



Request for Proposals
Operational and Financial Analysis of
Solid Waste Management Strategy

Issue Date: November 1, 2017

Submission Time: November 29, 2017
2:00 PM (local time)

Submission Location: Department of Municipal Affairs and Environment
C/O Tendering and Contracts
Confederation Building
Ground Floor, East Block
P.O. Box 8700, St. John's, NL
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1 INTRODUCTION

1.1 Introduction and Context

The Government of Newfoundland and Labrador has embarked upon a significant initiative to implement a Provincial Solid Waste Management Strategy (the Strategy), intended to modernize and greatly improve the practice of solid waste management throughout the province. Specifically, the environmental objectives of the Strategy are summarized as:

- 50% waste diversion from final disposal;
- Closure of 80% of waste disposal sites relative to 2002 site inventory;
- Elimination of low temperature incineration (open-burn or in-chamber); and
- Phase out of unlined landfills with possible exception in isolated communities.

The Strategy was released in 2002 and broad implementation commenced in 2008. To date, approximately \$173M has been invested into numerous waste management infrastructure projects province wide. The Provincial Government's commitment to date has been to provide 100% of capital costs for eligible projects. The majority of funding for these projects has been either directly from Provincial Government sources or through funds from the Federal Gas Tax Program.

Notable projects and accomplishments to date include:

- Redevelopment of the Robin Hood Bay Waste Disposal Site (RHB) at St. John's for the Eastern Region
 - services approximately 50% of the provincial population.
 - capping of approximately 1/3 of the landfill for methane gas capture, and reconfiguration of the active landfill for improved operations, including leachate containment for off-site disposal.
 - construction of a public drop-off facility and household hazardous waste depot as well an administration building and general site improvements.
 - construction of a material recovery facility (MRF).
- Development of a new regional waste management system for the Central Region
 - currently services approximately 70,000 residents.
 - construction of a new regional waste management facility at Norris Arm, including an engineered lined landfill complete with leachate containment and onsite treatment, construction and demolition landfill, administration building, public drop-off, a MRF, and ancillary site development and road access.
 - construction of seven local waste management facilities (transfer stations) located throughout the region to serve the more distant and rural communities.
- Various site consolidation initiatives to systematically close over half of the 240 waste disposal sites that existed in 2002.
- Various studies for short-term and long-term planning for various regions throughout the province.
- Current diversion rate of approximately 25% of waste across all sectors from final disposal.

To complete the implementation of the Strategy, further infrastructure investments are ongoing in the Western region of the province with other investments slated to begin in 2020. The majority of these future investments will target the establishment of composting infrastructure for the management of organic waste.

1.2 Background and Current Structure

For the island portion of the Province, the Strategy is to be implemented by eight Regional Service Boards (RSBs), established on the basis of technical studies as well as consultation processes with existing waste management committees. Seven of the eight RSBs have been established by regulation under the *Regional Service Boards Act, 2012*: Northern Peninsula RSB, Eastern RSB, Central RSB, Western RSB, Burin Peninsula RSB, Discovery RSB and the Coast of Bays RSB. The establishment of the last RSB, Baie Verte Peninsula–Green Bay, is currently under review.

RSBs are incorporated entities mandated under the *Act* to provide a regional approach to municipal service delivery within a designated regional boundary. Presently, the RSBs' primary designated mandate is to plan, design, implement and operate comprehensive waste management systems. To fund these systems, RSBs charge user fees to municipalities, local service districts (LSDs), unincorporated areas and any other users of their facilities and/or services.

Among these eight RSBs, two are designated as host regions (Eastern and Central) and six as non-host regions. A host region is responsible for operating a centralized landfill and materials recovery facility (MRF). Non-host regions are responsible for collecting and transporting waste to the host regions.

Under the current model, each RSB is responsible for setting its own policies with respect to waste collection, for example how often waste is collected, whether it is collected from cabin areas, etc. In addition, each RSB is responsible for setting collection fees/rates in its corresponding region, which are to be consistent with the cost of delivering the overall service (the expenses of the board). The *Regional Service Boards Act, 2012* does not allow RSBs to generate a surplus. As a result, the policies in each region differ as do the rates charged for waste collection.

