REQUEST FOR PROPOSAL

The purpose of this RFP is to obtain professional services to prepare an Integrated Regional Solid Waste Management Strategy for the Capital Region Waste Minimization Advisory Committee (CRWMAC) representing the Capital Region. This intent of the strategy is to provide a framework to inform the development of a regional plan that will identify the opportunities for more effectively managing Municipal Solid Waste and contributing to the sustainability goals of the Capital Region.

1.0 OVERVIEW

The CRWMAC\(^1\) is looking to develop an Integrated Regional Solid Waste Management Strategy for the Alberta Capital Region.

Solid Waste management is an important regional issue. It needs to be planned for along with consideration for the location and form of growth and development within a region. Currently, the amount of solid waste generated per capita in the Capital Region and all of Alberta is one of the highest in Canada. Estimates from the Working Together Report\(^2\), indicate that as the Region’s population grows over the next 35-50 years, waste generation is expected to double within that timeframe. A regional strategy would seek to reduce waste generation and to effectively manage what is produced, diverting the highest possible percentage from landfill through reuse, recycling and recovery.

Gaps and issues identified in Working Together report are discussed below.

- Population and economic growth in the region will increase the challenge of limiting waste and diverting more from landfills.
- There is a large gap between waste diversion infrastructure and the targets for reducing waste going to landfill. This includes the need for a regional approach for transferring, hauling and processing waste and for encouraging necessary investment to enable waste diversion.
- Regional cooperation is required in order for the Capital Region to meet the Government of Alberta’s (GOA) provincial waste reduction target.
- The voluntary target set by the GOA was to reduce the annual amount of waste sent to landfill to 500kg per capita by 2010. The current amount of waste disposed in landfills in the region is 1146kg per capita per year and the amount has been growing at a rate of 1.5 percent per year.

This current trend is not sustainable and the cumulative effects of not addressing this issue have the potential to affect the environment, land values and quality of life for all citizens.

Regional coordination and collaboration is needed to ensure there is a shared ownership in addressing issues arising from regional growth in a matter that ensures a sustainable Region.

---

\(^1\) The CRWMAC is a voluntary group of technical and political representatives from the 15 Municipalities and includes a number of regional partnerships. Its current mandate is “The Capital Region Waste Minimization Advisory Committee provides the forum for information sharing and brings together stakeholders in a collaborative effort to promote and facilitate joint waste minimization solutions.”

\(^2\) [http://www.capitalregionboard.ab.ca/index.php/links](http://www.capitalregionboard.ab.ca/index.php/links) - also referred to as the Radke Report, which provided the basis for the development of the Capital Region Growth Plan.
• Lack of a regional solid waste management plan will impact the region’s global competitiveness.

• Landfills pose environmental risks, waste valuable resources, and sterilize land. Other options and best practices need to be explored in the development of a sustainable approach to solid waste management.

• A regional solid waste management strategy and specific goals for achieving provincial targets, is needed for the residential, industrial, commercial, and institutional (ICI), and the construction and demolition (C&D) sectors.

• Municipalities have a responsibility to implement appropriate policies to ensure environmental stewardship and sustainability of the Capital Region for all citizens.
2.0 BACKGROUND

Since 1992, it has been recognized that the Capital Region needs to manage waste in an environmentally responsible way and to reduce the amount of waste going to landfill. The CRWMAC was established to help address these matters.

Over the past 18 years the CRWMAC has evolved and is currently a voluntary group of technical and political representatives from the 25 Municipalities and includes a number of regional partnerships. Its current mandate is: “The Capital Region Waste Minimization Advisory Committee provides the forum for information sharing and brings together stakeholders in a collaborative effort to promote and facilitate joint waste minimization solutions”.

In September of 2009, the CRWMAC completed an in-house survey among the Capital Region Municipalities to better understand the current landscape relative to Waste Management Service Levels, Waste Management Programs, Municipal Revenues and Expenses and Municipal Challenges and Regional Opportunities. The top four regional opportunities identified included Waste Management Facilities, Public Education and Communications, Partnership Opportunities and Construction and Demolition. There are opportunities for emphasis on the waste hierarchy (reduce, reuse, recycle, recover and disposal) in all program and policy areas.

