

# REQUEST FOR PROPOSALS

**RFP NO. 019**



## Office Stationery Supplies

**ISSUED: November 25, 2004**

**CLOSING TIME:** December 20, 2004 at 2:00 p.m. Vancouver Time

**CLOSING LOCATION:** Vancouver Organizing Committee for the 2010 Olympic & Paralympic Winter Games  
Suite 400 – 1095 West Pender Street  
Vancouver, B.C. V6E 2M6  
Canada

**CONTACT PERSON:** Jim Bornholdt  
Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games  
Suite 400 -1095 West Pender Street  
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Canada

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## **1.0 INTRODUCTION**

On July 2, 2003, the International Olympic Committee selected Vancouver, Canada to host the 2010 Olympic and Paralympic Winter Games.

The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games ("VANOC") has been formed to manage the planning and operation of the 2010 Olympic and Paralympic Winter Games.

This Request for Proposals ("RFP") is issued by VANOC to obtain proposals from interested companies to become the primary supplier of general office stationery supplies on an "as-and-when requested" basis for use by VANOC personnel.

Please refer to Section 3.0 for further details on the scope of services.

## **2.0 REQUEST FOR PROPOSALS TERMINOLOGY**

Throughout this RFP, the following definitions apply:

- a) "Closing Location" has the meaning given to it Section 4.3;
- b) "Closing Time" has the meaning given to it Section 4.3;
- c) "Contract" means the written agreement resulting from this RFP executed by VANOC and the Contractor;
- d) "Contractor" means the successful Proponent to this RFP who enters into a written Contract with VANOC;
- e) "Must", or "mandatory" means a requirement that must be met in order for a Proposal to receive consideration;
- f) "Proponent" means a party that submits, or intends to submit, a Proposal;
- g) "Proposal" means a proposal submitted in response to this RFP;
- h) "RFP" means this Request for Proposals;
- i) "Should" or "desirable" means a requirement having a significant degree of importance to the objectives of RFP; and
- j) "VANOC" means the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games.

## **3.0 PROJECT DETAILS AND SCOPE OF SERVICES**

### **3.1 Product Requirement**

- a) The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games (VANOC) is seeking proposals from interested companies to supply a full range of commonly consumed office stationery supplies and small furnishings and products at

competitive prices and product discount levels that are commensurate with our ordering volume.

- b) This RFP specifically excludes the provision of office paper, computers, computer peripherals and devices, computer software, printer toner and major furniture products such as desks, tables and chairs.

### **3.2 Estimated Order Volume**

There are approximately 50 employees working for VANOC at this time. The number of employees is expected to increase to approximately 600 by late 2006 and to 1,200 full-time and 3,000 part-time employees by 2009. It is anticipated that the consumption of office stationery supplies will increase in proportion to the changes in staffing level.

### **3.3 Service Level Requirement**

- a) The Proponent shall assign one individual "Account Representative" to serve as the primary point of contact (POC) who shall have responsibility for receiving VANOC orders for products, responding to general queries, ensuring fulfillment of VANOC orders, and for addressing any issues that may arise. The Proponent shall also assign a secondary Account Representative who shall serve as the alternate POC in the event the primary POC is unavailable. In addition, the Proponent shall provide sufficient staffing and facilities to ensure prompt service at a consistently high level of performance.
- b) The Proponent shall provide the services described in Paragraph 3.3a to VANOC between the regular business hours of 7:00 a.m. to 5:00 p.m. Pacific Time, Monday through Friday, except statutory holidays.
- c) Routine voice and email messages placed by VANOC during regular business hours shall be responded to within 30 minutes.
- d) The Proponent shall demonstrate to VANOC through a published standard product offering catalogue or other means such as web browser that it carries in its inventory all of the "standard" office stationery supplies that are commonly used by VANOC. Such catalogues will be made available to VANOC at no cost.
- e) The Proponent shall have the ability to receive VANOC orders for product by various means such as by telephone, facsimile, email or web browser.
- f) The Proponent is expected to maintain a sufficient level of inventory of supplies locally in Greater Vancouver to ensure the fulfillment of VANOC orders within 24 hours of order placement.
- g) The Proponent shall provide activity reports to VANOC at no cost when requested.

## **4.0 REQUEST FOR PROPOSALS PROCESS**

### **4.1 Receipt Confirmation Form**

Proponents are required to fill out and return the Receipt Confirmation Form attached as Appendix A. All subsequent communications regarding this RFP, including addenda will be directed only to those Proponents who return the Receipt Confirmation Form.

