

**REGIONAL DISTRICT OF NANAIMO
SOLID WASTE MANAGEMENT SELECT COMMITTEE MEETING**

**TUESDAY, APRIL 12, 2016, 2:00 PM - 4:00 PM
RDN Committee Room**

A G E N D A

PAGES

CALL TO ORDER

DELEGATIONS

MINUTES

2-4 Solid Waste Management Select Committee held March 10, 2016.

BUSINESS ARISING FROM THE MINUTES

COMMUNICATIONS/CORRESPONDENCE

UNFINISHED BUSINESS

ADVISORY COMMITTEE

5-8 Minutes; Regional Solid Waste Advisory Committee meeting held
February 18, 2016.

9-12 Minutes; Regional Solid Waste Advisory Committee meeting held
March 17, 2016.

REPORTS

13-15 Comprehensive Engineering Tender Award. (L. Gardner)

PRESENTATION

Status of 2016 Capital Projects (Buildings, North Berm, Scale House)
(L. Gardner)

Status Update on SWMP Review Process. (L. Gardner)

ADDENDUM

BUSINESS ARISING FROM DELEGATIONS OR COMMUNICATIONS

NEW BUSINESS

ADJOURNMENT

REGIONAL DISTRICT OF NANAIMO

MINUTES OF THE SOLID WASTE MANAGEMENT SELECT COMMITTEE MEETING HELD ON THURSDAY, MARCH 10, 2016 AT 12:00 PM RDN COMMITTEE ROOM

Present:

Director A. McPherson	Chairperson
Director H. Houle	Electoral Area 'B'
Director M. Young	Electoral Area 'C'
Director J. Stanhope	Electoral Area 'G'
Director J. Hong	City of Nanaimo
Director B. McKay	City of Nanaimo

Also in Attendance:

D. Trudeau	CAO, RDN
L. Gardner	Manager of Solid Waste, RDN
S. Horsburgh	Senior Solid Waste Planner, RDN
R. Alexander	General Manager, RCU, RDN
R. Graves	Recording Secretary, RDN

Regrets:

Director J. Kipp	City of Nanaimo
Director M. Lefebvre	City of Parksville
Director T. Westbroek	Town of Qualicum Beach

CALL TO ORDER

The meeting was called to order at 12:10pm by the Chairperson.

MINUTES

MOVED Director Stanhope, SECONDED Director McKay, that the minutes from the Solid Waste Select Committee meeting held February 9, 2016 be adopted. CARRIED

BUSINESS ARISING FROM THE MINUTES

COMMUNICATIONS/CORRESPONDENCE

UNFINISHED BUSINESS

ADVISORY COMMITTEE

MOVED Director McKay, SECONDED Director Young, that the minutes from the Regional Solid Waste Advisory Committee meeting held February 4, 2016 be received for information only. CARRIED

REPORTS

Bylaw No. 1591.06 Solid Waste and Recycling Collection Service Bylaw Amendment Report.

L. Gardner gave a presentation on the Bylaw No. 1591.06 Solid Waste and Recycling Collection Service Bylaw Amendment report. The Solid Waste and Recycling Collection Service provides curbside collection to approximately 28,000 homes (excluding the City of Nanaimo) and is funded entirely by user fees. The proposed 2016 user fees cover contracted collection service fees, tipping fees at disposal facilities, administration and communications. The proposed 2016 fee for prompt payment is an

increased of \$3.65 which results in \$125.15/year for each household receiving garbage, foodwaste and recyclables collection. The extra garbage tag is proposed to be increased from \$2.00 to \$3.00 which will match the City of Nanaimo's extra garbage tag charge.

MOVED Director McKay, SECONDED Director Houle, that the Bylaw No. 1591.06 Solid Waste and Recycling Collection Service Bylaw Amendment Report be received. CARRIED

MOVED Director Stanhope, SECONDED Director Young that the "Regional District of Nanaimo Solid Waste and Recycling Collection Service Rates and Regulations Amendment Bylaw No. 1591.06, 2016" be introduced and read three times. CARRIED

MOVED Director Stanhope, SECONDED Director Young that the "Regional District of Nanaimo Solid Waste and Recycling Collection Service Rates and Regulations Amendment Bylaw No. 1591.06, 2016" be adopted. CARRIED

Solid Waste Management Regulation Bylaw No. 1531.06 Fees Report.

