



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Request for Offers (RFO)

**For Beer Sponsor of the National Capital
Commission Bistro Concessions**



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INTRODUCTION

The National Capital Commission (**NCC**) is soliciting proposals for a commercial sponsor through a public, single-stage request for offers (“**RFO**”) to supply beer products that are complementary to the existing and ongoing operation of up to four (4) NCC Bistros for the 2025 and 2026 seasons, that being operational periods from **May 1 to October 31**, each year. The NCC has partnered with local cafe, bistro and restaurant entrepreneurs to enhance the experience of our Ottawa urban parks and shorelines. Each NCC Bistro features a modern patio design in a unique location and aims to offer an exciting assortment of food and beverages. One of the main intentions of the NCC is to organize, sponsor and promote such public activities, events and animations in the National Capital Region that will enrich the cultural and social fabric of Canada.

Preference will be given to sponsors who complement existing NCC initiatives, and who have experience and success in running similar operations.

Sponsors will have until **Monday, March 24, 2025, 4 pm EDT** to submit their offer.

All proponents are asked to submit an offer of no more than ten (10) pages in their preferred language of French or English.

INTERPRETATION

In this RFO, words importing the singular include the plural and vice versa, words importing gender include all genders, and words importing persons include corporations and vice versa.

DEFINITIONS

Gross Revenue means:

1. The entire amount of the sale price, whether for cash or otherwise, of all sales from beer products sold to all of the NCC’s Bistro concessionaires.

Each sale upon an installment or credit basis will be included and treated as a sale for the full price in the month in which the sale is made, regardless of whether or when the sponsor receives payment. No deduction is allowed for uncollected or uncollectible credit accounts. Transactions through an internet website of the sponsor or an affiliate of the sponsor, where the sales are generated through a computer terminal located within the NCC Bistros or are fulfilled from the NCC Bistros, will be included in Gross Revenue. Refunds which relate to a sale made through a computer terminal located within the NCC Bistros or fulfilled from the NCC Bistros will be deducted from Gross Revenue only to the extent the sale was previously included in Gross Revenue.

Sponsorship Agreement means a contract by which the NCC conveys the right of claim as exclusive beer sponsor to all the NCC Bistro concessions.

NCC Bistro Concession(s) means NCC Bistros as described, identified and marked on **Appendix A**.

NCC means the National Capital Commission.

Sponsor means the selected Proponent to supply NCC Bistro Concessions.

Sponsorship Fee: sponsorship fee means seven percent (7%) of Gross Revenues.

CONFIDENTIALITY

All documentation and information obtained by the Proponent, the Proponent's business partners, representatives, and other third parties associated with the Proponent in respect of this RFO, are the property of the NCC, and must be treated as confidential and must not be used for any purpose other than for responding to this RFO and for fulfilling any subsequent agreement with the NCC. Upon the request, all such documentation and information, and copies thereof, must be returned to the NCC.

Proponents shall not disclose, without the NCC's prior written approval, any details pertaining to their offer, and/or the selection process in whole or in part to any business partners, representatives, or other third parties associated with the Proponent in respect of this offer except to such of them to whom disclosure is necessary in connection with this offer and who have agreed to be bound by the obligations of confidentiality under this offer. Proponents shall not issue a news release or other public announcement pertaining to details of their offer, this RFO and/or the selection process without the NCC's prior written approval.

Proponents must ensure that the Proponent, the Proponent's business partners, representatives, and other third parties associated with the Proponent in respect of this offer do not disclose or publicize at any time any of the information provided to it by the NCC or its Agent, or any of the information obtained in connection with this offer without the prior written consent of the NCC.

Any violation of this provision will result in the rejection of the Proponent's offer and disqualification from further participation in this RFO process.

EXAMINATION OF DOCUMENTS

By submitting an offer, the Proponent agrees they have ascertained the extent of their obligations under this offer and any resulting agreement, by calculation and by examination of the documents concerning this offer. The Proponent shall not, under any pretense whatsoever, make any claim because of errors or omissions that may exist in the documents and drawings associated with this offer.

AGREEMENT AUTHORITY

All enquiries and questions regarding this RFO and the completion of an offer must be directed, in writing, to the following Sponsorship Agreement Authority:

Deanne Skukowski
National Capital Commission
202-40 Elgin Street, Ottawa ON K1P 1C7
Email: leasing-location@ncc-ccn.ca

Questions will be answered to the best of the NCC's ability, knowledge and as quickly as possible. However, there is no obligation for the NCC to respond to any questions. Questions and their answers will be provided to all Proponents who have been invited to submit an offer.

