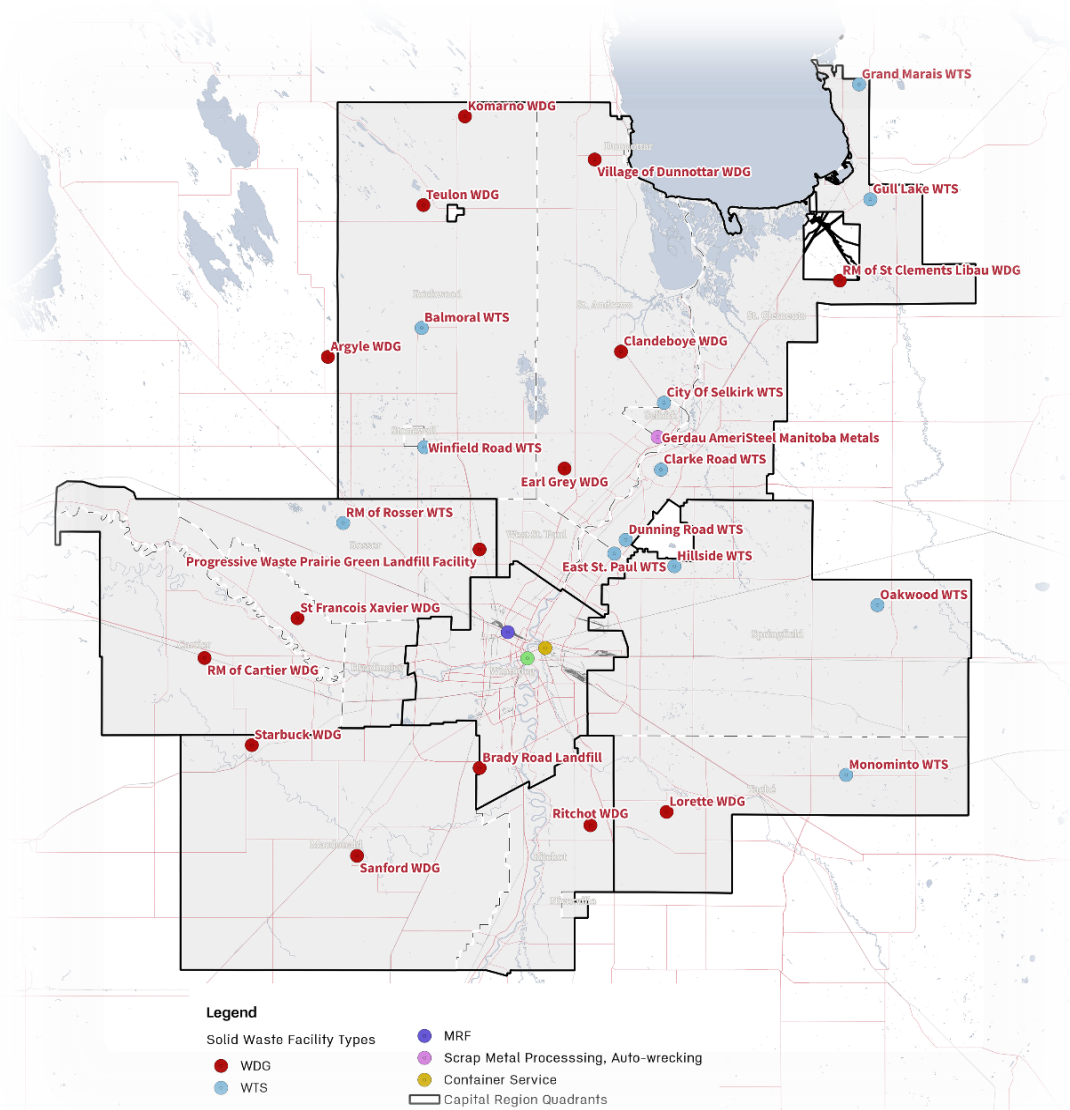


Solid Waste Management Rationalization Feasibility Study

Request for Proposal

RFP #: 00001-2017-RFP

**Closing Date: April 28, 2017
2:00 p.m. (CDT)**



Part 1: INTRODUCTION

The MCR Solid Waste Management Rationalization Feasibility Study will be conducted within the context of the Manitoba Capital Region (MCR) recently completed Regional Growth Strategy (RGS)– **Securing Our Future: An Action Plan for Manitoba’s Capital Region** and transportation plan. The PMCR has identified, as part of the RGS, the need for the development of a regional approach to sustainably managing solid waste in the growing region that can reduce the regional solid waste stream to the greatest extent possible.

Manitoba’s Capital Region covers 7,785 km², has two-thirds of the population and 70% of the provincial GDP. It is the fastest-growing area of the province; two out of every three Manitoba families call the Capital Region home and each year thousands more choose the Capital Region as a place to live, work, play and invest.

The MCR population is projected to grow at a significant rate, up to 40% in the communities surrounding Winnipeg and 27% in Winnipeg over the next 20 years, based largely on continued international migration. This significant growth and new regulations as well as GHG reduction targets will spur the need for better management of waste and rationalization of current solid waste management infrastructure across the region.

