency procedures
- i. Hazard communication
- j. Trenching and excavation
- k. Signs, signals and barricades
- l. Control of hazardous energy (LOTO)
- m. Rigging and crane safety
- n. Confined space
- o. Hazard recognition
- p. Asbestos awareness
- q. Lead awareness

YES	NO
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/> N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/> N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/> N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/> N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/> N/A

10. Does your organization participate in a substance abuse program which utilizes an independent forensic laboratory for testing of all workers engaged in work for the City of Ann Arbor? Yes No

11. How do you evaluate or verify that subcontractors that you hire to support work for the City of Ann Arbor have the required experience, qualifications, training and PPE / equipment to perform the scope of work safely?

We request required Insurance, Request their Safety programs and procedures and meet with them on site to discuss Safety Hazards and Program prior to contracting for the work.

12. Describe your organizations process to investigate and implement corrective actions to address accidents, injuries and near misses.

① Root cause analysis will be performed to identify and reduce future risks

13. Use the space below to provide any additional relevant information regarding your organizations health and safety policies or programs.

our proposal includes procedures for visitors and employees and vehicles entering the site, created to reduce / eliminate risk on site

OSHA

In Nov of 2016 OSHA received a confidential complaint from an employee about shop ventilation. We were working on a body of a truck. This was work that we did not regularly perform on site. Normally a third party vendor performed body work, particularly inside the body. It is also rare to have anyone welding for a long period of time in our shop.

OSHA returned and OSHA used air pumps on the welder to determine if any health hazard existed. While we explained that we do not regularly perform this type work and had not in the past, we set up similar work inside the body for the test.

The test returned air quality was an issue and we agreed to purchase portable air exchange/filtration for welders. We purchased the Portable Air Exchange and stated we would not perform that type work moving forward. In addition, we paid a \$4,000 fine.



OSHA English | Spanish

Find it in OSHA



A TO Z INDEX

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Establishment Search Results

Establishment	Date Range	Office	Zipcode	State
Emterra	09/17/2014 to 09/17/2019	all	all	all

Please note that inspections which are known to be incomplete will have the identifying Activity Nr shown in italic. Information for these open cases is especially dynamic, e.g., violations may be added or deleted.

Sort By: **Date** | Name | Office | State

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Results 1 - 1 of 1

By Date

Get Detail Select All Reset

#	Activity	Opened	RID	St	Type	Sc	SIC	NAICS	Vio	Establishment Name
<input type="checkbox"/>	1	1186234.015	11/02/2016	0552652	MI	Complaint	Partial	562111	2	Emterra Environmental Usa

UNITED STATES
DEPARTMENT OF LABOR

Occupational Safety and Health Administration
200 Constitution Ave NW
Washington, DC 20210
☎ 800-321-6742 (OSHA)
TTY
www.OSHA.gov

FEDERAL GOVERNMENT

White House
Severe Storm and Flood Recovery Assistance
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Inspection Detail

Case Status: **CLOSED**

Inspection: **1186234.015 - Emterra Environmental Usa**

Inspection Information - Office: Michigan Safety Gen

Nr: 1186234.015 Report ID: 0552652

Open Date:
11/02/2016

Emterra Environmental Usa

1606 Webster Rd
Flint, MI 48505

Union Status: Union

SIC:

NAICS: 562111/Solid Waste Collection

Mailing: 1606 Webster Rd, Flint, MI 48505

Inspection Type: Complaint

Scope: Partial

Advanced Notice: N

Ownership: Private

Safety/Health: Health

Close Conference: 12/15/2016

Close Case: 02/22/2017

Related Activity:

Type

ID

Safety

Health

Complaint

1149396

Yes

Case Status: **CLOSED**

Violation Summary

	Serious	Willful	Repeat	Other	Unclass	Total
Initial Violations	2					2
Current Violations	2					2
Initial Penalty	\$8,000	\$0	\$0	\$0	\$0	\$8,000
Current Penalty	\$4,000	\$0	\$0	\$0	\$0	\$4,000
FTA Amount	\$0	\$0	\$0	\$0	\$0	\$0

Violation Items

#	ID	Type	Standard	Issuance	Abate	Curr\$	Init\$	Fta\$	Contest	LastEvent
1.	01001A	Serious	325.51103(A)(III)	01/13/2017	02/16/2017	\$2,000	\$4,000	\$0		I - Informal Settlement
2.	01001B	Serious	325.51105	01/13/2017	02/16/2017	\$0	\$0	\$0		I - Informal Settlement
3.	01001C	Serious	19100134 C01	01/13/2017	02/16/2017	\$0	\$0	\$0		I - Informal Settlement
4.	01002A	Serious	325.52908(2)(B)	01/13/2017	02/16/2017	\$2,000	\$4,000	\$0		I - Informal Settlement
5.	01002B	Serious	408.11213(5)	01/13/2017	02/16/2017	\$0	\$0	\$0		I - Informal Settlement
6.	01002C	Serious	408.11213(3)	01/13/2017	02/16/2017	\$0	\$0	\$0		I - Informal Settlement

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Berkshire Hathaway
HOMESTATE COMPANIES

BHHC Workers Compensation | Representing Financial Strength & Integrity

San Francisco: 1 California Street, Suite 600, San Francisco, CA 94111 | (888) 495-8949 | bhhc.com

To whom it may concern,

The Experience Mods for Emterra Holding USA Corp in Michigan are as follows:

2018 – 1.40

2017 – 1.32

2016 – 1.38

Thanks,


Tyler Michels
Senior Underwriter
Berkshire Hathaway Homestate Companies
Workers Compensation Division
Office: (314)290-2834
Email: TMichels@bhhc.com

ATTACHMENT A: COST PROPOSAL FORMS

**RFP # 19-28 MRF OPERATIONS AND RECYCLABLES PROCESSING
FOR THE CITY OF ANN ARBOR**

1: OFFEROR NAME: Emterra Environmental USA Corp

The undersigned has examined the complete Request for Proposal and its requirements contained in the solicitation and is submitting the following Cost Proposal Forms in full compliance with those requirements.

Signature: 
Name / Title: Angelo Carlucci General Manager
Date: _____

2. PROPOSAL OPTIONS

Option 1: Receive recyclable materials at City of Ann Arbor MRF, transload materials to offsite MRF for processing and subsequent marketing to end markets.
(For Option 1, respond to Item 3 and Item 4 below.)

Option 2: Equip and modify the City of Ann Arbor MRF to receive, process and market all recyclable materials at the City's MRF. Interim processing at an offsite MRF must be provided until such time as the City's MRF is operating.
(For Option 2, respond to Item 3 and Item 4 for those years that interim processing will be provided, and respond to Item 5 for those years that processing will be conducted at the City's MRF).

Alternative Proposal: If a proposer wishes to submit a proposal for an alternative arrangement to sort, process and market the City of Ann Arbor's recyclable materials a separate detailed fee proposal for this alternative shall be submitted.

3: MRF INFORMATION - OFFSITE PROCESSING

Facility Name: Emterra Environmental USA Corp
Address: 1159 S. Pennsylvania, Lansing, MI 48912

Hours of Operation: Holiday week only
Monday-Friday 7am - 5pm Saturday 7am - 5pm Sunday closed

Holiday Closures: New Year's Day, Memorial Day, 4th of July, Labor Day, Thanksgiving Day
(specify all holidays MRF is closed)
Christmas Day

ATTACHMENT A: COST PROPOSAL FORMS

4: PROPOSED RATE SCHEDULES (Transload Operations)

4.a Base Service Fee (fee paid by City to Offeror on City tons)

Below rate schedule applies to tonnage (residential and commercial recyclables) delivered by the City of Ann Arbor or its designated contracted haulers. Offeror will set rates for any 3rd party tonnage delivered to facility. In no instance will City be liable to pay any service fee on 3rd party tonnage.

Contract Year	Year Ending	City MRF Operation/ Transload (\$/ton)	Transport (\$/ton)	Offsite MRF Processing (\$/ton)	Total (\$/ton)
1	6/30/2021	16.77	18.03	117.40	152.20
2	6/30/2022	17.11	18.39	119.75	155.25
3	6/30/2023	17.45	18.76	122.15	158.36
4	6/30/2024	17.80	19.14	124.59	161.53
5	6/30/2025	18.16	19.52	127.08	164.76
6	6/30/2026	18.52	19.91	129.62	168.05
7	6/30/2027	18.89	20.31	132.21	171.41
8	6/30/2028	19.27	20.72	134.85	174.84
9	6/30/2029	19.66	21.13	137.55	178.34
10	6/30/2030	20.05	21.55	140.30	181.90

4.b 3rd Party Transload Credit

A 3rd Party Transload Credit will be deducted from charges due by the City to the Offeror for all 3rd Party tons sourced by Offeror and received at the City's MRF for transload. This credit is to offset depreciation on the City's MRF from 3rd party tons.

Specify 3rd Party Recyclables Credit:

\$ 7 /ton

ATTACHMENT A: COST PROPOSAL FORMS

4.c Material Revenue Share Credit

Material Revenue Share Credit will be deducted from charges due by the City to the Offeror for all City tons. In table below, specify source of price data, the current index price, and the revenue per ton of single-stream materials delivered by City. Pricing is for proposal evaluation; it is recognized that index pricing and revenue per single-stream ton will vary from month to month, and allocation percentages may change based on periodic material audits.