Offers shall be submitted via electronic copy directed to the above NCC Authority.

PREPARING THE OFFER

1. The Proponent must comply with all mandatory requirements;
2. The Proponent must demonstrate its understanding of, and its ability to meet the requirements set out in the offer information document; and
3. The offer should completely and thoroughly address each element of the requirement as described in the offer information document.

SUBMISSION OF OFFER

It is the sole responsibility of the Proponent to:

1. Return a digitally signed original of the offer;
2. Return completed and signed **Appendix B** – RFO Form;
3. Direct offer to the Sponsorship Agreement Authority;
4. Ensure that the Proponent's full legal name and contact information are clearly visible on the offer;
5. Provide a comprehensive and sufficiently detailed offer, including all requested details that will permit a complete evaluation.

Offers received on or before the stipulated closing date and time will become the property of NCC. All offers will be treated as confidential until opened.

LEGAL NAME

Offers shall clearly indicate the complete legal name, address and telephone number of the Proponent. Offers shall be signed with the typed or printed name of the signatory and title of the signatory. The signatory shall have the authority to bind the Proponent to the submitted offer.

REVISION OF OFFER

Changes to offers after their submission to the NCC are prohibited.

RESERVE RIGHTS

1. For the purpose of evaluating the offers, the NCC is not obligated to do any one or all of the following:
 - a) To seek clarification of or confirm any information or data provided by the Proponent;
 - b) To contact any reference provided by the Proponent; and
 - c) To interview the Proponent and/or any person proposed by the Proponent.
2. The NCC reserves the right to accept or reject any and/or all offers; to waive irregularities and technicalities; to enter into negotiations with Proponents on any or all aspects of their offer, or request a resubmission; and to cancel and/or re-issue this RFO at its sole and absolute discretion. Any response received may or may not be rejected by the NCC depending on available competition and requirements of the NCC. The NCC reserves the right to negotiate with the sole responsive Proponent to ensure best value.
3. There is no obligation on the part of the NCC to award the sponsorship to the highest scored Proponent and the NCC reserves the right to award an agreement in a negotiated agreement which is most advantageous and in the best interests of the NCC. The NCC shall be the sole judge of the offer and the resulting negotiated agreement that is in its best interest and the NCC's decision shall be final. The NCC reserves the right to subsequently modify the Sponsorship Agreement based on the Proponent's performance and/or the NCC's needs.
4. The Proponent agrees that the exercise of any right described herein shall be without liability on the part of the NCC for any damage or claim brought by a Proponent because of same nor shall the Proponent seek any recourse of any kind against NCC because of same.

LIMITATION OF LIABILITY

The NCC does not accept any responsibility for any verbal information or advice or any errors or omissions, which may be contained in this RFO or any documentation, disclosed or otherwise provided by or with information for offer document. The NCC does not make any representations or warranties, either express or implied, with respect to the completeness or accuracy of this RFO document and any supporting documentation, or any information or opinion contained herein. Any use, or reliance on the information for the RFO or on any information or opinion contained herein, or documentation disclosed or otherwise provided by or with this document, is at the risk of the Proponent, and the NCC shall not be liable for any action, cost, loss, damage, injury and/or liability whatsoever incurred by any person arising out of the same. The Proponent is responsible for obtaining its own independent legal, accounting, engineering and other advice with respect to their offer.

AWARDING OF AGREEMENT

The NCC assumes that the Proponent has read the RFO document. If a Sponsorship Agreement is awarded to the Proponent as a result of their submission to this RFO document, the resulting Sponsorship Agreement will consist of the terms and conditions detailed in the offer; however, it is the intent of the NCC to allow for some flexibility with respect to said terms and conditions in order to arrive at a mutually agreeable Sponsorship Agreement. It is not the intent of NCC to allow for new or significantly altered terms and conditions. If a Sponsorship Agreement cannot be negotiated with the highest ranked Proponent, the NCC reserves the right to terminate negotiations with that Proponent and enter into negotiations for the conclusion of a Sponsorship Agreement with the next highest ranked Proponent or not enter into an agreement with any of the Proponents.

The NCC shall not be obligated to any Proponent in any manner until a Sponsorship Agreement has been duly executed.