Community	2011 Population	2011 Density (Persons/km ²)	2035 Population (20-year historical)	2035 Density (20-year historical, Persons/km ²)
City of Selkirk	9834	395.42	9,857	396.33
City of Winnipeg	663615	1396.2	741,539	1560.15
RM of Cartier	3153	5.7	3,199	5.78
RM of East St. Paul	9046	214.87	15,357	364.77
RM of Headingley	3215	30.05	7,569	70.76
RM of Macdonald	6280	5.43	10,794	9.33
RM of Ritchot	5478	16.42	6,062	18.17
RM of Rockwood	7964	6.64	9,314	7.76
RM of Rosser	1352	3.06	1,338	3.03
RM of Springfield	14069	12.78	18,694	16.98
RM of St. Andrews	11875	15.78	15,578	20.7
RM of St. Clements	10505	14.42	14,963	20.54
RM of St. François Xavier	1240	6.06	1,826	8.93
RM of Taché	10284	17.68	14,840	25.52
RM of West St. Paul	4932	56.26	7,059	80.53
Town of Niverville	3540	402.73	11,121	1265.16
Town of Stonewall	4536	753.49	7,459	1238.97
*Town of Teulon	1124	351.25	1,244	388.72
Village of Dunnottar	696	249.46	1,744	625.06

The Partnership of the Manitoba Capital Region (PMCR) is a regional organization comprised of 18 municipalities. The PMCR is a collaborative body that brings planning and action to the region and unites decision-makers around a long-term vision built upon the pillars of economic prosperity and good jobs, environmental stewardship and water protection, smart growth and an exceptional quality of life for all. The PMCR recognizes that a strong and sustainable Capital Region is central to the future well-being not just of regional communities, but the province as a whole.

The PMCR mandate was endorsed and supported by the Province of Manitoba's Capital Region Partnership Act of 2006. Under the Capital Region Partnership Act, the PMCR is responsible for creating a forum to discuss and develop regional solutions to common issues facing municipal governments in the Capital Region such as: Land Use Planning, Infrastructure Development, Environmental Protection, Water Quality and Supply.

The Members of the PMCR have agreed to:

- build strong civic leadership in the Capital Region, strengthen our working relationships and provide a 'collective voice' to the provincial and federal governments on key issues facing the Capital Region;
- work collaboratively toward the realization of a shared vision for the region wherein all partners benefit at one time or another;
- raise awareness of Capital Region issues and concerns, and promote the benefits of regional thinking;
- create opportunities for stakeholder engagement and involvement in planning and decision making;
- work toward the creation of a regional growth plan to ensure the region is managed sustainably;
- build a competitive, economically strong Capital Region; and,
- foster a culture of excellence in managing our natural lands and protecting water.

In the recently completed ***Securing Our Future: An Action Plan for Manitoba's Capital Region***, six strategic pillars have been identified with associated actions:

Pillar #1: Coordinated Regional Development

Pillar #2: Stewardship of Land, Water and Resources

Pillar #3: Strategic Transportation Networks

Pillar #4: Coordinated Infrastructure and Service Delivery

Pillar #5: Integrated Regional Economic Development

Pillar #6: Regional Framework for Good Governance

The MCR Solid Waste Management Rationalization Feasibility Study crosses several areas including but not limited to Pillar #2 and Pillar #4.

Currently, municipalities and planning districts within the MCR prepare provincially approved development plans. While most plans incorporate the principles of sustainability, municipalities still have much progress to make on the initiatives outlined in these plans, and there is no documented

process for working together as partners, or regionally, to develop shared solutions and better results. There is no framework or criteria for sharing infrastructure in the Capital Region and the development and planning of regional facilities and solutions is undertaken on an ad hoc basis.

In total, there are nine municipal Planning Authorities within the Manitoba Capital Region. These include four Planning Districts and four independent planning jurisdictions. See **Appendices** for further information regarding the development plans generated, and under effect, by each Planning Authority.

Manitoba's Planning Districts are voluntary, collaborative partnerships between two or more adjacent municipalities, allowing their members to benefit through coordination of their policies regarding land use, development, and infrastructure, while benefitting from shared planning staff resources and decision-making authority.

Capital Region Planning Districts:

1. Red River Planning District (RRPD) includes: City of Selkirk, RM of St. Andrews, RM of St. Clements, RM of East St. Paul, RM of West St. Paul and the Village of Dunnottar
2. South Interlake Planning District (SIPD) includes: Town of Stonewall, RM of Rosser, RM of Rockwood
3. White Horse Plains Planning District (WHPPD) includes: RM of Cartier, RM of St. François Xavier
4. Macdonald Ritchot Planning District (MRPD) includes: RM of Macdonald, RM of Ritchot
5. Capital Region Independent Planning Jurisdictions: RM of Headingley, RM of Springfield, RM of Taché, Town of Niverville and the City of Winnipeg

Environmentally, the MCR faces numerous challenges with 12 landfills and 14 transfer stations across the region, a significant concern related to the sustainable management of Waste Management Facilities (WMF). Across the Capital Region, the compilation of the baseline data in the **PMCR Solid Waste Review 2016** shows an inconsistent level of service and wide variation in practices for solid waste management throughout in the MCR.