L. Gardner provided an update on the Solid Waste Management Regulation Bylaw No. 1531.06 Fees report which included issues around prohibited and problematic waste, landfill handling and disposal of the waste. (e.g. asbestos, mattresses, waste that contains ODS). To offset costs to manage these materials, surcharges are proposed for mattresses and ODS appliances and a fee increase for asbestos waste. The amendments would also allow invasive plants to be received from a neighbouring jurisdiction, as well as animal carcasses delivered to the Chruuch Road Transfer Station by a government agency. The amendments also include some housekeeping revisions.

MOVED Director Stanhope, SECONDED Director Houle, that the Solid Waste Management Regulation Bylaw No. 1531.06 Fees report be received. CARRIED

MOVED Director Stanhope, SECONDED Director Young that the "Regional District of Nanaimo Solid Waste Management Regulation Bylaw No. 1531.06, 2016" be introduced and read three times. CARRIED

MOVED Director Stanhope, SECONDED Director Young that the "Regional District of Nanaimo Solid Waste Management Regulation Bylaw No. 1531.06, 2016" be adopted. CARRIED

PRESENTATION

Status Update on SWMP Review Process.

L. Gardner provided an update on a presentation that was given at the February 18, 2016 Regional Solid Waste Advisory Committee meeting on options for residual waste and the costs and diversion rates. The options included:

- Materials Recovery Facility (MRF)
- Waste to Fuel
- Biological Energy Recovery
- Thermal Energy Recovery
- Landfill

MOVED Director Houle, SECONDED Director Hong, that staff organize a tour of Vancouver Island facilities for SWMSC members to view. CARRIED

NEW BUSINESS

ADJOURNMENT

Moved Director McKay, SECONDED Director Stanhope, that the meeting be adjourned.

CHAIRPERSON

**REGIONAL DISTRICT OF NANAIMO
REGIONAL SOLID WASTE ADVISORY COMMITTEE MEETING
HELD ON THURSDAY, FEBRUARY 18, 2016
BOARD CHAMBERS**

Present:

Alec McPherson	Chair, RDN Director
Bill McKay	Deputy Chair, RDN Director
Jan Hastings	Non Profit Representative
Derek Haarsma	Business Representative
Wally Wells	Business Representative
Craig Evans	Member at Large
Michele Green	Member at Large
John Finnie	Member at Large
Jim McTaggart-Cowan	Member at Large
Ellen Ross	Member at Large
Amanda Ticknor	Member at Large
Stewart Young Jr.	Business Representative
Fred Spears	District of Lantzville

Also in Attendance:

Howard Houle	RDN Director
Wendy Pratt	RDN Director
Bill Veenhof	RDN Director
Maureen Young	RDN Director
Larry Gardner	Manager of Solid Waste, RDN
Rebecca Graves	Recording Secretary, RDN
Sharon Horsburgh	Senior Solid Waste Planner, RDN
Jane MacIntosh	Superintendent, RDN
Dennis Trudeau	CAO, RDN
Maggie Warren	Superintendent, RDN

Regrets:

Gerald Johnson	Member at Large
Charlotte Davis	City of Nanaimo
Geoff Goodall	City of Nanaimo
John Marsh	Town of Qualicum Beach
Chief & Council	Nanoose First Nation
Chief & Council	Snuneymuxw First Nation
Michael Recalma	Qualicum First Nation
Glenn Gibson	Island Heath
Al Leuschen	Ministry of Environment
Karen Muttersbach	Environment Canada
Michael Tripp	Business Representative
Randy Alexander	General Manager, RCU, RDN
Jeff Ainge	Zero Waste Coordinator, RDN
Meghan Larson	Special Projects Coordinator, RDN

CALL TO ORDER

The Chairperson called the meeting to order at 5:04 PM and respectfully acknowledged the Coast Salish Nations on whose traditional territory the meeting took place.

DELEGATES

MINUTES

MOVED J. McTaggart-Cowan, SECONDED B. McKay, that the minutes from the meeting of the Regional Solid Waste Advisory Committee regular meeting held February 4, 2016, be received for information only and be amended. CARRIED

BUSINESS ARISING FROM THE MINUTES

UNFINISHED BUSINESS

COMMUNICATIONS/CORRESPONDENCE

REPORTS

Residual Management Options (Morrison Hershfield - K. Fichtner – Presentation)

L. Gardner gave an introduction to the Residual Management Presentation and discussed the upcoming Stage 2 timeline for RSWAC/SWMSA meetings.