1.3 Purpose

The Department of Municipal Affairs and Environment (MAE) is issuing this Request for Proposals (RFP) to solicit proposals for professional services to provide a detailed operational, financial and policy analysis of the waste management system in the Province as further described in the Department's Terms of Reference (Annex B).

The proponent will be expected to confirm previous cost assumptions with respect to implementation of the strategy under the current regional, host/non-host model and with reference to similar systems in other jurisdictions, make recommendations regarding consistent versus inconsistent application of policy and fees across regions.

2 INFORMATION REGARDING THE RFP PROCESS

2.1 General

- 2.1.1 This RFP competition is open to consulting services teams. Sub-consultants are permissible, but any and all sub-consultants must be identified in the proposal and may not be changed during completion of this commission without the written approval of the Department. Proposal evaluations will be based on the overall strength of the Respondent's complete project team.
- 2.1.2 Proposals will be evaluated in accordance with Appendix A: Submission Guidelines and Evaluation Criteria
- 2.1.3 By submission of a Proposal, the Proponent agrees that should its Proposal be successful, the Proponent will enter into negotiations to establish a Contract with MAE. Further, the Proponent agrees to enter into a Contract with MAE in substantially the same form (including standard terms and conditions) as referenced in this RFP; with Terms of Reference in substantially the same form as attached at Appendix B – Terms of Reference.

2.2 Amendments and Cancellation

- 2.2.1 The Department may without liability, cost or penalty, amend, supplement or cancel the RFP documents by way of addenda. No other statement, whether oral or written, made by the Department, will amend the RFP documents. Respondents shall not rely on any information or instructions from the Department except the RFP documents and any issued addenda.

2.3 Confidentiality and Disclosure of Respondent Information

- 2.3.1 The Department is subject to the provisions of the *Access to Information and Protection of Privacy Act, 2015*. Section 39 of the Act excludes the disclosure of information that would be harmful to the business interests of a third party and any disclosure by the Department would be subject to that provision.
- 2.3.2 Except as provided otherwise in this RFP or as required by law, the Department shall treat the Proponent's proposals and information gathered in interviews carried out as part of this RFP process as confidential.
- 2.3.3 The Proponent shall not require the Department or any of its representatives to sign a confidentiality agreement in respect of any step taken or information provided as part of this RFP process.
- 2.3.4 The Proponent, by submitting its proposal, agrees that the Department may disclose to other respondents and the public:
 - The name and address of the Proponent;
 - The price of the successful Proponent; and
 - The name and address of the successful Proponent.

2.3.5 The Department may provide the Proposals to any person involved in the review and evaluation of the Proposals on behalf the Department and the Department may:

- Make copies of the Proposal;
- Retain the Proposal; and
- The Department may disclose any information with respect to the Proponent, the Proposals and the RFP Process as required by law.

2.4 Confidentiality of Department Supplied Information

2.4.1 The Proponents acknowledge and agree that all material, data, information (oral or written), or any item in any form, whether it is in electronic or hard copy format, supplied by or obtained from the Department that the Proponents acquired during the RFP process:

- Shall remain the sole property of the Department and the Proponents shall treat it as confidential;
- Shall not be used by the Proponent for any other purpose other than submitting a Proposal in response to this RFP;
- Shall not be disclosed by the prospective Proponent to any person who is not involved in the Proponent's preparation of its Proposal without prior written authorization from the Department; and
- If requested by the Department, shall be returned to the Department no later than ten calendar days after the request by the Department to return the RFP Information.

3 RFP DOCUMENTS

3.1 Documents forming this Request for Proposals are:

1. RFP Statement of Requirements
2. Appendix A – Submission Guidelines and Evaluation Criteria
3. Appendix B – Terms of Reference

3.2 The RFP documents shall be read as a whole. The Appendices and Addenda, if any, constitute an integral part of this RFP and are incorporated by reference.