In January 2010, the CRWMAC formally adopted its multi-sector diversion goal of 80% recycle/recover, 20% landfill by 2020. While recognized as an ambitious target, the group felt it was achievable by working together and building on the existing policy and infrastructure base.

Currently all municipalities are providing some level of solid waste management services, primarily to single family households, with few municipalities providing services directly to multi-family households. There are limited policies and programs in place for multi-family households or for the ICI and C&D sectors. Other regional issues include waste management infrastructure in general to meet the region’s waste management needs. Specific concerns among most municipalities is in extending the life and capacity of the existing landfills with the impact the ICI and C&D sectors are having on landfill disposal and other municipalities are challenged with reasonable access to landfill a site. Lastly, opportunities to reduce the cost of managing our waste and reduce the environmental impact of how we management our waste disposal, in light of transferring, hauling and processing costs.

In 2007, the Alberta Government approved its waste strategy “Too Good to Waste”, a roadmap for waste reduction and management. The plan identified the issues and opportunities and outlined the outcomes, strategies and priority actions to help Alberta advance innovative waste management programs in the future. One of the outcomes identified included a voluntary target of reducing the annual amount of waste sent to landfills to 500kg/per capita by 2010. This target has not been met. In fact it has been significantly exceeded based on 2006 Stats Canada data.

---

3.0 THE PROJECT

The CRWMAC is looking to retain the services of a consultant to develop an Integrated Regional Solid Waste Management Strategy for the Alberta Capital Region that will enable the region to achieve a target of 80% recycle/recover and 20% disposal in landfill by 2020.

In the Capital Region Growth Plan it is estimated that the Capital Region population will increase by over 600,000 people reaching 1.7 million people and 240,000 jobs in the next 35 years. To plan for this level of growth, the Capital Region Municipalities have also committed to more intensified development in the form of density targets in designated priority growth areas.

The Capital Region needs an Integrated Regional Solid Waste Management Strategy to complement the policy direction identified in the land use section of the Growth Plan. Specifically this plan will need to include policy and program, funding and governance recommendations for:

- residential, ICI, and C&D sectors;
- opportunities to reduce waste generation;
- efficient options for reuse of waste materials;
- greater emphasis on recycling;
- innovative recovery and disposal options and disposal;
- most efficient use of present and future regional infrastructure; and
- consistent measurement and reporting framework.

3.1 Scope

The Integrated Regional Solid Waste Management Strategy for the Capital Region must be aligned with the vision, principles and outcomes of the following plans:

- Provincial Land Use Framework;
- The Capital Region Growth Plan;
- Provincial Waste Strategy Too Good To Waste;
- Provincial Energy Strategy; and
- Provincial Environment Strategy.

At the same time, the Strategy must consider the capabilities, infrastructure and different community objectives that exist in the region while still achieving overall objectives.

The scope of the project is divided into two phases. The decision by the Committee is to have the Consultant continue with the second phase will depend on the outcome of the first phase.
Phase 1: Strategy Development

The Integrated Capital Region Waste Management Strategy should provide a framework and roadmap to guide regional waste management over the next ‘10 years’ that will enable the Capital Region to achieve a goal of 80% diversion/recovery and 20% landfill and the Province’s goals of 500kg/per capita per year. In the development of an Integrated Regional Solid Waste Management Strategy the consultants are encouraged to:

- review of existing policies, programs and relevant documents (referenced throughout the RFP) including the most recent Municipal Survey that identified current diversion rates within the Capital Region and the most recent waste management reports published by Statistics Canada;
- identify concerns or challenges regarding regional cooperation and the degree to which member municipalities are willing or able to work together to meet the Capital Regions’ waste management targets;
- identify what is being done well among municipalities of the region with respect to solid waste policies, programs and partnerships and should be preserved and how could this be leveraged more broadly among member municipalities;
- identify policy gaps at different levels of government and make recommendations to address the policy gaps;
- Recommend best practices and successes from other jurisdictions across Canada;
- develop the overarching vision and plan goal and principles;
- consider the impact of different in policies (and gaps in policy), programs and resources between the different size and type of municipality (including consideration for the differences in settlement patterns between urban and rural and the location of current and future economic activity);
- identify policy and program guidelines and options for the residential sector (including multi-family), the ICI sector, and the C&D sector within the context of the overall plan goal;
- identify areas for regional collaboration and coordination among municipalities to effectively achieve our goals and objectives;
- recommend options for optimizing and maximizing waste management infrastructure in the region to address the different waste streams consistent with the regional targets for solid waste diversion and consider the relative environmental impact of the various options;
- identify a measurement and reporting framework in support of the overall strategy and goals;
- identify opportunities for regional partnerships for any component of the waste hierarchy;
- identify different funding sources and approaches to address the regional waste management infrastructures needs for the plan;
• recommend a governance structure to oversee the plan;