GENERAL INFORMATION

Proposed Term of Sponsorship Agreement

The intent is for the Sponsorship Agreement to run for two (2) seasonal operating periods, that being from May to October of each year; commencing on **May 1, 2025** (the "Commencement Date") and ending on **October 31, 2026**. All start and end dates are subject to change at the sole discretion of the NCC.

Terms of Sponsorship Agreements pertaining to Alternative Locations will vary upon the nature of the operation.

The NCC shall have the right, in its unfettered discretion, to extend the Sponsorship Agreement for successive periods, and adjust the Commencement Date.

Sponsorship Fee Structure

Sponsorship Fee

1. Sponsorship Fee is **seven percent (7%)** of gross revenues payable in monthly installments in arrears;

“Gross Revenues” shall mean the total revenue from beer products sold to all of the NCC’s Bistro concessionaires, which shall be determined as follows (regardless any discounts or additional fees charged to the concessionaire): number of units sold × price per unit.

2. On or before the 15th day of the second and each succeeding calendar month during the term and of the month following the end of the term, the Sponsor shall deliver to the NCC a written statement in a form acceptable to the NCC certified to be correct by the Sponsor showing in reasonable detail the Gross Revenue in the immediately preceding month;
3. The Sponsor shall keep full, true and accurate records from which Gross Revenues in any season may be readily and correctly determined, including, without limitation, all invoices, receipts and other documents pertaining to revenues for the subject matter of the Agreement. Such records shall be kept for a period of at least two (2) years after the end of the applicable season. The Sponsor shall permit the NCC or its agent to examine such records and take copies as the NCC requires, and also to examine records of the concessionaires in connection with the purchases of beer products from the Sponsor.

Official Languages

The Sponsor shall ensure that all goods, services and information made available, visible or provided to the public and customers will be provided in both official languages of Canada. All operations are to be fully bilingual in both official languages and compliant with the *Official Languages Act*, which includes but is not limited to: staff and client service, onsite communication (e.g. boards, sandwich boards, signage, promotions, menus, etc.) and shall be of equal size, including text font size.

The NCC reserves the right to inspect the Premises to ensure services are provided equally in both official languages of Canada as per the *Official Languages Act*.

For more information refer to:

<https://laws-lois.justice.gc.ca/eng/acts/O-3.01/index.html>

EVALUATION OF OFFER

In no more than ten (10) pages, the Proponent shall provide an offer that addresses the below requirements. Proponents can refer to **Appendix B** for the RFO form to complete and return to the Sponsorship Agreement Authority. Please see **Appendix D** for more information on the Evaluation of Offer and **Appendix E** for the Evaluation Rubric.

Mandatory Requirements

The NCC will review all submitted offers and may further engage with prospective proponent(s) if the offer meets each of the following mandatory requirements.

1. **Official languages:** The submitted offer clearly demonstrates the ability to provide any public offerings or communications in both official languages.
2. **Acknowledgement and acceptance of the Sponsorship Fee Structure:** The Proponent must indicate on their offer document acceptance of the proposed Sponsorship Fee Structure, which will not be subject to negotiation.

The NCC may request additional information from Proponents if it is not clear that the mandatory minimums are met.

Other Offer Requirements

In no more than ten (10) pages, provide an offer that addresses the below requirements in the following order with clearly defined headings (see **Appendix B** for RFO form):

Operational Experience

Demonstrate the capability of operating a similar, service-oriented business. Provide examples of current successful locations/businesses, understanding of supply chains and logistics, and day-to-day operation of a supplier business. Provide a business plan, detailing the strategy for successful operation; this may be included as an appendix to your submission. Please refer to **mandatory requirement number 1**.

Sustainable Initiatives

Submit sustainable initiatives associated with the operation of the offer. Submission may include: energy-efficient equipment; green transport delivery; recyclable or compostable containers; etc.

Appendix A Proposed Premises

NCC Bistro Confederation Park, Elgin Street and Laurier Avenue West, Ottawa
NCC Bistro Patterson Creek, 298 Queen Elizabeth Drive, Ottawa
NCC Bistro Remic Rapids Park, Kichi Zibi Mikan, Ottawa
NCC Bistro Blair Road Boat Launch, Ottawa (anticipated for 2026 launch)