July 2019

Material	Allocation	Index Price Source (specify publication or actual)	Current Index Price (\$/ton)	Revenue (\$/ton)
OCC	20.38%	P&PW OCC, Midwest, Mid Point	\$27.50	\$5.60
Mixed Paper	35.36%	P&PW Mixed Paper, Midwest, Mid Point	-\$2.50	-\$0.88
News	13.76%	P&PW Sorted Residential News, Midwest, Midpoint	\$22.50	\$3.10
Steel Cans	1.61%	Actual	\$147.50	\$2.37
UBC	0.26%	Actual	\$1,136.00	\$2.95
HDPE-Natural	0.52%	Actual and combined with colored HDPE	\$380.00	\$3.95
HDPE-Colored	0.52%	Actual and combined w/ natural HDPE	\$380.00	see above natural HDP
PET	2.47%	Actual	\$320.00	\$7.90
Mix Plastic (1-7)	1.17%	Actual	\$55.00	\$0.64
Bulk Metal	0.67%	Actual	\$42.50	\$0.28
Aseptic Cartons	0.03%	P&PW Aseptic Cartons	\$57.50	\$0.17
Glass (3-Mix)	13.34%	Actual	-\$12.50	-\$1.67
Residuals	9.91%	Actual	-\$35.00	-\$3.47
ACR	100.00%			\$20.79

City Revenue Share (on City tonnage):

For ACR <= Offsite MRF Processing Fee (from Table 4.a)	=	100%
For ACR > Offsite MRF Processing Fee (from Table 4.a)	=	55%
		<u> </u> (specify %)

City Revenue Share (on 3rd Party tonnage):

For ACR > Offsite MRF Processing Fee (from Table 4.a)	=	0%
or,		<u> </u> (specify %)
Flat Fee (to be escalated at same rate as Offsite MRF Processing Fee) =		<u> </u> \$0 (specify \$/ton)

In no event shall Average Commodity Revenue (ACR) be a negative number.

ATTACHMENT A: COST PROPOSAL FORMS

4.d Saturday and Sunday Operations

Below rate schedule is daily rate to receive recyclables on Saturdays (7:00 a.m. - 4:30 p.m.) and Sundays (7:00 a.m. - 12:30) as requested by City. Daily rate would be in lieu of per ton City MRF Operation/Transload service fee in Schedule 4.a. Per ton Transport service fee and Offsite MRF Processing service fee would still apply in addition to daily rate. Estimated quantity of City recyclables on weekends is 6-7 tons per weekend.

Contract Year	Year Ending	Daily Rate - Saturdays (Full Day)	Daily Rate - Sundays (Half Day)
1	6/30/2021	650	450
2	6/30/2022	663	459
3	6/30/2023	674	468
4	6/30/2024	690	477
5	6/30/2025	704	487
6	6/30/2026	718	497
7	6/30/2027	732	507
8	6/30/2028	747	517
9	6/30/2029	762	527
10	6/30/2030	777	538

Option 2
NO BID

ATTACHMENT A: COST PROPOSAL FORMS

5: PROPOSED RATE SCHEDULES (Equip and Modify City's MRF)

5.a Capital Costs (to equip and modify for processing at City's MRF)

_____ /
(specify total \$)

5.b Base Service Fee (fee paid by City to Offeror on City tons)

Below rate schedule applies to tonnage (residential and commercial recyclables) delivered by the City of Ann Arbor or its designated contracted haulers. Show pricing beginning the first year that processing would commence at the City's MRF. Offeror will set rates for any 3rd party tonnage delivered to facility. In no instance will City be liable to pay any service fee on 3rd party tonnage.

Contract Year	Year Ending	City MRF: Capital Cost (\$/month)	City MRF: O&M Cost (\$/ton)
1	6/30/2021		
2	6/30/2022		
3	6/30/2023		
4	6/30/2024		
5	6/30/2025		
6	6/30/2026		
7	6/30/2027		
8	6/30/2028		
9	6/30/2029		
10	6/30/2030		

5.c 3rd Party Processing Credit

A 3rd Party Processing Credit will be deducted from charges due by the City to the Offeror for all 3rd Party tons sourced by Offeror and received at the City's MRF for processing. This credit is to offset depreciation and incremental capital costs on the City's MRF from 3rd party tons.

Specify 3rd Party Recyclables Credit: \$ _____ /ton

Option 2
NO BID

ATTACHMENT A: COST PROPOSAL FORMS

5.d Material Revenue Share Credit

Material Revenue Share Credit will be deducted from charges due by the City to the Offeror for all City tons. In table below, specify source of price data, the current index price, and the revenue per ton of single-stream materials delivered by City. Pricing is for proposal evaluation; it is recognized that index pricing and revenue per single-stream ton will vary from month to month, and allocation percentages may change based on periodic material audits.

**For Option 2, contractors may utilize City's transfer station for disposal of residuals at a rate of \$26.76/ton effective 07/01/2020, transfer/disposal fee to be paid by contractor.

Material	Allocation	Index Price Source (specify publication or actual)	Current Index Price (\$/ton)	Revenue (\$/ton)
OCC	20.38%			
Mixed Paper	35.36%			
News	13.76%			
Steel Cans	1.61%			
UBC	0.26%			
HDPE-Natural	0.52%			
HDPE-Colored	0.52%			
PET	2.47%			
Mix Plastic (1-7)	1.17%			
Bulk Metal	0.67%			
Aseptic Cartons	0.03%			
Glass (3-Mix)	13.34%			
Residuals	9.91%			
ACR	100.00%			

City Revenue Share (on City tonnage):

For ACR ≤ Total Processing Fee (from Table 5.a) = 100%

For ACR > Total Processing Fee (from Table 5.a) = _____
(specify %)

City Revenue Share (on 3rd Party tonnage):

For ACR > Total Processing Fee (from Table 5.a) = _____

or, _____
(specify %)

Flat Fee (to be escalated at same rate as Total Processing Fee) = _____
(specify \$/ton)

In no event shall Average Commodity Revenue (ACR) be a negative number.

Option 2
 NO BID

ATTACHMENT A: COST PROPOSAL FORMS

5.e Saturday and Sunday Operations

Below rate schedule is daily rate to receive recyclables on Saturdays (7:00 a.m. - 4:30 p.m.) and Sundays (7:00 a.m. - 12:30) as requested by City. Daily rate would be in lieu of per ton O&M Cost service fee from Schedule 5.b. Estimated quantity of City recyclables on weekends is 6-7 tons per weekend.

Contract Year	Year Ending	Daily Rate - Saturdays (Full Day)	Daily Rate - Sundays (Half Day)
1	6/30/2021		
2	6/30/2022		
3	6/30/2023		
4	6/30/2024		
5	6/30/2025		
6	6/30/2026		
7	6/30/2027		
8	6/30/2028		
9	6/30/2029		
10	6/30/2030		



Emterra Environmental USA Corp. offers as a Last, Best and Final offer, the following volume price breaks as an addition to our original Attachment A: Cost Proposal Forms;

4: Proposed rate Schedules (Transload Operations)

4.a Base Service Fee (fee paid by City to Offeror on City Tons)

Below rate schedule applies to tonnage (residential and commercial recyclables) delivered by the City of Ann Arbor or its designated contracted haulers and City's municipal partners (eg WRRMA). Offeror will set rates for any 3rd party tonnage delivered to facility. In no instance will City be liable to pay any service fee on 3rd Party tonnage, and the 3rd Party tonnage is not part of tonnage rate below.

Contract Year	Year Ending	City MRF Operation/Transload (\$/Ton)	Transport (\$/ton)	Offsite MRF Processing (\$/ton)	Below 18,000 tons Total (\$/ton)	Over 18,000 Tons to 22,000 tons Total (\$/ton)	Over 22,000 tons to 25,000 tons Total (\$/ton)	Over 25,000 tons Total (\$/ton)
1	6/30/2021	\$ 16.77	\$ 18.03	\$ 117.40	\$ 152.20	\$ 150.20	\$ 147.20	\$ 144.20
2	6/30/2022	\$ 17.11	\$ 18.39	\$ 119.75	\$ 155.25	\$ 153.25	\$ 150.25	\$ 147.25
3	6/30/2023	\$ 17.45	\$ 18.76	\$ 122.15	\$ 158.36	\$ 156.36	\$ 153.36	\$ 150.36
4	6/30/2024	\$ 17.80	\$ 19.14	\$ 124.59	\$ 161.53	\$ 159.53	\$ 156.53	\$ 153.53
5	6/30/2025	\$ 18.16	\$ 19.52	\$ 127.08	\$ 164.76	\$ 162.76	\$ 159.76	\$ 156.76
6	6/30/2026	\$ 18.52	\$ 19.91	\$ 129.62	\$ 168.05	\$ 166.05	\$ 163.05	\$ 160.05
7	6/30/2027	\$ 18.89	\$ 20.31	\$ 132.21	\$ 171.41	\$ 169.41	\$ 166.41	\$ 163.41
8	6/30/2028	\$ 19.27	\$ 20.72	\$ 134.85	\$ 174.84	\$ 172.84	\$ 169.84	\$ 166.84
9	6/30/2029	\$ 19.66	\$ 21.13	\$ 137.55	\$ 178.34	\$ 176.34	\$ 173.34	\$ 170.34
10	6/30/2030	\$ 20.05	\$ 21.55	\$ 140.30	\$ 181.90	\$ 179.90	\$ 176.90	\$ 173.90

4.b. 3rd Party Transload Credit

a 3rd Party Transload Credit will be deducted from charges due by the City to the Offeror for all 3rd Party tons sourced by offeror and received at the City's MRF for transload. This credit is to offset depreciation on the City's MRF from 3rd party tons.

Specify 3rd Party Recyclables Credit \$ 7.00 /ton

MRF Operations & Recyclables Processing

RFP 19-28: Option 1



EMTERRA[®]
Environmental USA

We're your hometown choice!