This inconsistency identifies a need and provides an opportunity to look at the coordinated regional management of waste in the Capital Region. This need is heightened by the Manitoba's new Waste Management Facilities (WMFs) Regulation, which outlines new licensing, permitting, and operational requirements for WMFs. The new regulation enacts sunset clauses for existing WMFs permits under the previous Waste Disposal Grounds Regulation. Existing WMFs will need to reapply for operating permits, or make an Environment Act proposal between 2017 and 2020.

In 1996, the Province of Manitoba completed a Capital Region Waste Management Plan that identified the composition of waste, availability and condition of facilities, projected lifespan, and availability of resources and programs in a Capital Region Waste Management Inventory. As part of the background work for the **MCR Solid Waste Management Rationalization Feasibility Study** this information will be further reviewed.

During the summer of 2016 the PMCR initiated a first review of solid waste facilities, waste stream and recycling in Manitoba's Capital Region. The review gathered baseline data from existing waste

management databases and through site observations. This review is intended to support the **MCR Solid Waste Management Rationalization Feasibility Study** to identifying major avenues for waste diversion and reduction in the Capital Region.

The Province of Manitoba has continued to commit resources to the development of projects that support a focus on waste reduction, pollution prevention, and integrated waste management practices through their creation of the Waste Reduction and Pollution Prevention (WRAPP) Fund. The PMCR will work with the Province of Manitoba and its agencies to align efforts towards improved and enhanced waste management.

The Province of Manitoba is responsible for the establishment of laws and guidelines under the Environment Act. It will be crucial for the PMCR to work with the Province of Manitoba to ensure the **MCR Solid Waste Management Rationalization Feasibility Study** will meet current regulatory requirements and work cooperatively to shape policy development for the province.

The consultant is expected to provide technical support and expertise for consultations and will be required to present findings as requested.

Part 2: THE MCR SOLID WASTE MANAGEMENT RATIONALIZATION FEASIBILITY STUDY

Manitoba's Capital Region has a very low waste diversion rate of approximately 13%, with a range in recycling per capita between .025 to .11 metric tonnes per person across the Region's municipalities. The residential recycling stream is predominantly newspaper and flyers at ~61% followed by glass (~18%) and plastic (~8%).

In the **PMCR's Regional Waste Plan Framework Document**, a goal was set to incorporate innovative strategies and leading best practice into the **Securing Our Future: An Action Plan for Manitoba's Capital Region** toward a diversion rate of 60% or greater over the coming years. The gathering and organizing of information on solid waste composition, character, flow patterns, market characteristics, recycling and modes of disposal, can better inform strategies to recover more material from the waste stream and support businesses engaged in the recovery, processing, marketing, and use of materials in the Capital Region.

The MCR Solid Waste Management Rationalization Feasibility Study will therefore conduct a thorough examination and evaluation to ensure the most effective and beneficial practices to achieve these goals are being initiated across the MCR. **The MCR Solid Waste Management Rationalization Feasibility Study** will consist of three phases:

Phase one: involves an analysis of existing and additional data collection to identify all aspects of waste management from collection of solid waste, current diversion rates and strategies, construction, demolition and renovation waste as well as organics and recycling. It also involves gathering data on programming, servicing and practices across the region related to governance, operations and management. Current markets for recyclables should also be examined.

Phase two: is designed to develop and evaluate the feasibility of options for managing solid waste that can increase diversion rates from the current levels. This phase will examine projected population increases, density, and transportation requirements and capacity to achieve the targets. This part of the feasibility study will evaluate a wide range of waste management components within the MCR. Social, environmental, and economic impacts such as improvements to existing waste management and recycling facilities, organic waste diversion, enhanced recovery of greenhouse gases, a reduction in transportation costs, and market integration of recyclables, (including construction and demolition waste) will be examined. This phase will also examine trends in solid waste management to ensure recommendations and action plans keep up to changing practice related to WMF management and practice as well as manufacturing trends emerging globally.

Phase three: will focus on the potential implementation of innovative strategies to meet the targets. It will develop clear objectives and a detailed action plan to achieve a 60% diversion rate or greater.

Final study recommendations will be based on analysis of outcomes, survey results, anticipated public and personal cost savings, and estimated reductions in risk and greenhouse gas emissions.

There are many data gaps for solid waste operations in Manitoba's Capital Region. Basic data such as the weight of materials brought to waste disposal grounds is lacking due to very few sites possessing weigh scales (only three waste disposal grounds visited in this review were found to possess scales). Although databases exist for residential waste streams, it appears no databases exist for the following streams:

- Institutional, commercial, and industrial (ICI)
- Construction, renovation and demolition (CR & D)
- Private waste management facilities

Additionally, no database exists or is accessible for the use of recycled materials by local industry and community, and for costs associated with waste management systems.

Waste facility observations performed during site visits indicate operations at certain waste disposal grounds and waste transfer stations may not be up to standards and could pose risk. All waste transfer stations receive materials for recycling, however none exhibit capability for the reuse and up-cycling of materials. In some rural municipalities, these facilities are located away from population areas that are without curbside recycling pickup, which may be a barrier to opportunities for waste diversion.