Site Locations

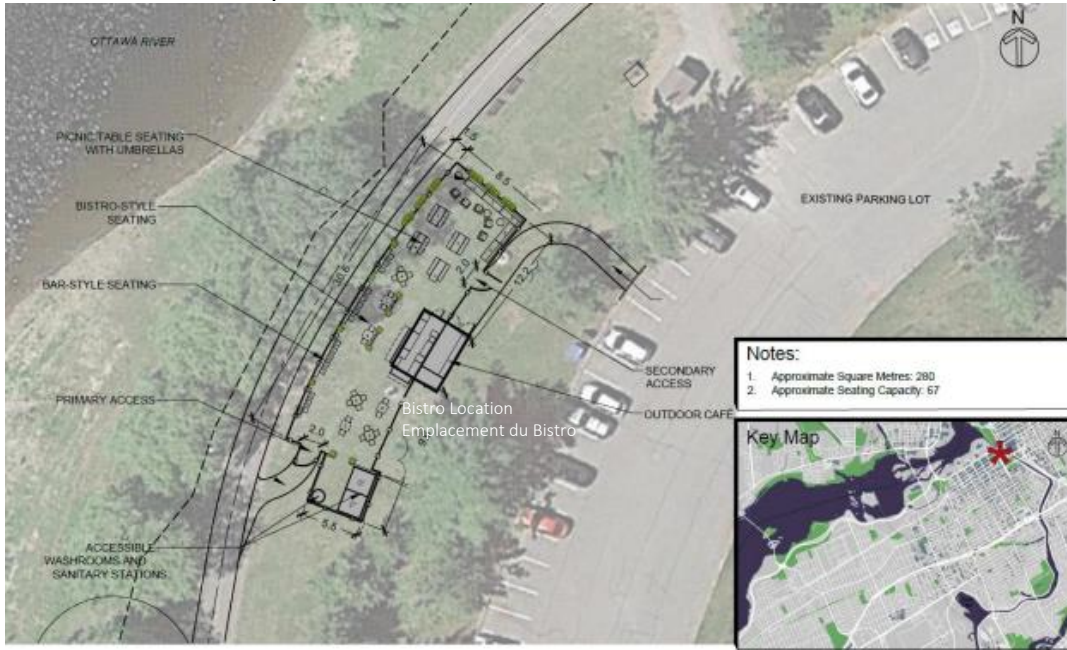
NCC Bistro Confederation Park, Elgin Street and Laurier Avenue West, Ottawa



NCC Bistro Patterson Creek, 298 Queen Elizabeth Drive, Ottawa



NCC Bistro Remic Rapids Park, Kichi Zibi Mikan, Ottawa



NCC Bistro Blair Road Boat Launch, Ottawa



Appendix B

RFO Form

The following RFO form is intended to guide Proponents in the completion of their RFO submission. The NCC asks that Proponents complete the following form and return it to the Sponsorship Agreement Authority by **March 24, 2025, 4 pm EDT**.

Operations RFO Form

Proponent Name: _____

Company Name: _____

Contact Information

Email: _____

Phone Number: _____

Address: _____

Mandatory Requirements

1) Official languages

By checking this box, I recognize and agree that all operations must meet the requirement to provide any and all public offerings and/or communications in both official languages (including, but not limited to signage). I recognize that failure to adequately provide services in both official languages may result in a fee or termination of the Sponsorship Agreement.

2) Acknowledgement and acceptance of the Sponsorship Fee Structure

By checking this box, I recognize and agree to the terms of the Sponsorship Fee Structure, acknowledging that the proposed model is not subject to negotiation. I recognize that failure to pay fees in accordance with the Sponsorship Fee Structure may result in termination of the Sponsorship Agreement.

Other Requirements

1) Operational experience

Please give a brief history of your business and personal experience, and operational resources. Provide examples of current successful locations/businesses to demonstrate existing resources, an understanding of supply chains, logistics, and day-to-day operation of a business similar to this RFO. You may submit information related to the qualifications and experience of all personnel who will be responsible for supply to the NCC Bistros.

Please note the mandatory requirement that all public offerings and/or communications must be provided in both official languages (including, but not limited to advertising and signage).

Please also include your business plan for successful operation. This may be detailed below or provided in an appendix to your submission.

2) Beer product supply and services offered

Provide a complete list of your proposed pricing model and menu to be made available at the NCC Bistros.

3) Sustainable initiatives

Please submit a complete list of all sustainable initiatives associated with the operation of the offer. Submissions may include: energy efficiency equipment; green transport delivery; brewing manufacturing energy efficiencies; recyclable or compostable containers; etc.