October 1, 2019

Proposed Work Plan: Option 1

- Use Ann Arbor MRF as a transfer facility to transload recyclables to Emterra's new single stream MRF located in the City of Lansing, Michigan) for sorting and processing.
- Materials marketed by Emterra's Materials Marketing and Logistics Department located in British Columbia, Canada.
- 10 year preferred contract term for greatest cost effectiveness and stability.

Emterra's Focus is on Recycling



Our Mission

To be a leader in creating and delivering products and services that enable people and businesses to become stewards of the environment and the future.

Our Vision

We shall improve people's lives through regenerative economies and ecosystems.

Emterra Group Divisions



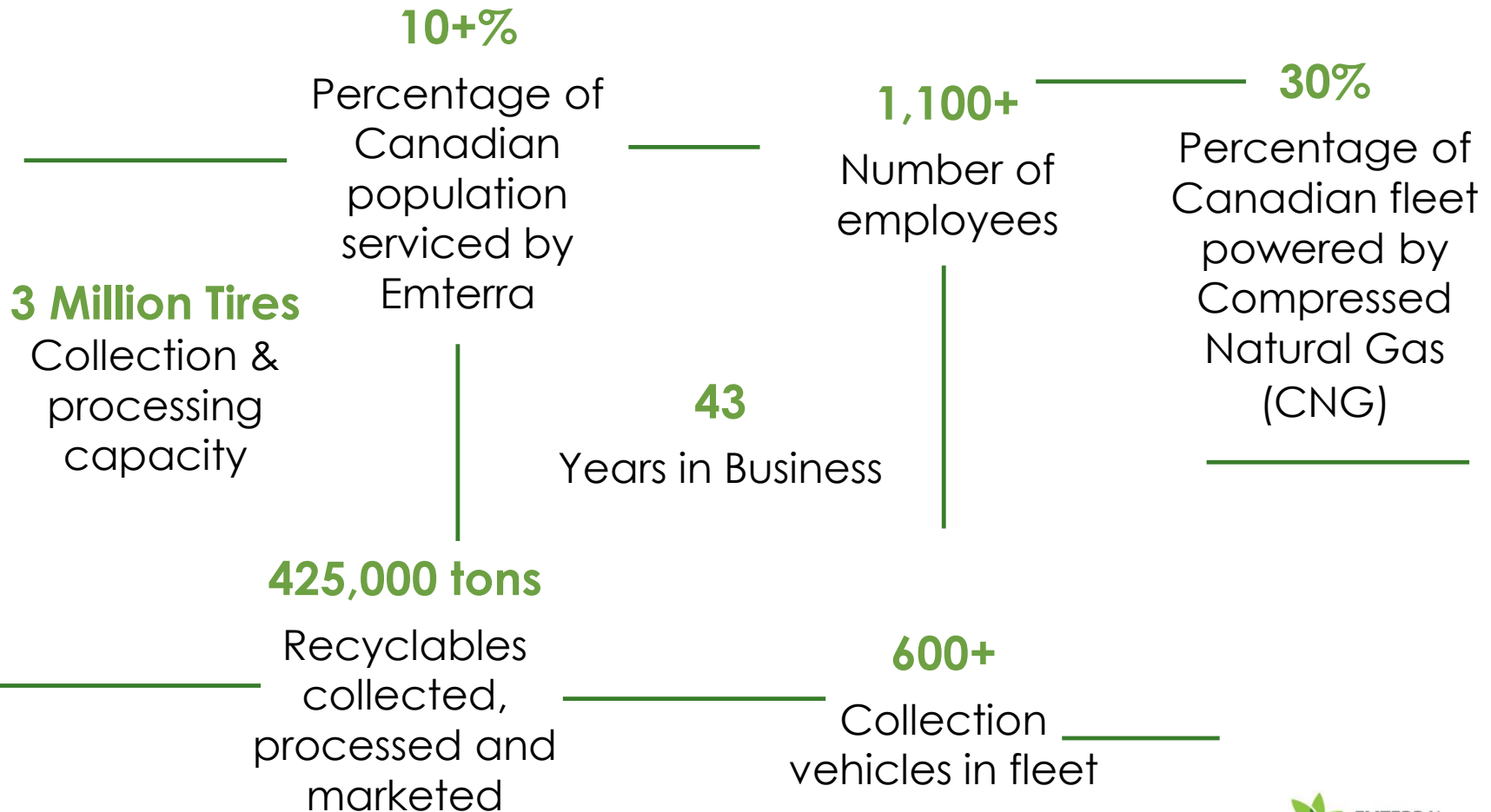
Emterra Group Locations



40+ LOCATIONS

- BC
- ONTARIO
- MANITOBA
- SASKATCHEWAN
- MICHIGAN

Emterra Group: By the Numbers





Material Recovery Facilities (MRFs)

15+

MRFs process and market

550,000

tons of recyclables
annually

6

single stream MRFs



designed to use
less energy, less
water and less
natural
resources

Vertical Integration in Recycling

- Total vertical integration in recyclables collection, processing and marketing
- Waste, battery, yard waste, and organics collection
- Municipal/residential, industrial, commercial and institutional clients
- 100 Trucks in Michigan



Special Projects & Partnerships

- **Keurig Dr. Pepper**

- Away from Home take-back program
 - Collection network and processing of coffee pods
- Recyclability testing
 - New polypropylene (PP) #5 plastic K-Cup® pod in various MRFs



- **MRF recyclability testing**

- What happens to your packaging in the real world

Tim Hortons

- **Region of Durham circular economy initiative**

- Blue Box lids made from recycled tires

Put A Lid On Litter!

Your neighbourhood has been chosen to test this new prototype lid. Made from recycled tires, it's designed to keep recyclable material from blowing out of your blue box.

- Use the lid on either your "Containers" or your "Papers" blue box.
- Secure the corners of the lid to hold the material in place before placing it at the curb.
- On windy days stack your bins and put the bin with the lid on the top. This will keep all material secure.

Contact us at 1-800-667-5671 if you have any questions. We welcome your feedback. An online survey will be available after the pilot. Thank you for your participation.

durham.ca/waste

If you require this information in an accessible format, please contact 1-800-667-5671.

Emterra Group's Climate Actions



Diverting **7,800** tractor trailer loads of organics from the landfill every year.



11,598,459 tree seedlings would need to be grown for 10 years in order to match the amount of CO2 mitigated through Emterra's sustainability efforts.



Our CNG Fleet & resource recovery efforts are equivalent to removing **94,535** cars from the road annually.

Year	Emterra Awards and Recognition
2019	Canada's Greenest Employers 2019 awarded by Canada's Top 100 Employers
	Canadian Aboriginal and Minority Supplier Council (CAMSC) Certification
	WBE Canada (Women's Business Enterprise) Certification of Compliance
	Women's Business Enterprise through WeConnect International Self Registration
2018	Canada's Greenest Employers 2018 awarded by Canada's Top 100 Employers
	Canadian Aboriginal and Minority Supplier Council (CAMSC) Certification
	WBE Canada (Women's Business Enterprise) Certification of Compliance
	Women's Business Enterprise through WeConnect International Self Registration
2017	Emmie Leung named Leader of the Year by the Canadian Plastics Industry Association
	Canada's Greenest Employers 2017 awarded by Canada's Top 100 Employers
	Canadian Aboriginal and Minority Supplier Council (CAMSC) Certification
	WBE Canada (Women's Business Enterprise) Certification of Compliance
2016	Women's Business Enterprise through WeConnect International Self Registration
	Emmie Leung named one of Canada's Most Powerful Women by Women's Executive Network
2015	Canada's Greenest Employers 2016 awarded by Canada's Top 100 Employers
	Greater Victoria Chamber of Commerce Business Leadership Award
2015	Synergy Sustainability Institute's EcoStar Awards in the Climate Action Category, recognizing Emterra's commitment and actions in embracing green technologies and helping local communities divert more resources away from the landfill
	Surrey Board of Trade's Environment and Business Awards in the Large Business Category, recognizing Emterra's demonstrated exceptional dedication to environmental leadership and innovation
	Recycling Council of Ontario's Gold Award in a Special Municipal Program for Waste Minimization, recognizing Emterra's Community Care™ program, Make Your Contribution at the Curb!™ with the Region of Niagara
2014	Recycling Council of Ontario's Silver Award in a Special Municipal Program for Waste Minimization, recognizing Emterra's Community Care™ program, Make Your Contribution at the Curb!™ with the Region of Niagara
2013	Recycling Council of Ontario's Silver Award in a Special Municipal Program for Waste Minimization, recognizing Emterra's Community Care™ program, Make Your Contribution at the Curb!™ with the Region of Niagara
	Top 10 finalist in Grant Thornton LLP and Canadian Chamber of Commerce's Private Business Growth Award
	Recycling Council of Ontario's Platinum Award in Sustainable Product or Services category for the windshield washer fluid, Transformations
	Employer of the Year Award by the Manitoba Filipino Business Council
2012	Winnipeg Chamber of Commerce's Spirit of Winnipeg Award for Innovation – Large Business Category
	Recycling Council of Ontario's Silver Award in a Special Municipal Program for Waste Minimization, recognizing Emterra's Community Care™ program, Make Your Contribution at the Curb!™ with the Region of Niagara
	Recycling Council of Ontario's Platinum Award in a Special Municipal Program for Waste Minimization, recognizing Emterra's Community Care™ program, Make Your Contribution at the Curb!™ with the Region of Niagara
2005 & 2006	Twice recipient of Catalyst Paper's Supplier of the Year for consistent paper quality, reliability in terms of meeting supplier expectations, safe truck loading, bale integrity and consistently high service performance
1992 & 1993	Twice recipient of Financial Post's "Canada's 50 Best Managed Companies" Award