### **4.2 Enquiries**

All enquiries related to this RFP are to be directed in writing, by hand, courier or fax to the contact person identified on the cover page. VANOC will make commercially reasonable efforts to respond to enquiries and any responses will, at VANOC's sole discretion, be distributed to all Proponents who have returned a Receipt Confirmation Form. VANOC shall not be responsible for information that Proponents receive from any other source.

#### **4.3 Closing Time and Location**

Each Proponent shall deliver one (1) original and three (3) copies of its Proposal, in a sealed package, which must be received before 2:00 p.m. local time in Vancouver, British Columbia on December 20, 2004 (the "Closing Time") at the following physical location (the "Closing Location"):

Vancouver Organizing Committee for the 2010  
Olympic and Paralympic Winter Games  
Suite 400 – 1095 West Pender Street  
Vancouver, B.C. V6E 2M6  
Canada

Attention: Marnie King, Proposal Coordinator

Proposals shall have the RFP number and Proponent's name clearly marked on the sealed package.

Proposals must not be sent by facsimile or e-mail.

The Closing Time shall be established by the time shown on the clock used by VANOC for that purpose.

Proposals will be opened privately at the offices of VANOC.

#### **4.4 Late Proposals**

It is the responsibility of each Proponent to ensure that its Proposal is received at the Closing Location before the Closing Time and the Proponent assumes the entire risk of failure of VANOC to receive its Proposal at the Closing Location before the Closing Time. Proposals received at the Closing Location after the Closing Time shall not be considered and may be returned to the Proponent unopened.

#### **4.5 Proponents' Meeting**

A Proponents' meeting is not currently anticipated. However, VANOC reserves the right to convene a Proponents' meeting, with reasonable notice to all Proponents who have returned a Receipt Confirmation Form, if a Proponents' meeting is, in the opinion of VANOC, necessary.

#### **4.6 Conflict of Interest**

Proposals will not be evaluated if the Proponent's current or past corporate or other interests may, in VANOC's opinion, give rise to a conflict of interest in connection with this RFP.

#### **4.7 Evaluation and Selection**

Evaluation of Proposals will be performed by VANOC. Proposals will first be checked against the mandatory criteria. Proposals not meeting all mandatory criteria will be rejected without

further consideration. Proposals that do meet all the mandatory criteria will then be assessed against the additional criteria. VANOC's intent is to enter into a Contract with the Proponent who has the highest overall ranking. Please refer to Section 7.0 for list of criteria.

VANOC SAMPLE RFP

#### **4.8 Negotiation Delay**

If a Contract cannot be negotiated with the highest ranking Proponent within a time period satisfactory to VANOC, VANOC may, at its sole discretion, terminate negotiations with that Proponent and either negotiate a Contract with another Proponent or choose to terminate this RFP process and not enter into a Contract with any of the Proponents.

### **5.0 PROPOSAL PREPARATION**

#### **5.1 Signed Proposals**

The Proponent must ensure that its Proposal includes a Proposal Letter in the form attached as Appendix B and signed by a person(s) authorized to sign on behalf of and to bind the Proponent to its Proposal and the terms of this RFP.

#### **5.2 Alternative Solutions**

If alternative solutions are offered, please submit the information in the same format, as a separate Proposal.

#### **5.3 Irrevocability and Validity of Proposals**

By submission of a clear and detailed written notice, the Proponent may amend or withdraw its Proposal prior to Closing Time. After Closing Time, all Proposals become irrevocable and will remain open for acceptance by VANOC for a period of ninety (90) days from the Closing Time. By Submission of a Proposal, the Proponent agrees that should its Proposal be successful the Proponent will enter into a Contract with VANOC.

#### **5.4 Language**

All responses to this RFP must be in English.

#### **5.5 Proponents' Expenses**

Proponents are solely responsible for their own expenses in preparing a Proposal and for subsequent negotiations with VANOC, if any. VANOC will not be liable to any Proponent, whether VANOC accepts a Proposal or rejects all Proposals, for any claims, whether for costs or damages incurred by the Proponent in preparing the Proposal, loss of anticipated profit in connection with the Contract or any other contract, or any other matter whatsoever.

#### **5.6 Liability for Errors**

While VANOC has used considerable efforts to ensure an accurate representation of information in the RFP, the information contained in this RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by VANOC, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this RFP.