Appendix C

NCC Documentation and Guidelines

Please familiarize yourself with the following NCC documents and processes, as applicable to your pursuits:

The National Capital Commission's [Plan for Canada's Capital](#)

The National Capital Commission's [Master Plans](#)

The National Capital Commission's [Proponent's Guide to the NCC's Federal Land Use, Design and Transaction Approval Process](#)

Appendix D

Evaluation of Offer

| Mandatory Requirements (PASS-FAIL) | |
|---|-------------|
| Official languages | Pass / Fail |
| Acknowledgement and acceptance of the sponsorship structure | Pass / Fail |
| Part 1 – Operational Experience (Maximum of 50 points available to award; category weight 50%) | |
| Industry experience | 15 points |
| Operational resources | 15 points |
| Business plan | 15 points |
| Awards and community ratings | 5 points |
| Part 2 – Offerings (Maximum of 50 points available to award; category weight 40%) | |
| Proposed offerings | 25 points |
| Realistic offerings | 25 points |
| Part 3 – Sustainable Initiatives (Maximum of 5 points available to award; category weight 10%) | |
| Sustainable operations | 5 points |

Appendix E

Evaluation Rubric

Please note the following:

1. **Official languages:** The submitted offer clearly demonstrates the ability to provide any public offerings or communications in both official languages.
2. **Acknowledgement and acceptance of the sponsorship structure:** The submitted offer acknowledges and accepts the proposed sponsorship structure in **Appendix B**.

The NCC may request additional information from proponents if it is not clear the mandatory minimums are met.

Part 1 – Operational Experience (maximum: 50 points; category weight: 50%)

| | Unsatisfactory (1 point) | Marginal (2 points) | Satisfactory (5 points) | Good (10 points) | Exceptional (15 points) |
|----------------------------|---|---|--|--|--|
| Industry experience | No demonstrated proof of operational experience within the realm of supply and distribution of food and beverage service. | The proponent has operated a successful business within the same (or a related) field of supply and distribution of food and beverage service for one (1) year. | The proponent has operated a successful business within the same (or a related) field of supply and distribution of food and beverage service for two (2) years. | The proponent has operated a successful business within the same (or a related) field of supply and distribution of food and beverage service for three (3) years. | The proponent has operated a successful business within the same (or a related) field of supply and distribution of food and beverage service for four or more (4+) years. |

| | Unsatisfactory (1 point) | Marginal (2 points) | Satisfactory (5 points) | Good (10 points) | Exceptional (15 points) |
|------------------------------|--|--|--|--|---|
| Operational resources | <p>The proponent does not indicate any existing resources (staff, capital, equipment, established partnerships, distribution methods, etc.) for successful operation of beer supplier.</p> | <p>The proponent has limited access to existing resources for successful operation, indicating stable, dedicated access to only one (1) of the following:</p> <ul style="list-style-type: none"> - Experienced staff pool from a secondary or related enterprise - Established inventory connections already in use (supply chain management) - Local partnerships (confirmed by letter of support) - Distribution methods | <p>The proponent has some access to existing resources for successful operation, indicating stable, dedicated access to two (2) of the following:</p> <ul style="list-style-type: none"> - Experienced staff pool from a secondary or related enterprise - Established inventory connections already in use (supply chain management) - Local partnerships (confirmed by letter of support) - Distribution methods | <p>The proponent has good access to existing resources for successful operation, indicating stable, dedicated access to three (3) of the following:</p> <ul style="list-style-type: none"> - Experienced staff pool from current business operations or a secondary or related enterprise - Established inventory connections already in use (supply chain management) - Local partnerships (confirmed by letter of support) - Distribution methods - Owns or operates an existing brewery/distillery | <p>The proponent has substantial access to existing resources for successful operation, indicating stable, dedicated access to all four (4) of the following:</p> <ul style="list-style-type: none"> - Experienced staff pool from current business operations a secondary or related enterprise* - Established inventory connections already in use (supply chain management)* - Local partnerships (confirmed by letter of support)* - Distribution methods* - Own or operate an existing brewery/distillery* <p>*must include</p> |