Observations also reveal recovery technology is lacking for the building and community facility construction, maintenance and demolition waste stream, as well as limited capability to optimize separation and collection of high quality materials for commodification.

The MCR Solid Waste Management Rationalization Feasibility Study is intended to provide strategic planning for the MCR and consider regional solid waste management, recovery, recycling technology, environmental science, environmental engineering and business development. It should also include a rationalization of the existing solid waste management systems and provide a business case

analysis of potential approaches to meet the key goals of the ***MCR Solid Waste Management Rationalization Feasibility Study*** to:

- Develop a solid waste management plan for Manitoba's Capital Region to which achieve 60% waste diversion from landfills and transfer stations and improve material recovery across the communities and sectors in the Capital Region that can:
 - ensure access to well organized and situated material recovery and reuse centres across the region.
 - explore opportunities for a regional organics waste management program.
 - identify areas of solid waste generation that can be addressed through procurement options and the recovery and handling of construction demolition and renovation waste diversion.
 - explore opportunities to recover and reuse materials used for road safety such as sand and salt.
 - explore the use of a reverse deposit system through pilot projects in partnership with business and industry, to build awareness and bring attention.
- Create strategies and criteria for more efficient management, location and work flow of Solid Waste Management Facilities (WMF) by:
 - developing sustainable problem-solving approaches based on recycling and the free circulation of appropriate material flows with the aim of creating value-added new products and to minimize waste as well as emissions to air and water.
 - analyzing material flow and circular economy development
 - identifying options to foster regional collaboration with traditionally disconnected sectors in which by-products, energy, water and materials from one industry can be utilized as raw material for another.
- Enhance the protection of water, agriculture land, air quality and human health by:
 - eliminating the use of unlined landfills, and reduce contamination.
 - developing and exploring opportunities for regional organic waste management programs, reuse centres and up-cycle facilities.
 - eliminating open burning through the management of WMFs.
 - closing and rehabilitating of redundant solid waste management facilities and sites.
- Reduce WMF greenhouse gas (GHG) emissions and conduct a waste and greenhouse gas (GHG) audit for residential and ICI sector to:
 - provide opportunities for market integration and commoditization
 - opportunities to reduce waste going in,
 - explore and reduce transportation costs and emissions.
 - evaluate and incent advances in waste management practices and market integration across the region toward high value recovery and reuse.
 - work with business and industry to develop strategies to increase capture of high

value recyclables.

- explore the opportunities for pilot projects.
- ensure options for gas capture and ensure decommissioning requirements include strategies for the capture of methane (20% - GHG + 50 y).
- provide options for decommissioning and for Brownfield reuse and management.

Part 3: WORK STEPS

Context Review and Data Analysis

1. Review Manitoba Capital Region Development Plans, solid waste management plans, policies, and evaluate the status of municipal solid waste management improvement projects from currently held inventories and context reports from the RGS and other related documents.
2. Review collected and compiled inventory of regional solid waste management system elements to assess strengths and weaknesses of current facilities.
3. Review other relevant data and undertake additional data collection as needed (PMCR will provide support for all data collection).
4. Review sludge disposal from wastewater management systems to evaluate capacity to incorporate in circular economy model as required.
5. Identify trends in organics processing and collection of waste and recyclables as well as recycling opportunities.
6. Gather and analyze all existing climate change plans to address the current estimates of GHG related to waste management process including transportation.
7. Review global market trends for market integration and manufacture packaging trends.

Gap Analysis

Assess strengths and weaknesses of the regional waste management system to meet current standards and proposed changes related to process as well as demand. Evaluate based on the social, environmental and economic impacts of current strategies including but not limited to:

- the effectiveness of the existing programs, sites, and facilities.
- projected population growth, population density, transportation requirements, potential capacities for future facilities and identify potential innovative strategies to achieve targets.
- an estimate of the total capacity and operating costs today and projected to the 20-year horizon for all sites, facilities, and programs.
- analysis of the current “true disposal cost”.
- projected operating requirements to meet new legislative requirements for GHG reduction and environmental protection.

Feasibility Action Plan:

From the Data Analysis and Gap Identification ***The MCR Solid Waste Management Rationalization Feasibility Study*** will determine the need, scope, targets, a clear path, timelines and an implementation plan for Manitoba's Capital Region to achieve the desired objectives including:

- The economic, social and environmental costs and benefits for rationalization of sites and service sharing in the collection, processing, and marketing of recyclable material and the management of municipal solid waste, recyclables, household hazardous waste, organics construction, renovation and demolition waste, and biosolids as determined.
- Advanced Electronic Waste and Recycling Processes. There has been a rise in the number of e-waste facilities; this must be examined for in future planning as quantities increase and regulations change.
- The plan should ensure appropriate e-waste collection systems are in place in collaboration with EPRA identifying current issues with facilities and regulations.
- Other problem waste products: identify options and opportunities for improved management and recycling of problem wastes, such as mattresses, carpet and textiles.