#### **5.7 Limitation of Liability**

By participating in this RFP process, the Proponent agrees that neither VANOC nor its directors, officers, employees, agents and other representatives shall be liable to the Proponent including

in contract, tort, statutory duty, duty of fairness, law equity or otherwise, for any claims, direct or indirect, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any matter whatsoever, incurred in preparing and submitting a Proposal, or negotiations of a Contract, or in any way arising in connection with this RFP. The Proponent further agrees that the award of the Contract or any other contract in connection with this RFP is in the sole discretion of VANOC and in no event shall the Proponent seek injunctive or other relief to prevent or delay the award of the Contract or any other contract in connection with this RFP or the performance of any work or services in relation thereto.

## **5.8 Firm Pricing**

Prices will be firm for the entire Contract period unless this RFP specifically states otherwise.

## **5.9 Currency and Taxes**

Prices quoted are to be:

- a) In Canadian dollars;
- b) Inclusive of duty, where applicable;
- c) FOB destination, delivery charges included where applicable; and
- d) Goods and Services Tax and Provincial Sales Tax, if applicable, should be shown separately.

## **5.10 Completeness of Proposal**

By submission of a Proposal the Proponent warrants that, if this RFP is to design, create or provide a system or manage a program, all components required to run the system or manage the program have been identified in the Proposal or will be provided by the Proponent, if successful, at no additional charge to VANOC.

## **5.11 Subcontracting**

Using subcontractors (who should be clearly identified in the Proposal) when approved in advance by VANOC is acceptable.

Subcontracting to any firm or individual whose current or past corporate or other interests may, in VANOC's opinion, give rise to a conflict of interest will not be permitted.

Where applicable, the names of approved subcontractors listed in the Proposal will be included in the Contract. No additional subcontractors will be added, nor other changes made, to this list in the Contract without the written consent of VANOC.

## **6.0 ADDITIONAL TERMS**

### **6.1 Acceptance and Rejection of Proposals**

This RFP should not be construed as an agreement to purchase goods or services. The lowest priced or any Proposal will not necessarily be accepted and VANOC is not bound to enter into a Contract with any Proponent. Notwithstanding any other section, clause or provision in this

RFP, or any practice or custom of the trade or industry, VANOC, in its sole discretion, shall have the unfettered right to do any or all of the following:

- a) accept any Proposal;
- b) reject any Proposal;
- c) reject all Proposals;
- d) accept a Proposal which is not the lowest cost Proposal even if the lowest cost Proposal conforms in all respects with this RFP;
- e) reject a Proposal even if it is the only Proposal received by VANOC;
- f) receive further information from any Proponent;
- g) refuse to receive further information from any Proponent;
- h) negotiate contract and other terms with any Proponent;
- i) accept all or any part of any Proposal;
- j) award all or any portion of the scope of the Proposal to any Proponent; and
- k) award a Contract to whomever VANOC in its sole discretion deems appropriate and in the best interests of VANOC.

Any Proposal received which fails to conform to or includes qualifications to the requirements of this RFP, which is materially incomplete, obscure or irregular, which contains exceptions or variations, or which omits any material information required to be submitted, may be disqualified or rejected. Notwithstanding anything to the contrary herein, VANOC may in its sole discretion elect to retain any such Proposal for consideration and may waive any or all of the foregoing, on such terms and conditions as VANOC may consider appropriate, even if any of the foregoing would otherwise render the Proposal null and void, and Proposal may be considered in the same manner as Proposals that fully conform to the requirements of this RFP without qualification.

## **6.2 Contract**

Notice in writing to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of a written Contract will constitute a Contract for the goods or services, and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

## **6.3 Right to Amend or Cancel**

VANOC reserves the right in its sole discretion at any time and from time to time, and for whatever reason to, by addendum, modify, amend or otherwise change this RFP. Any such addendum shall be issued in writing and shall be expressly identified as an addendum to this RFP.

VANOC reserves the right in its sole discretion to cancel this RFP at any time.

## **6.4 No Solicitation**

Proponents and their directors, officers, employees, agents and other representatives shall not engage in any form of lobbying whatsoever to influence the outcome of this RFP. Further, no such person shall attempt to communicate, or make any representation or solicitation to any director, officer or employee of VANOC (except the contact person identified on the cover page), the City of Vancouver, the Resort Municipality of Whistler, the Province of British Columbia, the Dominion of Canada, the Canadian Paralympic Committee, the Canadian Olympic Committee, the International or Canadian Sports Federation or Committee with respect to this RFP, whether before or after submission of the Proposal. In the event of any contravention of the foregoing, VANOC in its sole discretion will be entitled to terminate the Proponent's continuation in this RFP or to reject or not accept the Proposal from the Proponent.

