



Island Waste Management Corporation – An Invitation to Submit Proposal IWMC Strategic Plan 2023-2027

Purpose:

Island Waste Management Corporation invites applications from qualified consultants/facilitators to lead the development of a five (5) year strategic plan for the Corporation, 2023-2027.

The proponent will undertake stakeholder engagement and prepare a strategic plan for IWMC. Stakeholder engagement, using tools to solicit input such as interviews, focus groups and/or surveys, should include but not be limited to members of the IWMC Board, the Departments of Transportation and Infrastructure and Environment, Energy and Climate Action, employees of IWMC, industry representatives (e.g., waste collection contractors), and the public.

Background:

Island Waste Management Corporation (IWMC) is a Provincial Crown Corporation that administers and provides solid waste management services for Prince Edward Island. The mandate is to deliver a cost-effective and environmentally responsible provincial waste management system to both the residential and commercial sectors of PEI.

The first ever IWMC strategic plan will set us on a solid course to further strengthen IWMC, by building organizational excellence through continuous improvement and using evidence to inform program and policy development, and service delivery.

The strategic plan will serve as a guidepost for the next five years. A living document, it will ensure IWMC is focused on activities and objectives that will enhance the service and improve results for customers. IWMC remains on the leading edge of waste management practices, and must be innovative and strategic to retain that edge and continue to be a leader in Canada.

Scope:

The IWMC Strategic Plan 2023-2027 should address and deliver the following:

1. Guide IWMC through a fulsome review and development of a vision, mission, values and objectives.
2. Complete an examination of the current state of the business, identifying problem areas, opportunities, and internal and external forces.
3. Develop a clear and practical definition of what “success” looks like in 5 years, 2023-27.

4. Reflect on past learnings with a view towards success for the future, including specific trends such as the Prince Edward Island 2040 Net Zero Framework and its expected impact over the five year planning period.
5. Engage stakeholders in identifying priorities.
6. Identify shared goals and priorities for the next five years.
7. Prepare a simple, results-oriented, easy to implement action plan.
8. Enable IWMC to focus on execution tied to measureable results.
9. Produce two final reports, one to be used as an internal document that outlines the strategic plan in full, as well as, an external document to be shared with stakeholders and the public as to our strategic direction.
10. Deliver presentations on the strategic plan to the Board of Directors and IWMC Management team.

Proposal outline:

Corporate Overview (Proponent and Sub-consultants)

- a) History of firm and experience in general.
- b) Size of firm – Number of full time employees, associated sub-consultants.
- c) Related Experience – A summary of relevant experience of the proposed project team, including prime and sub-consultants, in completing assignments of this type in a similar size, scope, and complexity within the last five years. The relevant experience should focus on work in the following areas:
 - facilitation of a planning process, including strategic, action and implementation framework and design, with particular focus on diverse public/private organizations.
 - familiarity working with public/private sector board members, senior management and a diverse group of stakeholders.
 - experience in moving strategy to implementation with tactical/actionable measures; and,
 - experience with report writing of planning reports.
- d) Statement of ability to handle this work in conjunction with any existing and upcoming workloads.

Project Team Members:

- a) A description of the experience and capabilities (including membership in professional planning associations) of each team member, number of years at the firm, and their role and responsibility during this project (limit one page/member). The relevant experience should be limited to work in the areas indicated above.
- b) Team leaders must have related experience completed in the last three (3) years.

- c) Indicate the expected effort for each team member to complete the contract requirements.

Project Understanding:

- a) Proponents must demonstrate their understanding of the goals of the project, the functional and technical requirements, the constraints and the issues that will shape the end product.
- b) Proponents must demonstrate that they have the capability to perform the services contemplated in this invitation to propose, meet project challenges and provide a plan of action.

Organization and Methodology:

Provide a design schedule showing all tasks and milestones to meet the schedule and organize the work.

Submission of Price and Terms of Payment:

The proponent shall provide a fixed lump sum price for this assignment including professional fees and disbursements. This lump sum price shall include all meetings and any additional investigations the proponent may deem required.

Time line:

Work to be completed by December 30, 2022.

Insurance:

The successful proponent will be required to, at the proponent’s expense, establish and maintain Professional Errors and Omission Insurance. The insurance shall have a minimum Limit of Liability of \$250,000 per claim and \$1,000,000 per policy period. The proponent shall accept responsibility for the acts and omissions of all sub-consultants it may engage in rendering the service on the Project.

Evaluation:

The proponent’s proposal shall be evaluated in accordance with the following criteria.

Proposal Evaluation Criteria	Total Value 100 points
Proposal quality, overall organization & project team	20 points
Strategic planning and project experience	20 points
Demonstrated understanding of the assignment	10 points
Methodology & schedule	20 points
Lump Sum Price	30 points

Proposals will be evaluated by IWMC on the basis of perceived “best value” to the Corporation and as such, the lowest price may not mean award. IWMC reserves the right to select and award using its sole discretion and to reject any and all proposals as it sees fit.

Submissions:

Proponents should submit their proposal containing one (1) electronic copy saved as a Portable Document Format (PDF) to kmacdonald@iwmc.pe.ca . The file name on the electronic copy should include an abbreviated form of the proponent's name and RFP#. Unless specifically requested in this solicitation document, proponents should not submit product catalogues or other marketing materials with their bid.

IWMC will not accept proposals submitted by facsimile transfer, courier, mail, hand delivery or any other electronic means.

Proposal for:

Island Waste Management Corporation Strategic Plan – 2023-2027

110 Watts Avenue, Charlottetown, PE C1A 2C1

Attention: Karen MacDonald, CEO

Email: kmacdonald@iwmc.pe.ca

Submission Deadline:

Proposals must be received no later than **2:00 p.m. (Local Time - Charlottetown, PE) on Wednesday, June 22, 2022**. Proposals received after the time and date noted above may not be opened and/or not considered.