Awards & Recognition

Experience in Operating Publically Owned Facilities

2017 Statistics	Peterborough MRF	Kingston MRF	North Shore TS	Surrey TS	Coquitlam TS
Site Area	6.5 acres <i>(includes MRF and HHWEF)</i>	6 acres	4.4 acres	5 acres	6.625 acres
Car Counts	30,881	N/A	65,000	175,000	100,000
Total tons managed <i>(includes Recyclables + Garbage)</i>	15,700	15,400	242,000	164,000	249,000

Michigan Communities We Service



Emterra Michigan Communities

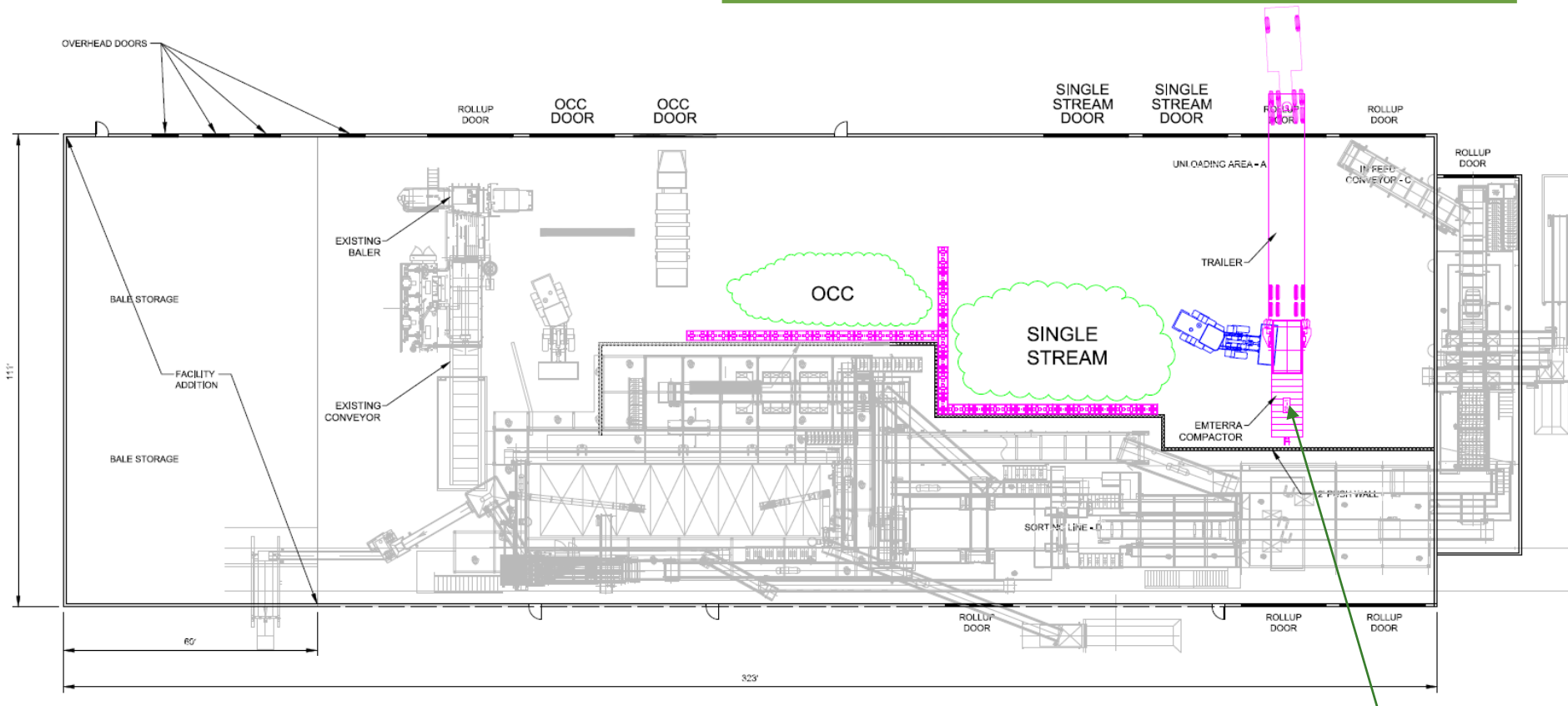
- 3 locations servicing over 70% of St. Clair County, 75% of Genesee County, and 80% of the Northern Thumb Area
- Counties served include: Genesee, Huron, Lapeer, Oakland, Saginaw, Sanilac, St. Clair, and Tuscola
- 60+ municipal contracts



Work Plan: Option 1



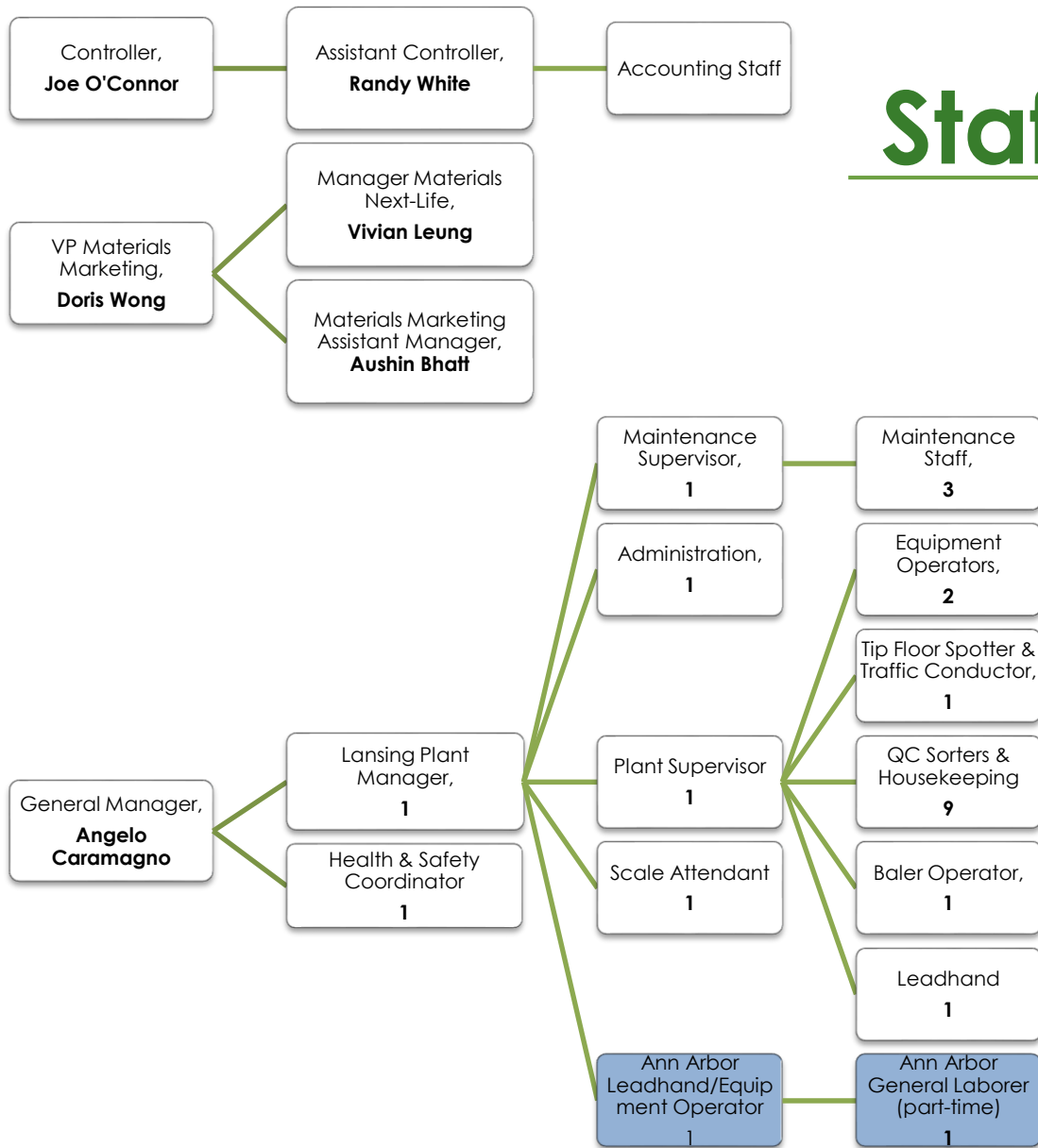
Ann Arbor MRF Floor Plan for Transfer/Transload Operations