The economic, social and environmental costs and benefits for the management and or the collection of greenhouse gases, reduction of leachate, and the incorporation of fuel technologies to assist in the reduction of greenhouse gas emissions from equipment and the utilization of energy should be considered. The study should Report on the best options to reduce GHG emissions from waste, including but not limited to waste diversion and LFG recovery/utilization including but not limited to:

- Gas Collection and Methane Collection. Technologies to capture methane from waste and wastewater management sites including biosolids processing could be examined as part of ***The MCR Solid Waste Management Rationalization Feasibility Study***. Methane is a powerful greenhouse gas, which has approximately 21 times the global warming effect as carbon dioxide. Many landfills in the country have already designed programs to collect methane though a system of piping, trenches, and extraction wells. Options should be examined for proposed and decommissioned landfill sites and for sites that may have wastewater management functions.
- Capping. Capping systems are used across North America and should be examined as part of ***The MCR Solid Waste Management Rationalization Feasibility Study*** to reduce GHG and contaminated runoff reaching our surface and ground water resources.
- Energy and LFG. Evaluation of options to reuse energy from active/decommissioned sites can be evaluated with best practice.

The MCR Solid Waste Management Rationalization Feasibility Study will serve as a blueprint for Municipal, Provincial and Federal governments to direct investment toward needed infrastructure, policy development and regulation for waste management practices that will protect our land and water for future generations through innovative practices and strategies.

The MCR Solid Waste Management Rationalization Feasibility Study will be provided across Canada and beyond to any jurisdictions wishing to use the methodology or the findings to increase diversion rates in a way that considers the environmental, social and financial feasibility of action.

Part 4: CONSULTATION & REPORTING

As part of **The MCR Solid Waste Management Rationalization Feasibility Study**, the PMCR will provide project management support related to the organization of all meetings, document requests, access to information as well as all community consultation.

A cross-sectoral Steering Committee and/or Technical Advisory Committee will be assembled and will be comprised of representatives from PMCR member municipalities, Manitoba Indigenous and Municipal Affairs, Green Manitoba, Manitoba Green Building Program, the University of Manitoba, Multi Material Stewardship Manitoba, The City of Winnipeg, business and industry experts to contribute to the feasibility study and support information gathering.

Part 5: ADDITIONAL INFORMATION TO CONSIDER

The City of Winnipeg closed tenders on January 16, 2015 to conduct an *Organics Diversion and Waste Characterization Study*. The results of this study will be used to develop an Organics Diversion Program, which aims to direct 50% of current residential waste from landfills to other sources. The plan includes all sources of organics: kitchen waste, leaf and yard debris, biosolids, landscaping waste, animal waste, and wood waste. The City of Winnipeg is examining best practices for organic waste diversion including organic processing technologies, collection systems, and funding mechanisms to determine feasibility, as well as composting facilities at the Brady Road Resource Management Facility. As part of the steering committee information and expertise will be available to the process.

The Province of Manitoba and its agencies will work with the steering committee to align efforts toward waste management. The Province of Manitoba is responsible for the establishment of laws and guidelines under the Environment Act. It will be crucial to work with the Province of Manitoba to ensure **The MCR Solid Waste Management Rationalization Feasibility Study** will meet regulatory requirements and work cooperatively to shape policy development for the province.

The Government of Canada has jurisdiction over key environmental issues. Environment Canada is responsible for issues such as: monitoring air and water quality, managing and regulating the emissions of greenhouse gases, researching and protecting the habitat of migratory birds and species at risk and promoting, inspecting, and enforcing regulatory requirements.

Throughout the development of **The MCR Solid Waste Management Rationalization Feasibility Study** Federal Regulations will be considered. They include, but are not limited to:

- The Environment and Climate Change Canada - Responsible for preserving and enhancing the quality of the natural environment and coordinating policies and programs to achieve environmental objectives.
- Water Governance and Legislation - Governs inland waters along with provincial governments, the Canada Water Act and International Rivers Improvement Act are two significant pieces of water legislation.
- Fisheries Act - Ensures various conditions are met in order to preserve and protect fish stocks throughout Canada.

- Canada Foundation for Sustainable Development Technology Act - Funds the development of technologies that provide solutions to issues related to climate change, clean air, water and soil quality.

Creation of a Technical Advisory Committee:

A Technical Advisory Committee will be established early in the process to gain input across a wide variety of stakeholder groups and experts. Composition of the advisory committee will include representation from:

- Municipal, provincial leaders and staff
- First Nations representatives
- City of Winnipeg leaders and staff
- Local environmental groups
- Government agencies and special operating agencies
- Recycling organizations
- Local planning district
- Business leaders/ groups
- Manitoba Hydro
- Commercial and institutional solid waste, recycling and organics experts and industry
- Operators or owners of private solid waste facilities
- Local school districts
- Other Experts

Part 6: CONSULTATION & ENGAGEMENT

There will be five components to the Consultation and Engagement Program in accordance with targeted interest groups including but not limited to:

1. the general public including both resident and business interests
2. the Boards of the Planning District and the Councils of the independent planning authorities
3. staff of the Planning District Boards and four independent planning authorities
4. political and staff representatives of The Province of Manitoba
5. key stakeholder organizations

The Client will lead the consultation and engagement program and will be responsible for running associated processes, however, the Proponent is expected to contribute strategically in the formulation of a consultation and engagement program. In particular, the Proponent is encouraged to propose innovative ideas and techniques for engagement including the use of technology. The proponent is also expected to present information at mutually agreed upon events.