4 INSTRUCTIONS TO RESPONDENTS

4.1 Submission Requirements

4.1.1 The proposal response shall consist of:

- The technical submission and any optional pre-printed literature about the respondent;
- The cost submission; and
- The Technical Submission shall be provided in one hard copy and an electronic copy in Acrobat PDF format, in a sealed envelope or package

clearly marked “Technical Submission: Operational Analysis of Solid Waste Management Strategy in Newfoundland”.

4.1.2 The Cost Submission shall be submitted as an original only in a separate sealed envelope, clearly marked as “Cost Submission: Operational and Financial Analysis of Solid Waste Management Strategy in Newfoundland”.

4.1.3 The Respondent shall place the Technical Submission envelope and the Cost Submission envelope in a third envelope or package (outer envelope) clearly marked “RFP Response: Operational and Financial Analysis of Solid Waste Management Strategy in Newfoundland”, addressed to:

Department of Municipal Affairs and Environment
C/O Tendering and Contracts
Confederation Building
Ground Floor, East Block
P.O. Box 8700, St. John’s, NL
A1B 4J6

4.1.4 Proposals must be received at the address above no later than the time and date indicated in the public posting or as indicated in subsequent addenda, if any.

4.1.5 Proposals received and not conforming to Items 4.1.1 to 4.1.4 will be returned to Respondents(s), without consideration.

4.1.6 Proposals received via facsimile machine or e-mail will not be accepted.

4.1.7 All prices quoted in the proposal are to be in Canadian funds and are to show all applicable taxes.

4.1.8 Proposals must be based on Appendix B: Terms of Reference.

4.1.9 Proposals must clearly show the complete company name, name and telephone number of the project lead.

4.1.10 All hard copies of proposals should be on 8 ½ inch x 11-inch format paper printed on both sides. The main body of the proposal should be limited to maximum of five (5) pages.

4.1.11 Respondents shall separate any and all pre-printed material into a separate volume appended to the main proposal. Pre-printed material about the Respondents will not be evaluated by the Evaluation Committee and will only be accepted as supplementary reference material.

4.1.12 Respondents are solely responsible for any costs or expenses related to the preparation and submission of proposals, including costs associated with attendance at meetings or interviews requested by the Department.

- 4.1.13 After the closing time and date, all proposals received by the Department become the property of the Department.
- 4.1.14 The Consultant’s proposal must remain valid for a period of sixty (60) days after the date of closing.
- 4.1.15 The laws of the Province of Newfoundland and Labrador shall govern this proposal and any subsequent contract resulting from this proposal.

4.2 Consultant Selection Process

- 4.2.1 Based on the Proposal, a Proponent will be selected to enter into negotiations for the financial analysis contract. The Proponent should be prepared to start the Assignment no later than February 1, 2017. Table 1 outlines the anticipated milestones and award of this Assignment.

Table 1: Advisor Selection Schedule

Anticipated Milestones	Date
Issue RFP	November 1, 2017
Submissions due	November 29, 2017
Award of Assignment	January 10, 2017
Work Commences	February 1, 2017

- 4.2.2 A Technical Committee, made up of representatives of the Department of Municipal Affairs and Environment (MAE), Service NL, and the Multi Material Stewardship Board will review the proposal submissions in accordance with Appendix A: Submission Guidelines and Evaluation Criteria. Based on the results of the review, the Committee will make a recommendation on the preferred proponent to the Minister of MAE for award to the successful proponent. The Committee reserves the right to accept any or none of the proposals submitted and will evaluate proposals based on the best value and not necessarily the lowest cost. Please refer to the Evaluation Criteria outlined in Section 8. Acceptance of the preferred proponent is subject to the approval of the Minister of Municipal Affairs and Environment.
- 4.2.3 The Committee reserves the right to accept any or none of the proposals submitted. Detailed information on the form and content of submissions is included in Appendix A – Submission Guidelines and Evaluation Criteria.
- 4.2.4 Acceptance of the proposal rankings and resultant recommendations is subject to the approval of the Department.