K. Fichtner gave a presentation on Waste Processing Technologies. Technologies available to process waste include Material Recovery Facilities, Waste to Fuel, Biological Energy Recovery and Thermal Energy Recovery. Summary of costs, diversion rates along with advantages and disadvantages of each technology was presented.

B. McKay asked if there are any examples of businesses that are using one of these processes that would produce lower emissions than the current endeavour?

K. Fichtner replied that from his experience cement kilns have the potential to offset the use of coal and lower overall emissions if they are permitted to use waste as a fuel source.

B. McKay commented on the composition of waste and the new material being introduced causing an increase in the level of non-recyclable materials which are becoming almost impossible to recycle.

K. Fichtner remarked that some material is getting harder to recycle and therefore creating the development of product stewardship programs. Construction and demolition materials in a lot of municipalities are causing a problem and composite materials are challenging to recycle.

J. Finnie questioned if the information provided was showing higher costs for combustion and pyrolysis processes and how much of that cost is due to emission control systems or is it part of the technology cost?

K. Fichtner replied 30-50% of the cost is for emission control systems.

B. McKay questioned if Vancouver Island has been viewed as a model and if Nanaimo could become a central clearing house for a polymer plant?

K. Fichtner could not answer but would like to follow-up. There is a recent study conducted for Regional Districts from Central and Southern Vancouver Island that concluded both highway and rail transportation was more expensive than to have a regional facility to manage their own residual waste.

J. McTaggart-Cowan enquired about a cost estimate to make the material at Nanaimo Organic Waste (NOW) a Class A product?

L. Gardner, NOW produces a Class A compost in accordance with the Provincial Organic Matter Recycling Regulation. However due to contaminants the finished compost is difficult to market. NOW is a privately owned facility and the current owners would be required to invest significant Capital in the plant to improve the end produce. The owners have reviewed the option of installing an anaerobic digestion (AD) system. Orgaworld that are building the new facility in Surrey visited NOW and gave the owners some advice and a cost estimate with regards improving the operation and the quality of the finished product. It is not improvements at the front end of the operation but a change in how the feedstock is processed to help remove contamination that will greatly improve the end product.

D. Haarsma questioned the waste material in a dirty MRF if under ideal conditions we could capture 45% and the remainder 55% would still go to landfill?

K. Fichtner replied that the material balance is maximum 20% recycling, maximum 40% organics, and 40% left for residuals and those residuals could be made to fuel or be landfilled.

J. MacIntosh questioned if the waste material prepared for the digestion system could be used at a wastewater treatment facility?

K. Fichtner replied that the AD systems are designed for a certain biological oxygen demand and if you add a lot of solids it would overload the system.

B. McKay asked if there are any examples of facilities that produce energy from these technologies that is utilized as district energy?

K. Fichtner commented that Houwelling Nurseries Co generation plant in Delta utilizes landfill gas in its greenhouses near the Vancouver Landfill.

B. McKay questioned if glass is going the way of newsprint as far as volume?

K. Fichtner replied that there is a bit of glass recycling in some areas but the use of glass is getting less. There aren't a lot of markets for used glass and manufactures can make glass cheaper from sand than from cullet.

GROUP EXERCISE

L. Gardner introduced the group exercise and the Committee broke off into groups to discuss the topics "Which residual management options would you advise the board to consider and why?" and "What would trigger you to advise the Board to consider any new technologies in the future?"

The results from the Group Exercise are shown in Table 1 below.

TABLE 1	Group Exercise	
Group	Which Residual Management Options Would You Advise The Board to Consider And Why?	What would trigger you to advise the Board to consider any new technologies in the future?