*All new equipment shown in color

**23 to 25 tons per load of
recyclables achieved
by high compaction
compactor**

Contract Staffing Plan



Emterra Lansing MRF



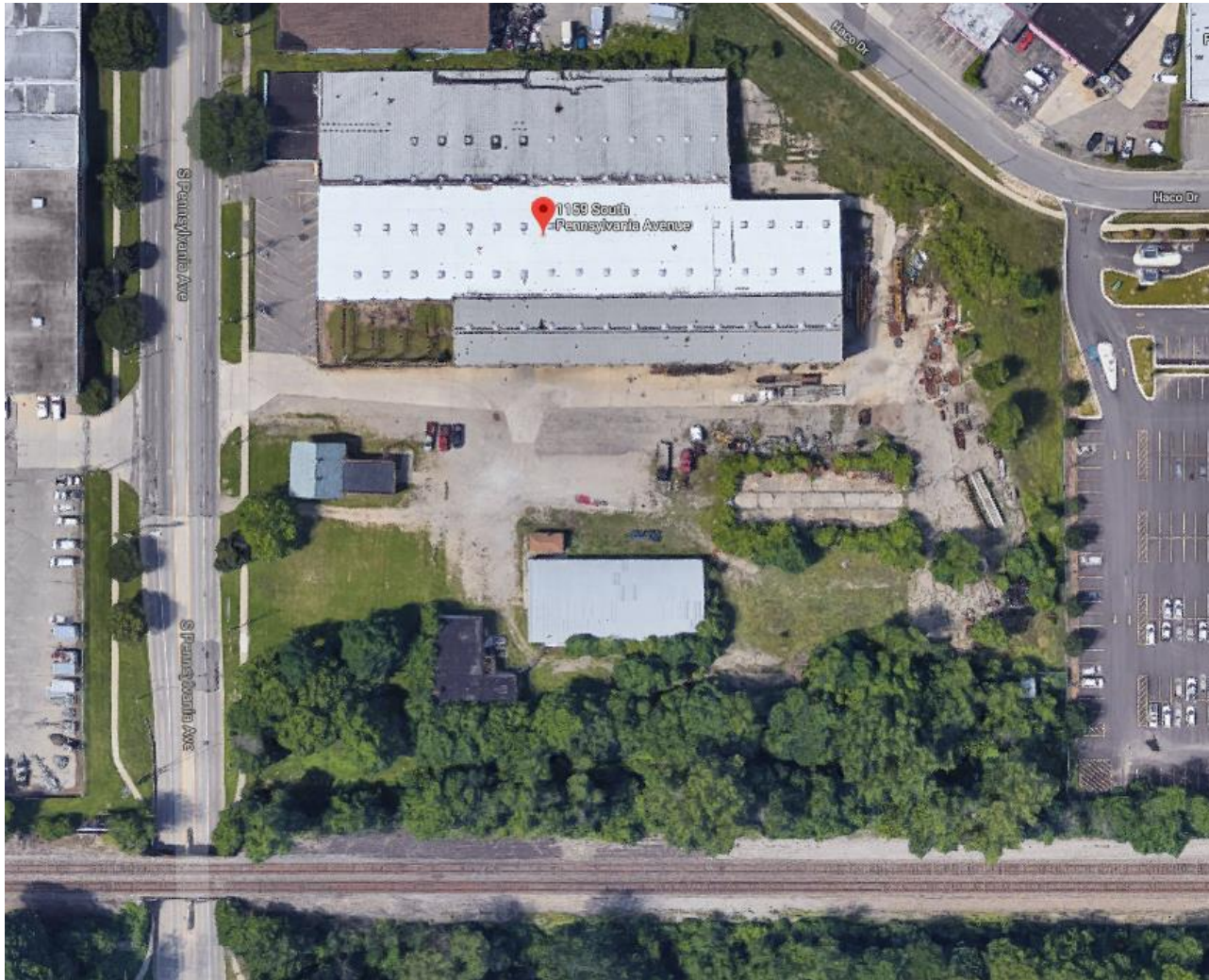
Proposed Single Stream MRF

- To be located in the City of Lansing
- June 2020 opening
- 40,000 tons per year
 - Ann Arbor's tonnage represents ~35% of MRF capacity
- Multi-million dollar upgrades to long time idled/abandoned facility
 - State of the art recycling system
 - Public drop off depot
- 10 year long-term contract is beneficial to City
 - Spreads cost of investment out for lower price for City
 - Provides time for more Tri-County communities to join for lower price for City

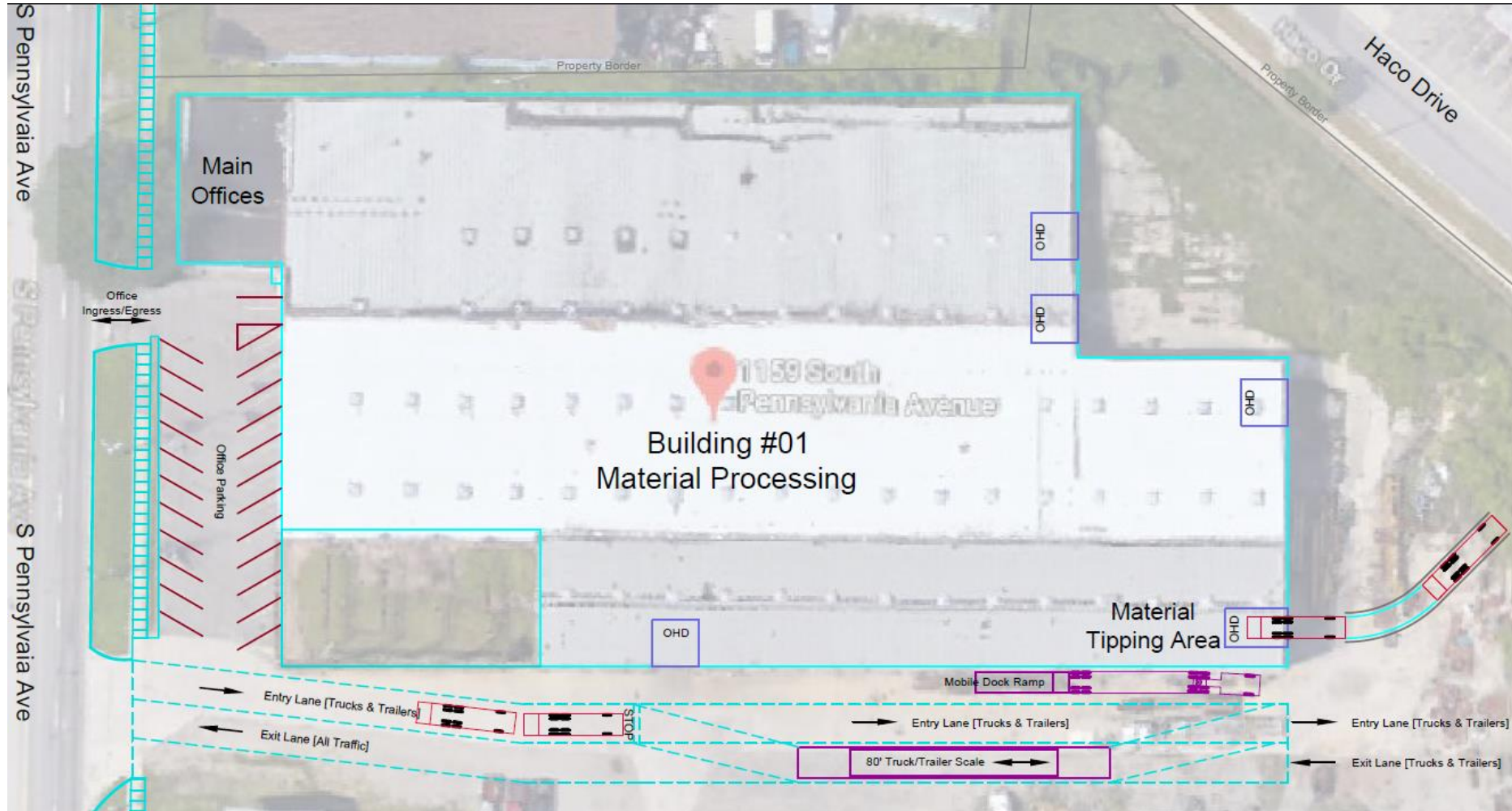
Benefits of Location

- 1159 S. Pennsylvania Avenue, Lansing Michigan
- Conveniently located at the center of the State
 - Two-hour drive of 90% of Michigan's population
- Strong multi-modal transportation network
- ~5.8 acres
- “Hub and Spoke” model
 - Rural areas and lower density suburban and exurban areas would function as satellite transfer “spokes”, feeding regional MRFs (the “hubs”) to reach diversion goals while the system achieves benefits from economy of scale
 - 2017 Governor's Recycling Council Report and Recommendations to double recycling rate from 15% to 30%