| | Unsatisfactory (1 point) | Marginal (2 points) | Satisfactory (5 points) | Good (10 points) | Exceptional (15 points) |
|----------------------|---|--|---|--|--|
| Business plan | The proponent does not include a business plan in their submission. | The business plan proposed by the proponent includes little detail for successful operation of their proposed offering, indicating only one (1) of the following: <ul style="list-style-type: none"> - Financial resources/plans - Availability of supply and distribution - Compliance with NCC mandates, master plans, etc. | The business plan proposed by the proponent includes some detail for successful operation of their proposed offering, indicating two (2) of the following: <ul style="list-style-type: none"> - Financial resources/plans - Availability of supply and distribution - Compliance with NCC mandates, master plans, etc. | The business plan proposed by the proponent includes sufficient detail for successful operation of their proposed offering, indicating only three (3) of the following: <ul style="list-style-type: none"> - Financial resources/plans - Availability of supply and distribution - Compliance with NCC mandates, master plans, etc. | The business plan proposed by the proponent includes thorough detail for successful operation of their proposed offering, indicating all four (4) of the following: <ul style="list-style-type: none"> - Financial resources/plans - Availability of supply and distribution - Compliance with NCC mandates, master plans, etc. |

| | Unsatisfactory (1 point) | Marginal (2 points) | Satisfactory (3 points) | Good (4 points) | Exceptional (5 points) |
|-------------------------------------|--|--|--|---|---|
| Awards and community ratings | The proponent does not provide proof of any received awards, public recognition, community ratings, etc. | <p>The proponent provides proof of one (1) award/community rating/instance of public recognition, etc.</p> <p>Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.</p> | <p>The proponent provides proof of two (2) awards/community ratings/instances of recognition, etc.</p> <p>Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.</p> | <p>The proponent provides proof of three (3) awards/community ratings/instances of public recognition, etc.</p> <p>Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.</p> | <p>The proponent provides proof of four or more (4+) awards/community ratings/instances of public recognition, etc.</p> <p>Proof may consist of award certificate, credible news articles, a reputable letter of reference, or another form of industry-recognized accreditation.</p> |

Part 2 – Offerings (maximum: 50 points; category weight: 40%)

| | Unsatisfactory (1 point) | Marginal (2 points) | Satisfactory (5 points) | Good (20 points) | Exceptional (25 points) |
|----------------------------|---|---|--|--|--|
| Proposed offerings | The proponent does not submit a detailed plan for the supply of beer to all NCC Bistros. | The proponent submits a vague plan for the supply of beer to all NCC Bistros. | The proponent submits a detailed plan of beer supply to all NCC Bistros and services being offered. | The proponent submits a complete plan of beer supply to all NCC Bistros and services being offered including: <ul style="list-style-type: none"> - a competitive pricing model; - distribution logistics; OR demonstrating the presence of local influences in their offerings (e.g. local sourcing or partnerships, etc.). | The proponent submits a comprehensive plan of beer supply to all NCC Bistros and services being offered including: <ul style="list-style-type: none"> - a competitive pricing model; - distribution logistics; AND demonstrating the presence of local influences in their offerings (e.g. local sourcing or partnerships, etc.). |
| Realistic offerings | The proponent cannot feasibly accommodate their proposed offerings due to supply and distribution restrictions. | With a few modifications, the proponent's offerings will be feasible for supply of beer to all NCC Bistros. | As is, the proponent's offerings feasibly conform to the requirements for beer sponsor of all the NCC Bistros. | As is, the proponent's offerings conform to the requirements for beer sponsor of all the NCC Bistros, AND: <ul style="list-style-type: none"> - presents unique offerings that will add interest to each NCC Bistro; OR highlights local influences. | As is, the proponent's offerings conform to the requirements for beer sponsor of all the NCC Bistros, AND: <ul style="list-style-type: none"> - presents unique offerings that will add interest to each NCC Bistro AND highlight local influences. |

Part 3 - Sustainable Initiatives (maximum: 5 points; category weight: 10%)

| | Unsatisfactory (1 point) | Marginal (2 points) | Satisfactory (3 points) | Good (4 points) | Exceptional (5 points) |
|-------------------------------|--|--|--|---|--|
| Sustainable operations | The proponent does not indicate any sustainable initiatives in their operation (e.g. materials, policies, technologies, green delivery methods, etc.). | The proponent indicates one (1) sustainable initiative in their operation (e.g. materials, policies, technologies, green delivery methods, etc.); OR the offer incompletely explains the implementation of sustainable initiatives. | The proponent indicates two (2) sustainable initiatives in their operation (e.g. materials, policies, technologies, green delivery methods, etc.) AND the offer adequately explains the use of sustainable initiatives. | The proponent indicates three (3) sustainable initiatives in their operation (e.g. materials, policies, technologies, green delivery methods, etc.) AND the offer clearly explains the use of sustainable initiatives. | The proponent indicates four or more (4+) sustainable initiatives in their operation (e.g. materials, policies, technologies, green delivery methods, etc.) AND the offer clearly explains the active use of sustainable initiatives. |