Client Meetings

The Proponent will be expected to report on progress to members of the PMCR at numerous times throughout the project. The Proponent is expected to make three presentations to the PMCR Board:

- one near the start to outline the proposed methodology and timeframe;

- the second near the end of Phase Two when draft strategic directions have been formulated;
 - the last near the end of the project where the work is substantially completed with the exception of minor changes that may be required prior to final submission
- Meet bi-weekly with the PMCR's Executive Director (or designate) to review progress these meetings to can be in person, electronic via Skype or FaceTime or conference call.

Part 7: DELIVERABLES

General Expectations

The successful Proponent will be required to submit a series of four deliverables. Each of the four deliverables will be expected to include:

- submission of four hard copies of the document
- submission of one electronic copy of the document in PDF format
- submission of one summary presentation in PowerPoint format utilizing a PMCR template

GIS Data Requirements

Research and presentation undertaken for the purpose of the project is expected to be used by the Proponent to generate maps and charts and other forms of graphic representation. Data generated for these purposes must be supplied in a mutually acceptable format to ensure the raw data, not just the graphic representations of the data, are fully accessible to the PMCR.

Note: It is expected that, to the greatest degree possible, the work associated with this contract should be presented in graphic form with an emphasis on regional and sub-regional maps. In other words, the work should emphasize spatial analysis as well as data analysis.

Deliverable 1: Work Plan

Following an agreement between the Proponent and the Client, the 'Work Plan' developed as part of the Proposal submission will be refined and updated (if necessary) and submitted as the first deliverable. At a minimum, the 'Work Plan' will include:

- a breakdown of the project into phases and tasks together with commitments of roles and responsibilities as well as budget allocations
- a project timeline with major milestones and deliverables and critical decision points
- a very high level public consultation plan identifying the preferred audience as well as the proposed consultation format (*note the Client is responsible for delivering this component of the work) in order to show how the Proponent would like to see the public consultation woven into the overall project timeline
- the proposed structure and make-up of the steering committee and or the technical advisory committee including the roles and responsibility of such

Deliverable 2: Report on the Current State of Solid Waste Management in the MCR

It is expected that the research undertaken as outlined in the Scope of Work, Phase One will be submitted as a stand-alone yet inter-connected report with the understanding that it will remain a 'draft' and be subject to minor modifications, if necessary, until completion of the overall project.

The Steering Committee and or the Technical Advisory Committee will assist the successful applicant in obtaining required data sets in a timely manner.

Deliverable 3: Feasibility and Strategic Directions Proposal for Solid Waste Management in the MCR

It is expected that the strategies and policy recommendations undertaken as outlined in the Scope of Work, Phase Two will be submitted as a DRAFT report following the completion of that Phase with the understanding that it will remain a 'draft' and be subject to review and feedback by the Client, after which, modifications may be requested.

Deliverable 4: Draft and Final Feasibility Study and Action Plan

It is expected that the proposed Feasibility Study and Action Plan be undertaken as outlined in the Scope of Work, Phase Three will be submitted as a DRAFT report following the completion of that Phase with the understanding that it will remain a 'draft' and be subject to review and feedback by the Client, after which, modifications may be requested. Subsequently, the project will be deemed FINAL, signaling completion of the project.

Part 8: TIMELINE

- March 22, 2017 Issuance of RFP
- April 28, 2017 Deadline for Submissions
- May 5, 2017 Completion of Proposal Review
- May 8, 2017 Interview Consultants as Needed
- May 12, 2017 Selection and Contract Completion
- May 19, 2017 Notice to Proceed – notice of first meeting

Project Timeline

Details of the Project Schedule will be determined by the Proponent but should generally respect the following, but will be determined at the work plan meeting.

August , 31, 2017	Complete PHASE 1:
September 30, 2017	Complete PHASE 2:
January 31, 2018	Complete PHASE 3:
March 1, 2018	FINAL Deliverables - Submitted Final Presentations

Part 9: SUBMISSION REQUIREMENTS

Documentation and Delivery

The Proposal must indicate how the proponent will manage the tasks as outlined in the Phases as well as in the work task section of the proposal together with a Cover Letter. If necessary, additional information may be included as Appendices.

****Note:** Proposals may be submitted electronically by the deadline date. It is the proponents' responsibility to ensure that confirmation of receipt has been received prior to the deadline. It is preferred

that proposals also be submitted in hard copy, two (2) hard copies of the complete proposal one (1) USB electronic copy submitted in a sealed envelope or container addressed to the Client.

ATTEN: Colleen Sklar, Executive Director
Partnership of the Manitoba Capital Region
1749 Portage Avenue
Winnipeg, MB R3J 0E6
Info@manitobacapitalregion.ca
Phone: 1-204-781-7346

The deadline for submissions is firm. Proposals must be received by 2:00 pm Central Daylight Time on Friday, April 28, 2017. Enquiries and comments regarding the RFP should be directed to the Client identified above.

Proposals submitted after the deadline will be returned to the sender unopened.