## **6.7 Public Announcements**

Proponents will not make any public announcement, or any communication with the media, in connection with this RFP, without the prior written consent of VANOC.

## **6.8 No Promotion of Relationship**

Proponent will not disclose its relationship with VANOC for promotional purposes, including by means of verbal declarations and announcements through any medium whatsoever, without the express prior written consent of VANOC. Proponent is not permitted to use "Vancouver 2010", the official emblem, logo or mascot of the 2010 Games or any other VANOC identification, as reference or means of promotion or publicity, without the express prior written consent of VANOC. Furthermore, Proponents will not disclose or promote their relationship with VANOC in any communication or manner whatsoever as a basis to create an association, expressed or implied, between the Proponent and the International Olympic Committee, the Olympic Games or the Olympic Movement. The successful Proponent must agree to make the same commitment during the course of performance of the Contract.

## **6.9 Environment and Sustainability**

The three pillars of the Olympic movement are sport, culture and environment and Olympic Games are required to minimize the impact on the local environment. VANOC is committed to sustainable economic, social and environmental practices in its plans and actions. It is important that supporters, contractors and suppliers exemplify this commitment as well. Therefore, evaluation of Proposals will incorporate consideration of the environmental and sustainability attributes and practices of the Proponents (policies, practices, products, experience).

The Vancouver 2010 Bid Corporation, the organization that developed and presented the bid for the 2010 Olympic and Paralympic Winter Games, made sustainability commitments to the community and the International Olympic Committee which are attached as Appendix C. Proponents should be guided by these sustainability commitments.

## **7.0 EVALUATION CRITERIA**

### **7.1 Mandatory Criteria**

The following are mandatory requirements. Proposals not clearly demonstrating that they meet them will receive no further consideration during the evaluation process:

- a) The Proposal must be received at the closing Location before Closing Time;
- b) The Proposal must be in English and must not be sent by facsimile or email; and
- c) The Proposal must contain a signed Proposal Letter.

## **7.2 Additional Criteria**

Proposals meeting the mandatory requirements will be further assessed against the following criteria established by VANOC. VANOC reserves the right to give no further consideration to Proposals not meeting minimum standards established by VANOC for certain criteria:

- a) Proponent's financial proposal;
- b) Proponents demonstrated ability to meet or exceed the service level requirements required by VANOC as set out in this RFP;
- c) Proponent's depth of experience in supplying office stationery supplies to large or fast growing organizations;
- d) Proponent's relevant experience, qualifications, reputation and references;
- e) Overall quality of the Proponent's proposal including completeness and brevity of documentation;
- f) The presence of Proponent's office stationery supplies inventory locally in Greater Vancouver;
- g) The availability of Proponents resources, quality control and sufficient quantities of inventory within Proponent's organization to ensure that VANOC orders are processed in a complete, accurate and timely manner;
- h) Proponent's commitment to environment and sustainability as demonstrated by its product offerings and its own sustainable business practices.

The above evaluation criteria may not be listed in order of importance.

## **8.0 PROPOSAL CONTENTS AND FORMAT**

The following format and sequence should be followed in order to provide consistency in Proponents' responses and to ensure that each Proposal receives full consideration. In preparing their Proposals, Proponents are advised to refer to the Scope of Work as detailed in Section 3.0 of this RFP. Proposals must be printed in duplex (i.e. on both sides of the page) on paper that is a minimum of 30% post-consumer recycled paper. All pages should be consecutively numbered.

- a) Title page  
Include the RFP number, Closing Time and Proponent's name, contact person, address, telephone and fax numbers, and e-mail address.
- b) Signed Proposal Letter  
Use the form attached as Appendix B.