- 4.2.5 The Department reserves the right to negotiate all or portions of the proposal with the recommended respondent prior to signing a contract for the execution of the work

4.3 Enquiries

- 4.3.1 All communications or enquiries about this RFP should be sent by email to the Contact Person as noted on the cover page of this RFP. No phone call enquiries will be accepted.
- 4.3.2 Communications or enquiries to the Contact Person should clearly state “RFP – Operational and Financial Analysis of Solid Waste Management Strategy in Newfoundland” in the subject line of the email. Communications or enquiries to, and responses from, the Contact Person may, at the discretion of the Department, be distributed to all Proponents. The Department reserves the right not to respond to any enquiry or communication made by a Proponent.
- 4.3.3 All questions must be submitted in writing at least five (5) calendar days prior to the closing time and date.
- 4.3.4 If, in the opinion of the Department, the inquiry and subsequent response make a material impact on the intent or interpretation of the RFP documents, the Department will issue an appropriate addendum to address that item(s).
- 4.3.5 Any verbal representations, promises, statements or advice made by employees of the Department other than that provided in writing through the contact person noted above shall not be relied upon.

5 PROPOSAL CONTENT

To assist with the evaluation process, proposals shall be submitted in accordance with the following basic sections. Respondents are free to add sub-sections within this basic outline to suit the particulars of their proposal. The core proposal content shall not exceed five (5) pages.

5.1 Table of Contents

- 5.1.1 Proposals shall include a table of contents properly indicating the section and page numbers of the information included.

5.2 Executive Summary

- 5.2.1 Responses shall include an abstract of no more than one (1) page on the information presented in the proposal and the consultant’s unique qualifications and services.

5.3 Background, Experience & Capabilities

- 5.3.1 Provide general information on the proponent, including a brief history of the firm and the number of years in business.
- 5.3.2 For key personnel, the proposal must include resumes, relevant project experience, availability, current workload and headquarters location.
- 5.3.3 Project experience should include a comprehensive list of all relevant projects.
- 5.3.4 This section must include an organizational chart identifying the names of the individuals to be involved in the major tasks of the project and the lines of responsibility. The organizational chart should also include the specific responsibilities of the key personnel and their role on the project team, as well as identify the project lead.
- 5.3.5 Required Areas of Expertise:

The proponent team must demonstrate significant experience in waste management planning with proven results in implementation. The proponent team must also have proven experience in other pertinent areas of waste management and project management including but not necessarily limited to:

- Capital and operational costs estimations;
- Waste collection; and
- Waste transporting.

5.4 References

- 5.4.1 The Consultant should include a project summary of referenced projects related to the scope of work described in this RFP.

5.5 Project Methodology

- 5.5.1 The Consultant shall describe the general methodology to deliver the project, including sufficient rationale to support the methodology.
- 5.5.2 The Consultant shall provide a description of the proposed work plan and the process to be used to carry out his contract.

5.6 Pricing

- 5.6.1 Two envelope RFP evaluation system described in Section 4: The proponent's costs for service shall be submitted in a SEPARATE SEALED ENVELOPE without any reference to the costs being contained in the main body of the submission.
- 5.6.2 The costs for the study to address the terms of references contained herein shall be a lump sum price in Canadian dollars.
- 5.6.3 The lump sum price shall be inclusive of all travel and miscellaneous expenses.

5.6.4 Costs shall be submitted inclusive of all applicable provincial, federal or foreign taxes and levies.

5.6.5 The following three components of the lump sum amount shall be itemized:

- Professional fees;
- Travel and expenses; and
- Applicable taxes.

5.6.6 Final report to be submitted within five (5) months of award with the following milestones:

- Kick-off meeting within two weeks of award;
- 50% submission within three months of award;
- Final draft within four (4) months of award;
- Two weeks for review of final draft by stakeholders; and
- Two weeks to incorporate comments into final report.

6 PROJECT BACKGROUND

The Province of Newfoundland and Labrador has divided the island portion of the province into eight waste management regions. To date, seven Regional Service Boards have been created to construct, operate and maintain waste management systems; Burin Peninsula, Central, Coast of Bays, Discovery, Eastern, Northern Peninsula and Western.

Regional waste management facilities have already been constructed in the Central Region at Norris Arm North and the Eastern Region at Robin Hood Bay in St. John's. The Newfoundland and Labrador Solid Waste Management Strategy described three host regions on the island located in the Eastern, Central and Western regions with the remaining non-host regions transporting waste for final disposal.