1159 S. Pennsylvania Ave



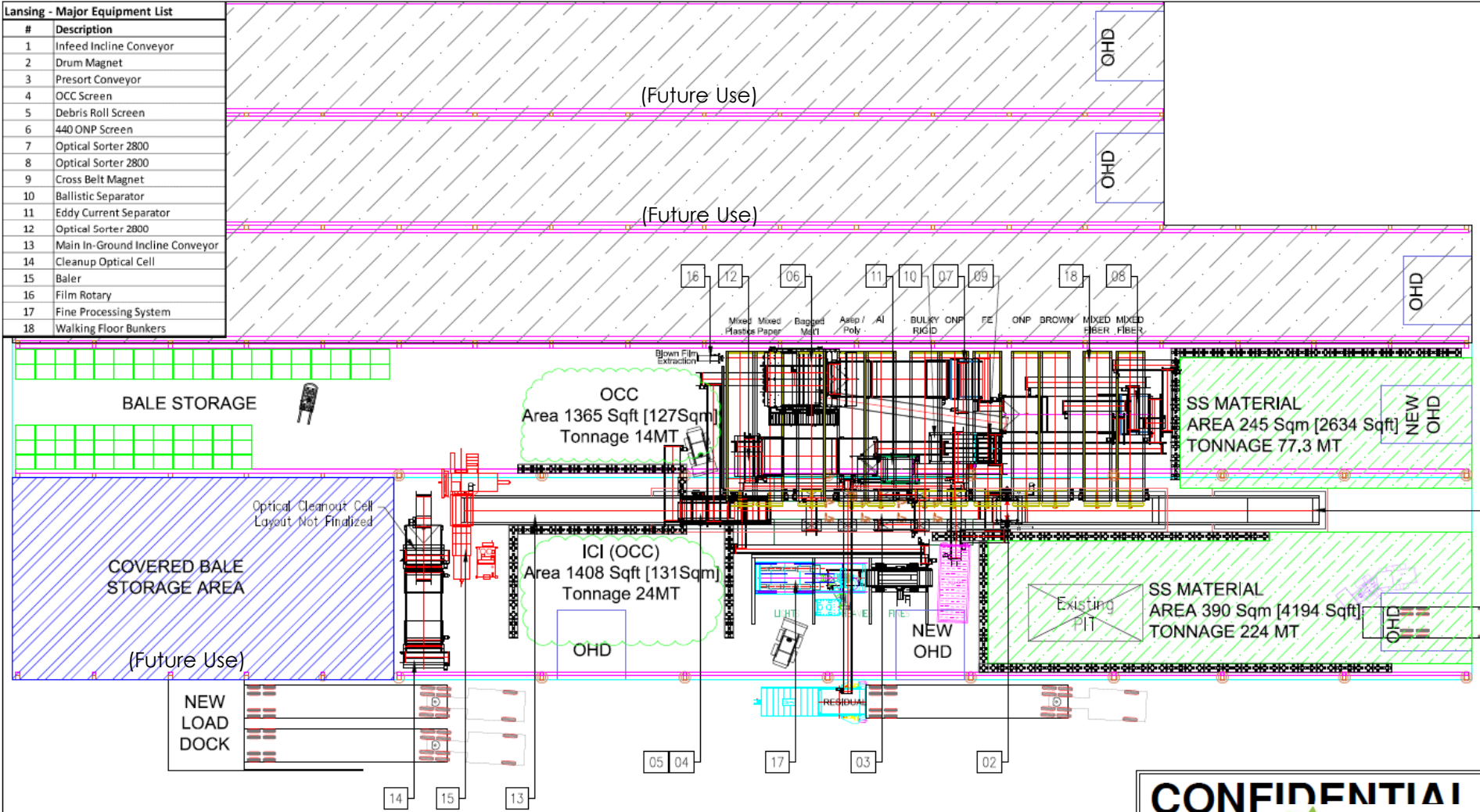
Lansing MRF Traffic Flow

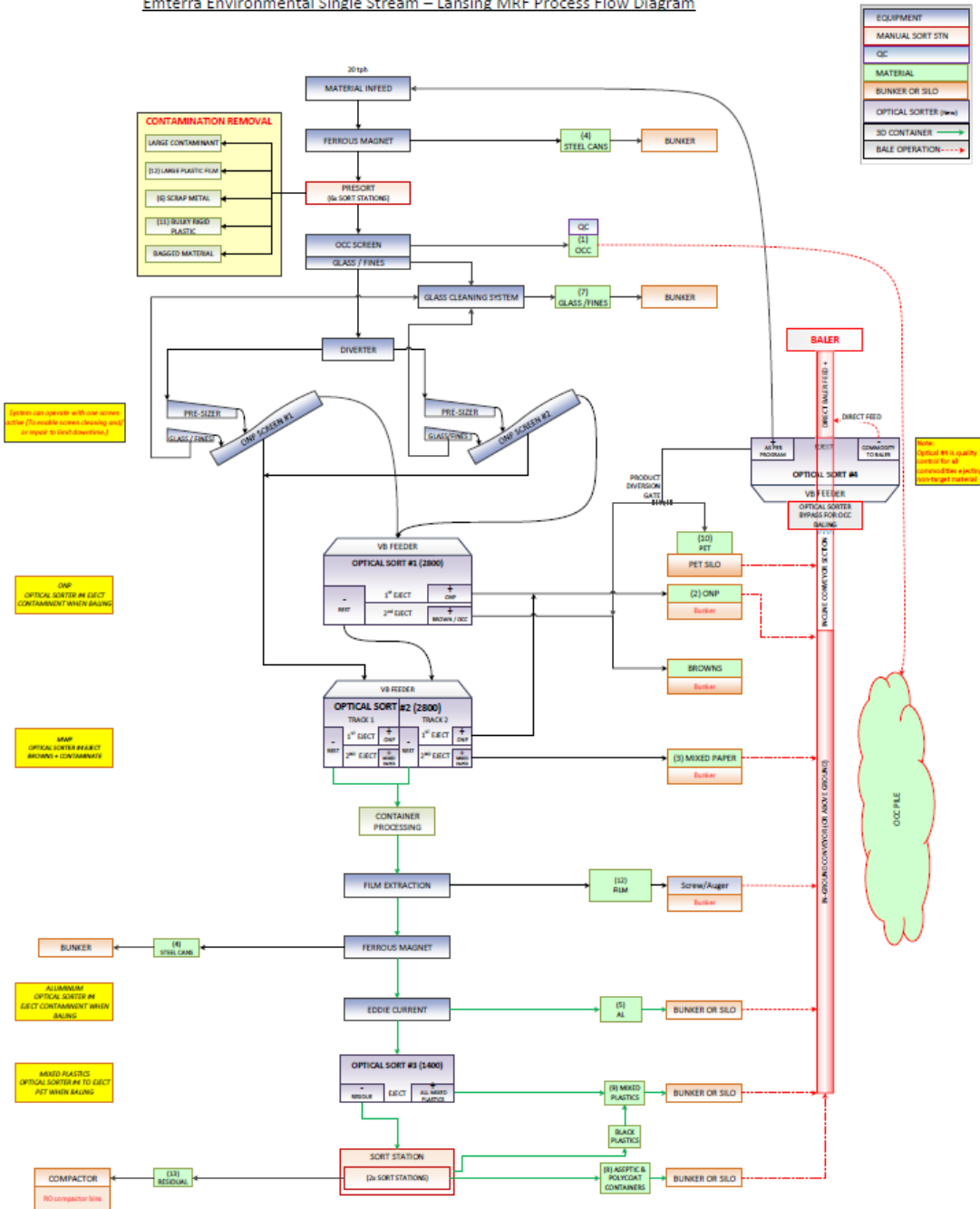


MRF Equipment Layout

Lansing - Major Equipment List

#	Description
1	Infeed Incline Conveyor
2	Drum Magnet
3	Presort Conveyor
4	OCC Screen
5	Debris Roll Screen
6	440 ONP Screen
7	Optical Sorter 2800
8	Optical Sorter 2800
9	Cross Belt Magnet
10	Ballistic Separator
11	Eddy Current Separator
12	Optical Sorter 2800
13	Main In-Ground Incline Conveyor
14	Cleanup Optical Cell
15	Baler
16	Film Rotary
17	Fine Processing System
18	Walking Floor Bunkers





Overall recovery rate over 90% by inbound weight

State of the art equipment including:

- Four (4) Near Infrared Optical Sorters (two units featuring dual eject capabilities)
- Vibratory conveyors
- Ballistic Separator
- Two (2) magnets
- One (1) OCC screen
- Three (3) glass/fines screens
- Two (2) ONP screens
- Eddy current separator
- Film separation system
- Glass clean up system
- Baler

Environmental Commitment



Environmental Commitment

1. Significantly decreased hauling distance of recyclables

- a) 72 miles from Ann Arbor MRF to Emterra's Lansing MRF
- b) 238 miles from Ann Arbor MRF to Rumpke Cincinnati MRF
- c) This will reduce transportation and hauling costs and greenhouse gas emissions

2. Increased load weights

- a) From current average minimum standard of 20.5 tons per load to 23 to 25 tons per load
- b) Emterra will install a high compaction compactor at Ann Arbor MRF and use of 53' closed top compaction walking floor trailer
- c) More materials can be hauled in a trailer load than the current method of loose loading recyclable materials into open top trailers
- d) By not baling recyclables, less GHGs produced due to avoidance of energy and resources (e.g. electricity and baling wire) required by the baler at Ann Arbor MRF

Environmental Commitment cont.

3. Maximum landfill diversion

- a) Emterra's Lansing MRF is expected to be able to recover over 90% by weight of inbound recyclables
- b) Additional recyclables to be captured and diversion from landfill
 - a) Scrap metal and bulky rigid plastics
 - a) Additional 1.42% diversion from landfill
 - b) More aseptic containers will be captured since Emterra will use near infrared optical sorters to recover this material (versus the current method of manual sorting)
 - a) Expect to double the current recovery rate of 0.03% of aseptic containers
 - c) Emterra's proposal expected to achieve an additional 1.45% diversion from landfill

4. Access to domestic and global end markets

- a) Critical due to contracted demand for recycled commodities and increasing standards for clean materials
- b) Focus on local domestic end markets to reduce transportation costs and environmental impact and expedite the transition to local end users