- c) Table of Contents  
Use page numbers.
- d) Executive Summary (max 2 pp)  
Briefly describe the key features of the Proposal.
- e) Corporate Profile (max 1 pg)  
The Proponent should include a profile of its corporate history including the length of time in business, number of employees, and organizational structure.
- f) Corporate Experience (max 2 pp)  
The Proponent should describe organizations of a similar size and/or nature for which it provides office stationery supplies.
- g) Ordering Options (max 1 pp)  
The Proponent should provide a description of the various methods that VANOC can use to order office stationery supplies (i.e. telephone, facsimile, internet browser).
- h) References (max 1 pg)  
The Proponent is expected to demonstrate its ability and experience in providing the services detailed in this RFP by including the names of at least four clients for whom it currently provides office stationery supplies. Specifically include:
- Name and address of the client;
  - Title, telephone, and fax number for contact person; and
  - Length of association.
- i) Customer Service Model (max 1 pg)  
The Proponent should describe in detail what "Customer Service" means to them. The Proponent should also describe in detail how it will ensure that VANOC will enjoy a very high level of professionalism when interacting with its personnel, including monitoring and complaint resolution.
- j) Performance Standards (max 1 pg)  
The Proponent's performance will be monitored by VANOC during the term of any agreement. In its proposal the Proponent shall describe how it monitors its own level of performance and takes corrective action when required.
- k) Sustainability (max 1 pg)  
Proponents should provide a brief description of its commitment to environment and sustainability through the types of products offered and through sustainable practices that it has implemented as part of its business operations.
- l) Pricing  
In support of its pricing proposal, the Proponent must provide all of the following:
- a) Pricing Quote. Using the format provided in Schedule D of this RFP, please select 25 of the most commonly used office stationery products based on your own data and list the Product Description, Order Quantity, the Catalogue List Price, Discount Percentage, Net Selling Price to VANOC and the Unit of Measure.

- b) Optional Pricing. Since VANOC will be experiencing a significant increase in staff and a corresponding increase in the consumption of office supplies, for each product where the Proponents offers an additional discount for purchasing a certain order quantity, on a separate line in the pricing table please specify Order Quantity, the Catalogue List Price, Discount Percentage, the net selling price to VANOC and the Unit of Measure.
- c) Optional Sustainable Products. If for any of the 25 products there is an alternative "Sustainable" product available, on a separate line in the pricing table please also provide the Product Description, \*Order Quantity, the Catalogue List Price, Discount Percentage and the net selling price to VANOC for the alternative product. To be considered by VANOC, Sustainable products must have Canada's Environmental Choice Program EcoLogo or equivalent certification.

Proponents must provide a written statement of acknowledgment that they will be bound by and will supply to VANOC office stationery products for all products ordered at the percentage discounts as offered in their proposal.

Proponents pricing information shall be provided in Canadian dollars; exclusive of GST and PST.

- m) Value Added Offerings  
Proponents are encouraged to also include innovative ideas relating to execution and delivery of the products and services and anything else that may enhance their Proposal.

## **9.0 PROPONENTS' CHECKLIST**

This Checklist has been provided solely for the convenience of Proponents. The accuracy or completeness of this checklist is not warranted by VANOC, nor is the checklist necessarily comprehensive or exhaustive. Its use is not mandatory and it does not have to be returned with the Proposal. However, Proponents are required to return the Receipt Confirmation Form upon Receipt of the RFP.

- Everyone involved in putting together the Proposal has read and understood the requirements.
- The Receipt Confirmation Form has been submitted.
- The Proposal meets all the mandatory requirements
- The Proposal addresses everything asked for, including those things identified in Section 8.0
- The Proposal clearly identifies the Proponent, the project, and RFP number.
- The Proposal Letter has been signed and included.
- The Proponent's name and the RFP number appear on the envelope.
- The appropriate numbers of copies of the Proposal have been made and included in the envelope.
- The envelope has been sealed.
- The Proposal is being delivered by hand, courier or mail, and not by fax or e-mail.
- The Proposal will definitely be at the Closing Location before the Closing Time.

**APPENDIX A – RECEIPT CONFIRMATION FORM**

From : \_\_\_\_\_ ( Name of Proponent)

To: Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games  
Attention: Jim Bornholdt - Manager, Procurement

By delivery or courier: Suite 400-1095 West Pender Street  
Vancouver, B.C. V6E 2M6  
Canada

Or

By Fax: (604) 683-2010

**Re: Request for Proposals, RFP No. 019 – Office Stationery Supplies (“RFP”)**

We confirm receipt of the RFP and confirm that we will submit a Proposal. Our contact person (one person only) and that person’s delivery and mailing addresses and telephone and fax numbers are as follows. All communications (including addenda) in respect of the RFP should be directed to our contact person.