Transportation of solid waste from non-host regions would be needed for final disposal in the regional landfill as noted in the table below:

Final Disposal Region	Eastern	Central	Western
Non-Host Regions	Burin	Baie Verte – Green Bay	Northern Peninsula
	Discovery	Coast of Bays	

During the operational planning for the western region, the regional authority decided to transport waste to the central region rather than operate a landfill in the region. This decision was based on economic and environmental considerations. **Therefore, for the purposes of this analysis, the Western region is to be treated as a non-host region.**

7 SCOPE OF WORK

7.1 Role of the Consultant

The Consultant will provide an independent review of all financial and operational information to assess the current operational waste management model on the island portion of the Province and to make recommendations if/as necessary regarding the implementation of the strategy to support environmental priorities and to optimize the operational costs of the waste management system.

Detailed services to be provided by the Consultant are outlined in Appendix B - Terms of Reference.

7.2 Cost of Services

The budget for this study is \$50,000. The total cost of services, including expenses, is not to exceed the project budget.

8 TERMS AND CONDITIONS

8.1 Cost of Preparing Submissions

Each Proponent is solely responsible for all costs it incurs in the preparation of its Proposal, including costs of providing information requested by the Department, attendance at meetings, and conducting due diligence.

8.2 Limitation of Damages

Each Proponent, by submitting a Proposal, agrees that:

- (a) if any or all Proposals are rejected, or the assignment or Advisor Selection Process is modified, suspended or cancelled for any reason (including modification of the scope of the assignment or modification of this RFP or both), neither the Department nor any of its employees, advisors or representatives will be liable, under any circumstances, for any Claim (“**Claim**”) or to reimburse or compensate the Proponent in any manner whatsoever, including, but not limited to, costs of preparation of the Proposal, loss of anticipated profits, loss of opportunity, or for any other matter;
- (b) the Proponent waives any and all Claims whatsoever, including Claims for loss of profits or loss of opportunity, if the Proponent is rejected or disqualified or is not successful in being awarded the assignment or executing a Contract in the Advisor Selection Process, or for any other reason; and
- (c) with respect to circumstances not listed in the foregoing subsections (a) and (b), the Proponent will not make any Claim against the Department or its employees, advisors or representatives in excess of an amount equivalent to the reasonable

costs of preparation of the Proposal for any matter relating to this RFP, the assignment or the Advisor Selection Process.

Under no circumstances, including the cancellation of this RFP and/or the decision not to proceed with the Advisor Selection Process, will the Department be liable for any costs incurred by Proponents.

8.3 Reservation of Rights

The Department reserves the right, in its sole and absolute discretion, to:

- (a) amend the scope of the assignment, modify, cancel or suspend this RFP process at any time for any reason;
- (b) accept or reject any Proposal based on the Evaluation Criteria as evaluated by the Department;
- (c) waive a defect or irregularity in a Proposal and accept that Proposal;
- (d) not accept any or all Proposals;
- (e) reject or disqualify any or all Proposals without any obligation, compensation or reimbursement to any Proponent or, if applicable, its delegate or its firm;
- (f) re-advertise for new Proposals, call for tenders, or enter into negotiations for this assignment or for work of a similar nature;
- (g) make any changes to the terms of the business opportunity described in this RFP;
- (h) negotiate any and all aspects of Proposals; and
- (i) extend, from time to time, any date, time period or deadline provided in this RFP, upon written notice to all Proponents.

8.4 Ownership of Proposals

All documents, including Proposals, submitted become the property of the Department. They will be received and held in confidence, subject to the provisions of the *Access to Information and Protection of Privacy Protection Act, 2015* (ATIPPA).

8.5 Access to Information and Protection of Privacy Act, 2015

All documents and other records in the custody of, or under the control of, the Department are subject to ATIPPA and other applicable legislation. Except as expressly stated in this RFP and subject to the ATIPPA or other applicable legislation, all documents and other records submitted in response to this RFP will be considered confidential.