The Proposal, apart from the Cover Letter, Title Page, and Appendices, should be limited to 10 single pages.

Cover Letter and Title Page

The Cover Letter should be limited to no more than 2 pages and should serve as an introduction to the submission, summarizing the Proposal's content. Any assumptions or limitations on the part of the Proponent should be clearly stated in the Cover Letter. The Cover Letter must be signed by a person authorized to do so on behalf of the Proponent.

The Title Page should include:

- Project name and identification
- Date of submission
- Legal operating name of lead proponent, business address, telephone number
- Contact information for the person representing the company who will answer questions arising from the RFP.

Section 1: Project Team and Qualifications

Proponents should have the staff and resources necessary to deliver and support the Proposal. This Section should contain a corporate profile including when the company was created, the services it offers, how many staff are employed, what additional resources it has available, and its major clients. If the Proponent is part of a Consortium this section should provide profiles of each of the members together with a description of the relationships between them.

This Section should also identify those individuals who will take lead responsibility for key portions of the work while summarizing their qualifications for taking on these responsibilities (including in-house resources and sub-contractors). Resumes for these individuals should be included as an Appendix.

Section 2: Experience and References

Proponents should have specific knowledge and experience relevant to this project. This Section should contain evidence to that effect. It should identify completed projects of a comparable nature, size, and scope. This Section should contain a short description of these projects although additional information may be provided in an Appendix.

Furthermore, a track record of success should be supported by a list of 3 references comprising former or current clients. The list of references should contain contact information for a specific individual referee while identifying the project that was undertaken and the role of the referee in that project.

Section 3: Proposed Methodology

This Section should state the Proponent's understanding of the objectives of the project together with a description of how those objectives will be met. There should be a brief description outlining why this methodology is being proposed and the expected benefits. The methodology should cover the general strategy for public consultation and engagement and any organizational structure that may be necessary to support associated processes. As well, potential risks should be identified with an explanation of how they will be mitigated.

Section 4: Proposed Work Plan and Deliverables

It is important that the project is undertaken in an effective and efficient manner. This Section should provide a preliminary work plan including the project method, tasks, schedule, and deliverables. Key dates for deliverables should be indicated together with major decision or approval points necessary to meet those commitments. This Section should also include the Proponent's expectations of PMCR staff in supporting these and other portions of the Work Plan.

Section 5: Budget and Proposed Payment Terms

Each Proposal must contain a complete budget outlining anticipated costs for all labour, materials, travel (if any), overhead, and taxes. The budget must be broken down by Phases of Work and Deliverables in order to better appreciate the nature of the work and its cost implications. Should the submission be successful, the prices will be deemed to be firm for the duration of the project unless the Scope of Work is altered through a supplementary agreement between Proponent and the PMCR. This Section should also contain a proposed payment schedule.

Statement of Omission

A full description will be provided of any omissions or deviations from the requirements set forth in this RFP. Any additional elements should be clearly outlined with cost estimates presented separately so that the PMCR may consider the value of the added items and distinguish these from the required elements of the RFP. The effect of any omission on the total cost should also be clearly defined.

Appendices

These should be attached as required to meet the obligations outlined in the RFP, and as required by the Proponent to present information relevant to the proposal. There is no limit to the number of Appendices.

Part 10: EVALUATION PROCEDURE AND SELECTION CRITERIA

Criteria and Weighting

Proposals will first be judged on a pass/fail basis in light of the submission requirements and the deadline for submissions.

Subsequently, Proposals will be evaluated upon:

Weight	Criteria
25%	The strength of the project team and qualifications of its members
20%	The depth of experience with an emphasis on similar projects
30%	The soundness of the proposed methodology and work plan
25%	The value associated with the proposed budget

Note that references will only be sought once a short list of potential Proponents has been established. The result of this inquiry will provide an additional consideration over and above the four criteria listed above.

At the discretion of the Selection Authority, a Proponent may be asked to clarify a portion of the submission or to provide additional information that could be used to re-evaluate the Proposal. At the discretion of the Selection Authority, a Proponent may also be invited for an interview. The results of the interview will serve to revise or confirm the evaluation results.

Process for Decision Making

The PMCR's Executive Board will serve as the Initial Selection Authority and will undertake a preliminary review of submissions from which a short list of Proponents will be established. The Board of the PMCR (or a committee authorized to make a final decision on behalf of the Board) will review and evaluate the short list of Proponents and will be the Final Selection Authority.

Part 11: TERMS & CONDITIONS

Modification of Terms

The Client reserves the right to amend or supplement this RFP at any time at its sole discretion before the closing date. The Client will provide the same information regarding amendments, supplements, or clarifications to all registered Proponents by way of an issued addendum. Should an addendum be issued less than 72 hours before the Closing Date, the Closing Date may be amended, as part of the addendum, to allow for due consideration the addendum.

While the RFP is intended to serve as the Terms of Reference for the project, the actual Terms of Reference that govern the Contract with the Consultant are subject to final adjustment as agreed to by the Client and the Consultant.

Conditional Proposals

Conditional bids or proposals will not be accepted.