Contact Person: Name: \_\_\_\_\_

Title: \_\_\_\_\_

Delivery Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Mailing Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone No: \_\_\_\_\_

Fax No: \_\_\_\_\_

Any communications that cannot be sent by fax should be sent by:

Mail \_\_\_\_\_

Courier (collect) \_\_\_\_\_

Courier name and account no.: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Title: \_\_\_\_\_

**APPENDIX B – PROPOSAL LETTER**

[On Proponent's Letterhead]

Date: \_\_\_\_\_

To: Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games ("VANOC")

Re: **Proposal in respect of RFP No. 019 – Office Stationery Supplies (the "RFP")**

\_\_\_\_\_ ("the Proponent"), having reviewed and fully understood the RFP and all terms and requirements of the RFP and information Provided, hereby submits the attached Proposal and supporting materials (the "Proposal") in accordance with the terms and requirements of the RFP and the following:

1. The Proponent hereby agrees to the terms and requirements of the RFP.
2. The Proponent hereby confirms that the Proponent has complied with, and shall comply with, the terms and requirements of the RFP.
3. The Proponent agrees that the Proposal is a firm offer to VANOC, and is irrevocable and remains open for acceptance by VANOC for a period of 90 days from the Closing Time.
4. The Proponent hereby declares that the Proposal, including the statements made and the information provided in the Proposal, are complete, true, and correct in every detail.
5. VANOC is hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with the Proposal, including seeking clarification regarding any financial and experience issues, and the Proponent hereby consents to VANOC and its representatives conducting any such inquiries or investigations and authorizes the release of information to VANOC and its representatives.
6. The Proponent acknowledges receipt of the following addenda (if applicable):  

<u>Addendum No.</u>	<u>Date</u>
---------------------	-------------
7. Unless otherwise defined herein, capitalized terms shall have the meaning given in the RFP.

Signed (Name)
---------------

For and on behalf of <b><i>[name of Proponent]</i></b>
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## **APPENDIX C – VANOC’S SUSTAINABILITY COMMITMENT**

The Vancouver 2010 Bid Corporation is committed to incorporating sustainable economic, social, environmental and inclusive practices in planning and operating the 2010 Olympic and Paralympic Winter Games. There are many reasons to embrace sustainability. Global reality necessitates it. The Olympic Movement is committed to it. Local community visions have incorporated it and our citizens expect it. The Vancouver 2010 Bid Corporation believed that the 2010 Olympic and Paralympic Winter Games can do it as well or better than anyone else can.

The 2010 vision is to *“Create sustainable legacies for athletes and sport development, our host communities, our province, our country and the global Olympic family by hosting an outstanding Olympic Winter and Paralympic Winter Games.”*

In order to integrate sustainability thinking into all aspects of the bid plans, a sustainability policy based on six key principles was developed. The principles define the values and beliefs that form the basis of the understanding of sustainability. The Policy expands the principles into specific, deliverable goals and objectives.

### **Sustainability Principles**

- ◆ ECOLOGICAL LIMITS – Society must live within the earth’s capacity to sustain life.
- ◆ INTERDEPENDENCE – Economic and social prosperity are dependent upon the natural environment.
- ◆ LONG TERM VIEW – Today’s decisions and actions must not compromise the choices available to future generations.
- ◆ INCLUSIVENESS – Participation by all people must be promoted and decisions must be based on input from key stakeholders.
- ◆ EQUITY – People must be empowered to live sustainably and resources must be used fairly and efficiently in order to meet basic human needs worldwide.
- ◆ HEALTHY COMMUNITIES – Community health and quality of life is integral to global sustainability

Both the principles and the policy were developed using best practices drawn from past Games and the advice of experts and stakeholders. They were used during the bid phase to impact transportation, venue, village and accommodation plans and were intended to promote best efforts to set a new sustainability standard for 2010 Olympic and Paralympic Winter Games. The Vancouver 2010 Bid Corporation committed to sport development and sustainable environmental, economic and social practices in its plans and actions, and intended that its successors would meet this commitment to sport development and sustainable environmental, economic and social practices through:

#### **ENVIRONMENTAL STEWARDSHIP**

- ◆ Conserving resources
- ◆ Preventing pollution

- ◆ Protecting and enhancing natural systems

VANOC SAMPLE REF

## ECONOMIC OPPORTUNITY

- ◆ Maximizing economic opportunity
- ◆ Supporting international trade and investment
- ◆ Advancing social equity through economic opportunities
- ◆ Strengthening community and stakeholder partnerships

## SOCIAL RESPONSIBILITY

- ◆ Communicating openly and consulting with stakeholders
- ◆ Promoting diversity and celebrating cultural heritage
- ◆ Increasing understanding of sustainability
- ◆ Hosting inclusive and accessible Games
- ◆ Contributing to sport development and health promotion