By submitting a Proposal, the Proponent represents and warrants to the Department that the Proponent has complied with applicable Laws, including by obtaining from each Person any required consents and authorizations to the collection of information relating

to such individual and to the submission of such information to the Department as part of the Proposal for the purposes of this RFP and the Advisor Selection Process.

8.6 Dispute Resolution

Each Proponent, by submitting a Proposal, agrees that:

- a) the Proponent Representative must, within fourteen (14) days of any dispute arising in connection with this RFP, submit written notice to the Contact Person of such dispute;
- b) in no event will a dispute with one Proponent prevent the Department from proceeding with the Selection Process with another Proponent; and
- c) The laws of Newfoundland and Labrador govern the interpretation of this RFP.

8.7 Proposal Validity

Proposals will be open for acceptance for at least sixty (60) days after the Submission Time, or as mutually extended by both parties.

8.8 Sub-Contracting

Where applicable, the names of approved delegates listed in the Proposal will be included in the Contract. No additional delegates or subcontractors will be added, or other changes made, to this list in the Contract without the written consent of the Department.

Subcontracting to any firm or individual whose current or past corporate or other interests may, in the Department's opinion, give rise to a conflict of interest or unfair advantage in connection with this assignment will not be permitted.

8.9 Agreement to Terms and Conditions

By submitting a Proposal in response to this RFP, the Proponent agrees to be bound by the provisions of this RFP, including all terms and conditions and any and all Addenda.

APPENDIX A:

**SUBMISSION GUIDELINES AND
EVALUATION CRITERIA**

Submission Requirements:

Proposals are to be submitted in the following form:

Hard Copy – One (1) copies and one (1) electronic copy in PDF format delivered to the Submission Location.

Each Proposal should:

- (a) include the Proponent’s name, phone number, email address and a return address;
- (b) be concise and not longer than 5 pages in length, excluding resumes, which may be attached as an appendix;
- (c) provide a listing of insurance coverage;
- (d) be addressed to the Contact Person;
- (e) be clearly identified on the package as “RFP Response: Operational and Financial Analysis of Solid Waste Management Strategy in Newfoundland”; and
- (f) respond to the Content and Evaluation Criteria contained in Table 3 and the Terms of Reference listed in Appendix B.

Proposals should be in English. Any portion of a Proposal not in English may not be evaluated.

Evaluation Criteria:

Proposals will be evaluated against the following Evaluation Criteria:

Table 2: Content and Evaluation Criteria

Table of Contents	Content	Evaluation Criteria	Points
Title Page	Operational and financial Analysis of Solid Waste Management Strategy in Newfoundland	n/a	n/a
Roles and Qualifications	<ul style="list-style-type: none"> ▪ Proponent Team's qualifications and experience, including a short biography of key individuals ▪ Roles and responsibilities for key individuals ▪ Resumés for key individuals 	<ul style="list-style-type: none"> ▪ Consultant experience, with particular focus in operational cost analysis and specifically ▪ Consultant experience with waste management operations and waste management organizations 	20
Approach	<ul style="list-style-type: none"> ▪ Key tasks and accountabilities ▪ Availability of key individuals ▪ Work plan (including schedule with milestones) for the per the Terms of Reference as described in Appendix B 	<ul style="list-style-type: none"> ▪ Availability of key individuals for duration of the contract ▪ A comprehensive work plan that shows a clear understanding of the project requirements ▪ Overall proposal quality 	30
Costs and Remuneration and Contractual Terms	<p>Fees:</p> <ul style="list-style-type: none"> ▪ Fee schedule for the proposed scope of work including the proposed level of effort ▪ Total cost based on work plan hours and fee schedule <p>Expenses:</p> <ul style="list-style-type: none"> ▪ Disbursement cost estimate 	<ul style="list-style-type: none"> ▪ Financial evaluation will be based on the following calculation: <p>Points awarded = (Lowest proposal cost / Proposal cost being evaluated) x Total points available for Cost</p>	50
		Total	100

1. Technical Evaluation

- 1.1. The technical content of proposals submitted, as outlined in Table 2 above, must achieve from the evaluation panel an overall score of 35 or greater (out of a possible 50 points), and not less than 50% of the points in any of the criteria in order to be considered further.