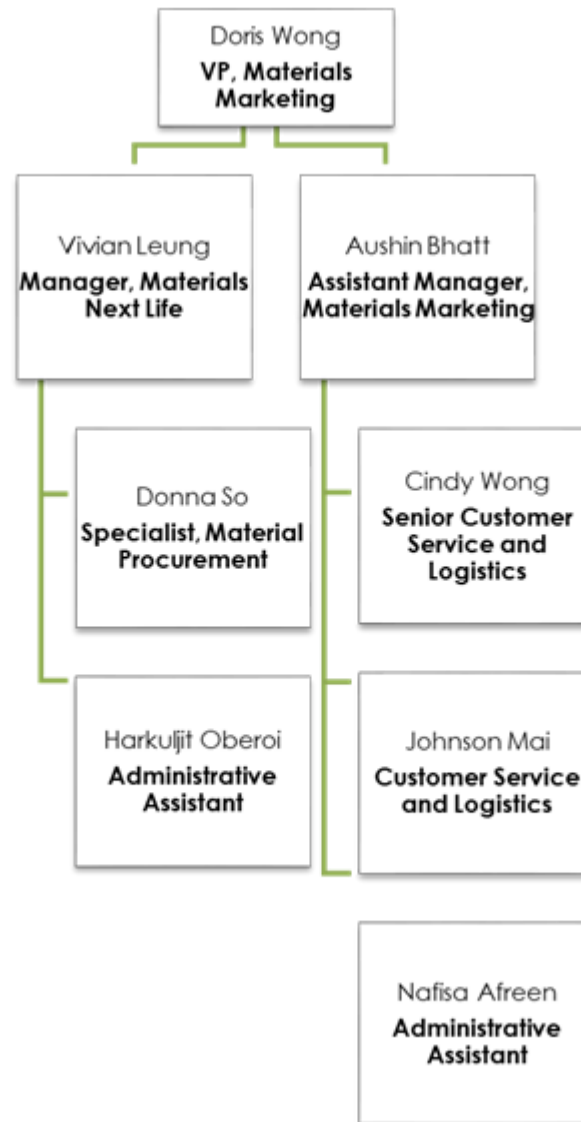
Emterra's Marketing Experience, Credentials and Capabilities



Materials Marketing Experience

- 42+ years
- 425,000 tons marketed each year
- Benefits to the City
 - One of Emterra's most significant strengths is the ability to coordinate the marketing of the City's commodities together with commodities produced across all of our MRFs in Canada.
 - Substantial volume allows Emterra to secure buyers and freight rates, and negotiate terms and pricing unachievable by other recyclers.
 - Emterra will use this power to leverage the best value and terms for the City.

Materials Marketing Team





Domestic Plastics #1-7 End Market

- ReVital Polymers creates high value re-manufactured plastic products for the **commercial, industrial, agricultural** and **automotive** industries from mixed plastics #1-7.
- ReVital focuses on **increasing the plastics value chain, diversion, energy reduction** and **sustaining our environment**.





Final Product
Functionally equivalent
to virgin resin

Emterra's Access to End Markets



Diverse End Markets

- Proposed end markets are geographically diverse, including domestic and overseas markets to hedge for market disruptions affecting one particular region
 - Focus on and preference for domestic markets in USA and Canada (e.g. ReVital Polymers)
 - To lower transportation costs and GHG emissions
 - To expedite the build out of domestic end market demand and infrastructure
- Priority given to local buyers, whenever possible, all else being equal

Proposed End Markets (confidential)

Commodity Produced	Expected end-markets for the recovered recyclable materials	Expected uses for the recovered recyclable materials	Targeted industry standard specification for the commodities that will be marketed
Old Newspaper	American Chung Nam; Pratt Industries (Wapakoneta, OH); WestRock (Battlecreek, MI); Graphic Packaging (Battlecreek, MI)	medium paper, boxboard	ISRI specifications OR end market-specific specifications, as appropriate
Mixed paper	Pratt Industries; WestRock (Syracuse, NY and Battlecreek, MI); Graphic Packaging (Battlecreek, MI)	medium paper, boxboard	ISRI specifications OR end market-specific specifications, as appropriate
Old Corrugated Container (cardboard)	Atlantic Packaging Toronto, Ontario; WestRock (Battlecreek, MI); Domtar (Toronto, Ontario); Graphic Packaging (Battlecreek, MI)	Kraft liner, medium paper	ISRI specifications OR end market-specific specifications, as appropriate
1-7 Mixed Plastic Containers	Revital Polymers (Sarnia, Ontario)	Plastic pellets for manufacturing (examples: strapping, bottles, piping)	ISRI specifications OR end market-specific specifications, as appropriate
Aseptic containers	Paper Tiger (Bannockburn, IL); Great Lakes Tissue (Cheboygan, MI)	Tissue paper	ISRI specifications OR end market-specific specifications, as appropriate
Tin Cans	Ferrous Processing & Trading	Steel sheets and rods	ISRI specifications OR end market-specific specifications, as appropriate
Aluminum cans	Ferrous Processing & Trading; Constellium (Muscle Shoals, AL); Alumisource (Richmond, KY)	Aluminum sheets or cans	ISRI specifications OR end market-specific specifications, as appropriate
Food grade aluminum (e.g. pie plates and pet food cans)	Ferrous Processing & Trading; Gottlieb Inc. (Pittsburgh, PA)	aluminum deox products for steel production	ISRI specifications OR end market-specific specifications, as appropriate
Glass Containers	Canadian Liquid Processors Ltd.; Huron Landfill; construction companies	Combined with other materials and used as road base	ISRI specifications OR end market-specific specifications, as appropriate

The Crystal Ball

- In last 12 months, domestic paper mills making a resurgence in North America

Company	Mill Location	Potential Feedstock	Product	Plans
Nine Dragons	Rumford, ME	Mixed paper, ONP, SOP	Coated mechanical/freesheet paper and pulp	Acquired mill from Catalyst and will build new recycled pulp line
Nine Dragons	Biron, WI	Mixed paper, OCC, ONP	Coated mechanical papers	Acquired mill from Catalyst and will build new recycled pulp line; convert existing paper machine to containerboard
Nine Dragons	Fairmount, WV	SOP	Range of products, from packaging to tissue paper	Acquired existing recycled pulp mill from Resolute and will continue using primarily recycled office paper
Nine Dragons	Old Town, ME	OCC	Unbleached kraft pulp	Acquired idle kraft pulp mill to restart in early 2019 with 275,000 tonnes/year capacity
Shanying International	Wickliffe, KY	Mixed paper, OCC	Coated/uncoated freesheet mill	Convert to pulp & containerboard production
Pratt Industries	Has 4 eastern US mills	Mixed paper, OCC	Containerboard	Indicated they plan to increase waste paper consumption in their existing mills

The Crystal Ball con't

- In last 12 months, domestic paper mills making a resurgence in North America.

Company	Mill Location	Potential Feedstock	Product	Plans
Pratt Industries	Wapakoneta, Ohio	Mixed paper, OCC	Corrugated container	Constructing new mill to use 280k tons/yr of mixed paper by late 2019
Green Bay Packaging	Wisconsin	Mixed paper, OCC	Corrugated container, linerboard	Will replace existing mill with one that consumes much more mixed paper (685,000 tons/yr capacity up from 240,000 tons/yr)
Cascades	Ashland, VA	Mixed paper, OCC	Linerboard, corrugating medium	Acquired idle mill and putting in mixed paper system as part of conversion from newsprint mill to containerboard mill; will use 20% mixed paper (production to 400,000 tons/yr by 2021)
Bio Pappel	Port Angeles mill	Mixed paper, OCC	Linerboard, medium, heavyweight kraft	Will install MWP system in mill conversion; will use 20-30% MWP by fall 2019

Final Impressions



Emterra has designed a flagship material recovery facility for the City and neighboring communities, setting the standard for other facilities to follow in terms using the latest green technologies to maximize recycling.

By selecting Emterra as the City's recycling partner, the City is providing the most cost effective, efficient, and stable recycling program to its residents and local businesses.

Thank you!



EMTERRA[®]
Environmental USA

*We're your
hometown choice!*

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Emterra Holdings USA Corp

Workers Compensation Analysis

2017-2019 YTD

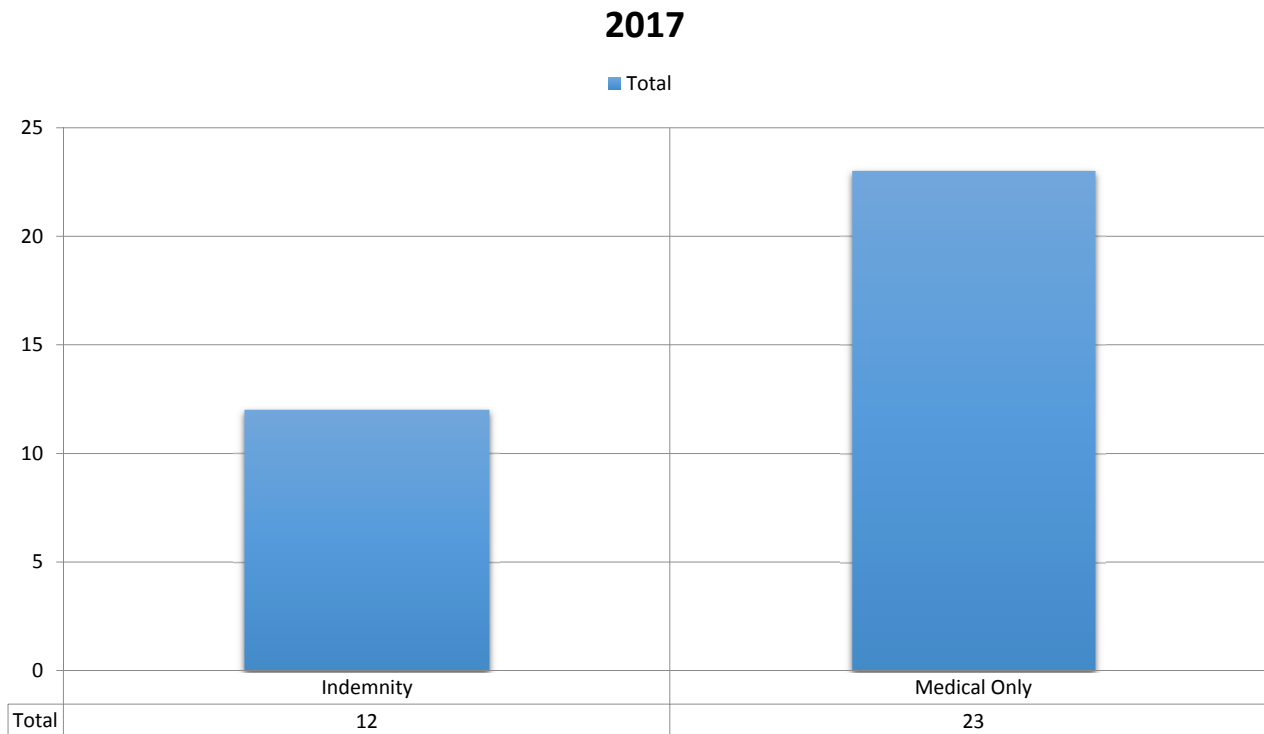
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- Current Emterra Operations are primarily Collection with the use of manual loading/loaders
- Over 60% of our claims the last 3 years are Medical only, no loss time (indicated on the next 3 slides)
- Top 3 Causes are Strains/Sprains; STF (Slip, Trip and Falls), Puncture/Cuts
 - Focus on the most frequent causes with training; awareness (employee and customer)
 - Trend shows decrease in frequency of targeted cause of strain; sprain
 - Targeting punctures/cuts with type of gloves and more frequent replacement (Employees are issued 2 pair with unlimited replacement with return of worn/damaged pair); Also educating customers/communities of proper disposal of sharps