Negotiation Delay

If a written Contract cannot be negotiated within thirty days of notification of the highest ranking Proponent, the Client may, at its sole discretion at any time thereafter, terminate negotiations with the Proponent and either negotiate one or more Agreements with the next qualified Proponent or terminate the RFP process and not enter into an Agreement with any of the Proponents.

Right of Cancellation and Rejection

The Client reserves the right to accept or reject any or all proposals, whether or not completed properly or whether or not it contains all required information, or whether or not it contains the lowest bid. Without prejudice to its right, the Client may request clarification of any proposal and may waive or request amendment where, in the opinion of the Client is a minor irregularity or omission in the information submitted to the Client. The Client reserves the right to cancel this RFP at any time prior to entering into a Contract with the successful Proponent.

Proponent Expenses and Limitations

Proponents are solely responsible for any and all expenses incurred in the preparation of a proposal and for subsequent negotiations with the Client. If the Client elects to reject any or all proposals, the Client will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

Indemnity

No Proponent has any legal or equitable rights or privileges relative to financial reimbursement for goods or services rendered or performed before a Contract is signed with the Client.

Any Contract resulting from this RFP requires that the Contractor indemnify and save harmless the Client (its employees and agents) from and against all claims, demands, losses, damages, costs and expenses made against or incurred, suffered, or sustained by the Consultant at any time or times (either before or after the expiration or sooner termination of this Contract), where the same or any of them are based upon or arise out of or from anything done or omitted to be done by the Contractor or by any servant, employee, officer, director or sub-contractor of the Contractor, excepting always liability arising out of the independent acts of the Client and their agents.

Conflict of Interest

Each Proponent must include in its proposal a statement indicating that neither the Proponent nor any of its advisors, members of its business team (including sub-contractors and employees) are aware of a conflict or interest and unfair advantage in preparing or submitting a proposal, adjusting pricing, participating in the RFP evaluation process, or undertaking the Contract.

The Client reserves the right to reject proposals if, in the Client's sole opinion, the Proponent's current or past corporate or other interests have or will give rise to a conflict of interest in connection with this project.

Proponents are cautioned that should their proposal be successful, execution of the Contract with the Client may preclude their participation as a Proponent in subsequent phases where a conflict of interest could arise.

Sub-contracting

While the Proponent may engage sub-contractors for the purpose of this project, they should note that the Client will deal directly only with the main Proponent as identified on the cover page of the Proposal. This Proponent assumes all responsibility and liability for the acts and omissions of all members of the team, and must have the authority to sign on behalf of the team members and bind the members of the team to all statements or agreements made by the lead Proponent.

Sub-contracting to any firm or individual whose current or past corporate or other interests may, in the Client's sole opinion, give rise to a conflict of interest in connection with this project will not be permitted. This includes, but is not limited to, any firm or individual involved in the preparation of this RFP. Where applicable, the names of approved sub-contractors listed in the proposal will be included in the Contract. Additional or replacement sub-contractors are not allowed without the prior written consent of the Client.

Confidentiality of Information

The Proponent shall ensure that the Proponent, the Proponent's business partners, employees, agents, sub-contractors, or third parties associated with the Proponent shall not disclose or publicize at any time any information provided by the Client, or any of the information obtained in connection with this RFP, without the prior consent of the Client. Such information is confidential and must not be used for any purpose other than for replying to this RFP and for fulfilling any subsequent Contracts. Upon request of the Committee, all such documentation and information will be returned to the Client.

Media Relations

Proponents and the subsequently selected Contractor will not produce or distribute any news releases or engage in any media or public relations activities concerning this RFP, the awarding of the Contract or the project without the prior written consent of the Client, and then only in co-ordination with the Client.

Use of RFP

The information contained in this RFP is for the sole purpose of submitting a proposal to the Client. This document or any portion thereof, may not be used for any other purpose, and must be returned to the Client upon request.

Ownership of Material

All proposals submitted to the Client become the property of the Client. They will be received and held in confidence by the Client, The Client however, reserves the right to make copies of all submission received, for its review process.

All deliverables arising from the project in whatsoever form these may take including but not limited to intellectual property and physical documents are the exclusive property of the Client.

Compliance with Laws

The Consultant is responsible for obtaining all necessary licenses and permits, and for complying with all applicable federal, provincial, and municipal laws, codes and regulations in connection with submitting a proposal and providing contracted services. The Proponent shall, when requested, provide the Committee with adequate evidence of its compliance with this section.

Any Contract resulting from this RFP will be governed by, and will be construed and interpreted in accordance with, the laws of the Province of Manitoba.

Payment Holdback

The Client may choose to hold back a portion of the total Contract price until the requirements of the Contract are met. Payment will be in installments, the amount of which and timing will be determined in advance through consultation between the Contractor and the Client, and will be contingent upon the accomplishment of pre-defined goals.

Intellectual Property Rights, Copyright, and Moral Rights

The Client will be the owner of the intellectual property rights, including patent, copyright, trademark, industrial design and trade secrets in any product or material developed through a Contract or as part of the proposal.

Representation

Proponents must demonstrate in their proposal that they have at their ready disposal, the number and variety of human resources to commit to the project, and that the project leader is capable, continually, and directly involved in the project.