2. Cost of Services

- 2.1. Cost of Services is not to exceed \$50,000.00 CDN and is to be submitted in a separate sealed envelope, appropriately identified as to the contents as specified in Section 4.
- 2.2. The proponents whose proposals meet the technical evaluation, as set out in 1.1 above, will have their “Cost of Services” sealed envelopes opened and will be assigned a value relative to the low cost of services, which will be assigned a value of 50.
- 2.3. The proponents whose proposals do not meet the technical evaluation, as set out in 1.1 above, will have their “Cost of Services” sealed envelopes returned unopened.
- 2.4. The preferred proponent will be selected on the basis of the highest overall score achieved by totaling the Technical Evaluation and Cost of Services.
- 2.5. The Department is not bound to accept the lowest cost or any proposal.

APPENDIX B:

TERMS OF REFERENCE

1. Scope of Consultant Duties

The role of the Consultant will include:

Scope:

Review Previous Analysis and Assumptions

- Four separate reports have been developed in relation to transportation costs from non-host and host regions. These reports will be made available to the successful proponent. The available reports are:
 1. BAE-Newplan Group Ltd. (March, 2013). *Western Newfoundland Solid Waste Management Plan*. Mount Pearl, NL
 2. Department of Municipal Affairs. (2016). *Financial Analysis of Transporting Solid Waste from the Western Region to the Landfill site at Norris Arm*. St. John's, NL
 3. Multi Material Stewardship Board. (2016). *Waste Transportation Subsidy: Models for Non-Host Regions*. Mount Pearl, NL
 4. Multi Material Stewardship Board. (2017). *What We Heard: Interregional Waste Transportation Costs*. Mount Pearl, NL
- Solid waste generation and composition data is available from the Multi-Material Stewardship Board (MMSB)
- Existing operational data is also available from Central Newfoundland Waste Management (CNWM), the City of St. John's and Eastern Waste Management (EWM).
- The Consultant will validate the assumptions made in the previous analyses and will develop independent assumptions based on the data available from Newfoundland and Labrador as well as other jurisdictions.
- The Consultant will complete a formal review of the previous analyses and reports.

Operational Analysis

- The Consultant will assess the operational waste management model taking into account the transportation of waste from non-host regions for final disposal at the regional landfill.
- The consultant will develop an independent operational cost model for each of the non-host regions comparing the cost of operating a landfill in the region with transporting the waste for final disposal.
- Options must comply with current environmental regulations and standards.

- The analysis should consider the net financial impact to operational costs for each waste management region including host and non-host regions.
- The Consultant will use the most recently available and local data (population, waste generation, etc.) to complete the analysis. National or regional averages may only be used where local data is not available.
- The Consultant will complete sensitivity analysis by varying key assumptions including but not limited to transportation cost, landfill tipping fees, and average waste generated.

Policy Analysis

- The consultant will review the implementation of waste management in similar jurisdictions with respect to the setting of policies and the implementation of fees.
- The consultant will review the current structure and implications of the Newfoundland and Labrador model and make recommendations regarding consistent versus inconsistent application of policy and fees across regions.

Diversion of Organic Materials

- The Consultant will also consider the operational cost impact of processing organic materials locally rather than transporting the material for landfill disposal.
- A previous report was developed to analyze options related to organic waste processing and will be made available to the successful proponent
 1. Dillon Consulting. (March, 2014). *Study of Options for Organic Waste Processing in the Province of Newfoundland and Labrador*. Halifax, NS.

Key Deliverables:

- The Consultant shall provide a formal report outlining the findings of the review process for the previous reports including an assessment of previous assumptions.
- The Consultant shall provide a formal report outlining the financial and operational analysis with, at a minimum, the following information:
 1. Executive summary
 2. Description and justification of key assumptions
 3. Operational analysis
 4. Detailed financial analysis including capital cost
 5. Organics processing analysis
 6. Conclusion
 7. Recommendations

- The Consultant will provide the Department with all work products used to complete the financial analysis including spreadsheets.
- The Consultant will provide three (3) hard copies of the final report including all appendices as well as one (1) electronic copy of the final reports and spreadsheets. Spreadsheets are to be provided in an editable format.