2017 Policy Year Indemnity/Loss Time versus Medical Only



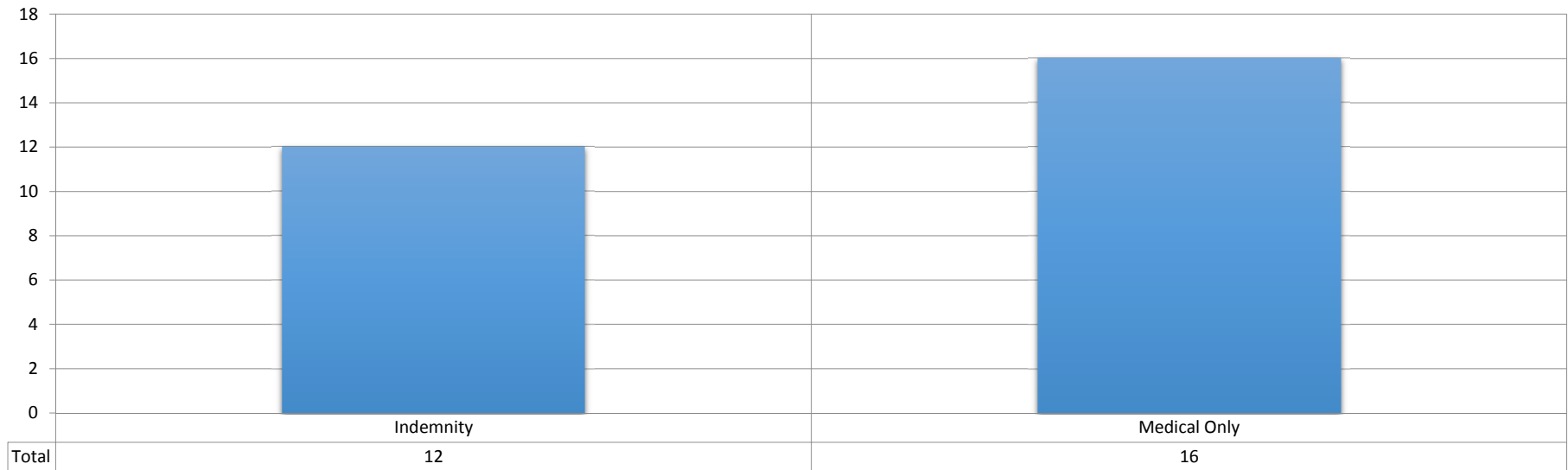
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2018 Policy Year Indemnity/Loss Time versus Medical Only

2018

■ Total

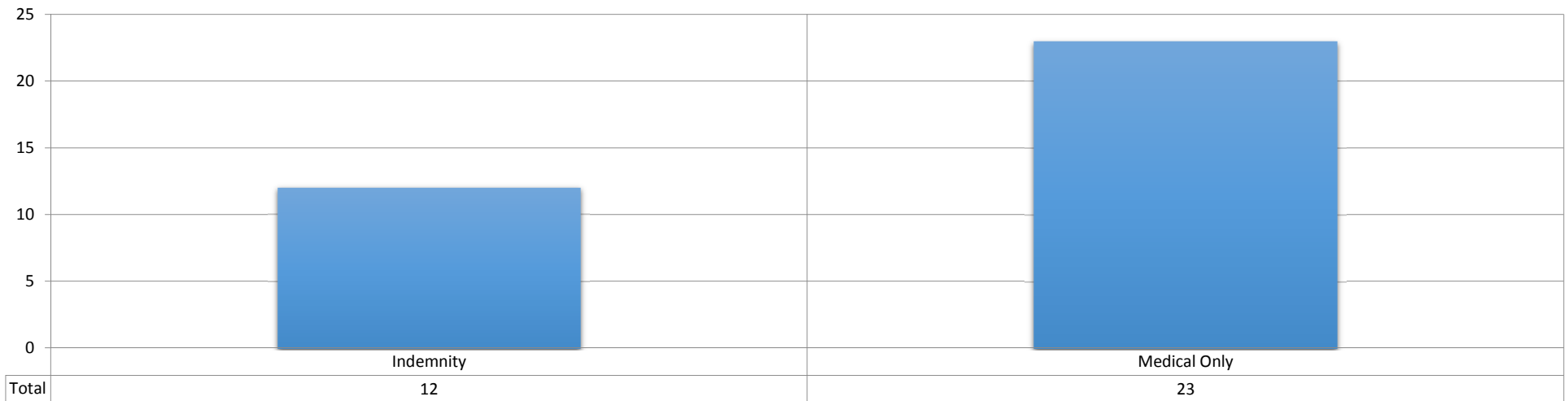




2019 YTD (9-2019 10 months) Policy Year (Indemnity/Loss Time) versus Medical Only

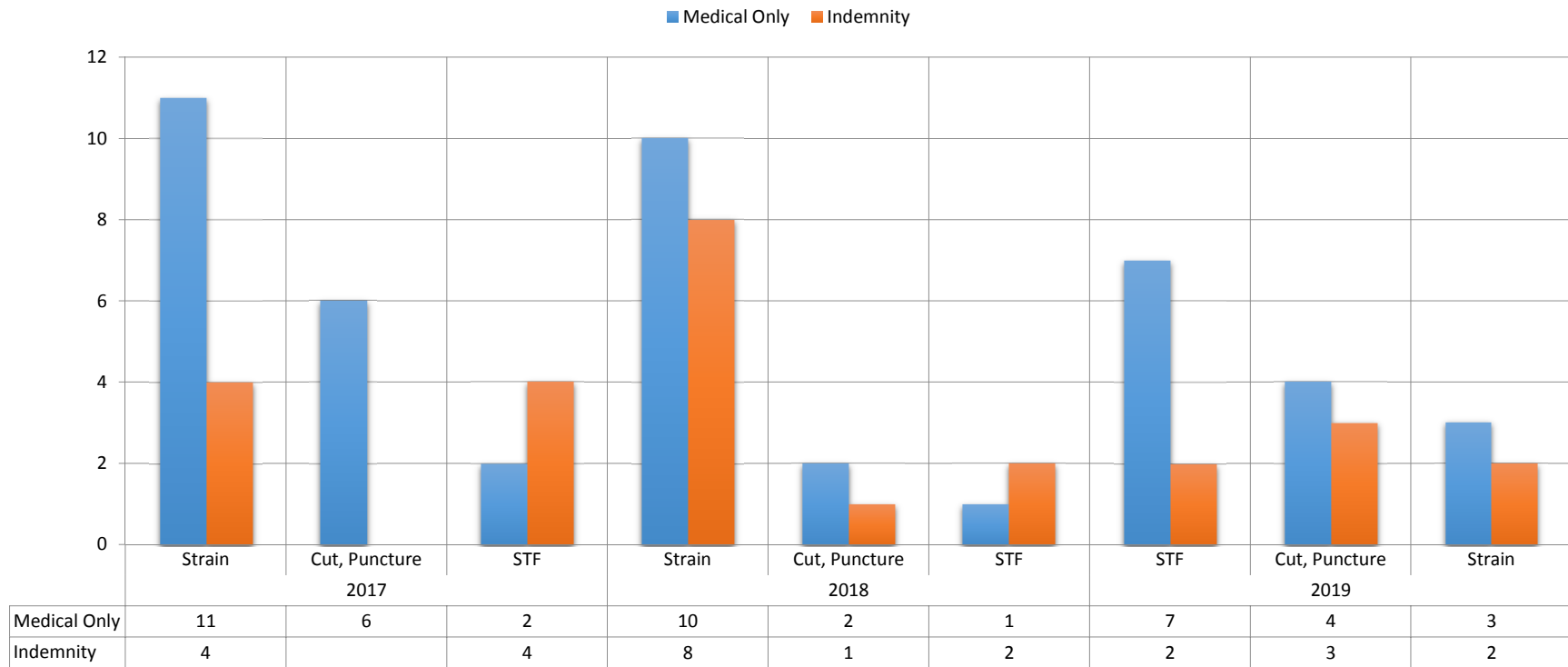
2019 YTD

■ Total





Eterra Holdings USA Corp
Cause of Injury - Top 3 Cause Frequency Medical Only Versus Indemnity



10/23/2019