• consider other factors that can affect regional waste management results outside of diversion such as public education and reducing waste produced which will contribute to the region’s diversion target; and

• consider other specific actions/decisions that may be required to enable the achievement of the goals and objectives for solid waste management.

Deliverables

• 3 bound copies of the Report
• Electronic version of the report (Microsoft Word)
• Presentation of results to the CRWMAC. To be finalized with the work plan.

Phase 2: Integrated Regional Solid Waste Management Plan

Upon approval of the Strategy, the Committee may proceed with developing an Integrated Regional Solid Waste Management Plan. The Committee does envision the need to validate the overall strategy and objectives for a plan among stakeholders. The results of the stakeholder consultations will inform the development of a more detailed implementation plan, which may include but not be limited to the following:

• A workable timeline identifying key activities and milestones, including sub projects
• A process to put in place the proposed governance structure
• A more detailed financing plan including potential funding sources from government
• Other specific actions/decisions that may be required to enable the achievement of the goals and objectives for solid waste management.

Submission requirements by Interested Parties

The successful firm will offer expertise in strategic planning, regional planning, and waste management. Interested parties should submit four (4) copies of your proposal to include the following, by Noon MST on September 15, 2011 to the attention of: Tony Kulbisky, Chief Administrative Officer, Town of Devon, 1 Columbia Avenue, Devon, AB, T9G 1A1. Proposal will also be accepted via email to tkulbisky@devon.ca.

1. Your qualifications (or the qualifications of the team of consultants) the approach and the final product for an Integrated Regional Solid Waste Management Strategy. Include a proposed work plan with timelines, deliverables, project milestones and outline of the plan components.
2. A firm estimate and breakdown of fees to be charged, and an estimate of expenses that would be incurred.
3. References and examples of similar projects that you have completed to demonstrate the breadth and depth of your experience.
4. Resumes of all key personnel who would be involved in the project.
Timeline

- RFP Released: August 12, 2011
- RFP Submission Deadline: Noon September 15, 2011
- Evaluations and Contract Award: October 17, 2011
- Project Start Date: October 21, 2011
- Project End Date: November 30, 2012
• Study Area for the Integrated Regional Solid Waste Management Strategy

Capital Region Waste Minimization Advisory Committee

<table>
<thead>
<tr>
<th>Counties</th>
<th>Cities</th>
<th>Towns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leduc</td>
<td>Spruce Grove</td>
<td>Devon</td>
</tr>
<tr>
<td>Parkland</td>
<td>Fort Saskatchewan</td>
<td>Calmar</td>
</tr>
<tr>
<td>Strathcona</td>
<td>St. Albert</td>
<td>Redwater</td>
</tr>
<tr>
<td>Sturgeon</td>
<td>Leduc</td>
<td>Beaumont</td>
</tr>
<tr>
<td></td>
<td>Edmonton</td>
<td>Gibbons</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stony Plan</td>
</tr>
</tbody>
</table>

• Reporting

The successful consultant will report to the CRWMAC Project submissions and invoices will be handled officially through this office. A subcommittee will be appointed to work with the consultant on an on-going basis to address content and direction. This subcommittee includes elected officials and administrators offering a technical and policy background.

4.0 Questions
Representatives the CRWMAC are available to answer questions to assist with the preparation of your submission. Please feel free to contact:

Tony Kulbisky, Chief Administrative Officer  
Town of Devon  
Office: 780-987-8301  
Email: tkulbisky@devon.ca