#1	<ul style="list-style-type: none"> • Landfill capacity (somewhere/somehow) • Integrate with clean MRF • Continue to embrace new and emerging technologies 	<ul style="list-style-type: none"> • Collaborating with other jurisdictions for new ideas, economies of scale, including diversion strategies.
#2	<ul style="list-style-type: none"> • MRF- for residual, (dirty) for ICI and for what is already going to the landfill (garbage) with an AD closed system • Prefer SS to create a more robust system first. 	<ul style="list-style-type: none"> • We define technology as regulation and enforcement and the “force is with us”, we have been triggered
#3	<ul style="list-style-type: none"> • Island solution • Education/Enforcement • Keep eyes open/stay informed • Source control improvements • Siting new landfill extremely hard (0.1%) 	<ul style="list-style-type: none"> • No other alternatives – must • New technology arises • Cost effective • Known markets • High social value • Community benefit

ADDENDUM

NEW BUSINESS

ADJOURNMENT

MOVED B. McKay, SECONDED J. McTaggart-Cowan, that this meeting be adjourned.

Time: 7:30 pm.



 CHAIRPERSON

**REGIONAL DISTRICT OF NANAIMO
REGIONAL SOLID WASTE ADVISORY COMMITTEE MEETING
HELD ON THURSDAY, MARCH 17, 2016
BOARD CHAMBERS**

Present:

Alec McPherson	Chair, RDN Director
Bill McKay	Deputy Chair, RDN Director
Jan Hastings	Non Profit Representative
Derek Haarsma	Business Representative
Wally Wells	Business Representative
Dean Jones	Waste Management Industry
Craig Evans	Member at Large
Ben Geselbracht	Member at Large
Michele Green	Member at Large
Gerald Johnson	Member at Large
Jim McTaggart-Cowan	Member at Large
Ellen Ross	Member at Large
Geoff Goodall	City of Nanaimo

Also in Attendance:

Larry Gardner	Manager of Solid Waste, RDN
Rebecca Graves	Recording Secretary, RDN
Sharon Horsburgh	Senior Solid Waste Planner, RDN
Meghan Larson	Special Projects Coordinator, RDN
Randy Alexander	General Manager, RCU, RDN

Regrets:

Charlotte Davis	City of Nanaimo
John Marsh	Town of Qualicum Beach
Chief & Council	Nanoose First Nation
Chief & Council	Snuneymuxw First Nation
Michael Recalma	Qualicum First Nation
Glenn Gibson	Island Heath
Al Leuschen	Ministry of Environment
Karen Muttersbach	Environment Canada
Michael Tripp	Business Representative
Dennis Trudeau	CAO, RDN
Fred Spears	District of Lantzville
Stewart Young Jr.	Business Representative
John Finnie	Member at Large
Amanda Ticknor	Member at Large

CALL TO ORDER

The Chairperson called the meeting to order at 5:07 PM and respectfully acknowledged the Coast Salish Nations on whose traditional territory the meeting took place.

DELEGATES

Ellen Ross gave a brief presentation on reusable bags that she helped to design and that are now distributed by Loblaw's. Approximately 7 years ago she approached the corporate office at Loblaw's and requested that a standard bag be designed, and it is now available for purchase to help keep plastic bags out of the landfill.

MINUTES

MOVED J. McTaggart-Cowan, SECONDED B. McKay, that the minutes from the meeting of the Regional Solid Waste Advisory Committee regular meeting held February 4, 2016, be adopted. CARRIED

MOVED B. McKay, SECONDED G. Johnson, that the minutes from the meeting of the Regional Solid Waste Advisory Committee regular meeting held February 18, 2016, be adopted. CARRIED

BUSINESS ARISING FROM THE MINUTES

UNFINISHED BUSINESS

COMMUNICATIONS/CORRESPONDENCE

REPORTS

Construction and Demolition Waste – Current State & Future Options (S. Horsburgh – Presentation)

S. Horsburgh gave a presentation on the current state of the Construction and Demolition (CD) Waste and future options and to estimate additional waste diversion potential from the CD sector of the waste stream.

J. McTaggart-Cowan questioned the use of the word items that are “difficult” to recycle but simply because of quantity here in the RDN we don’t have enough to make it profitable for companies to do it. Perhaps we need to find another way to work with other regional districts or Vancouver area to get items over there.

S. Horsburgh commented that in BC there are no new stewardship programs being considered for introduction in the short term. The RDN currently accepts asbestos from the Cowichan Valley at the landfill.

L. Gardner remarked that a significant portion of non-recyclable materials is asbestos, insulation/drywall with asbestos, painted materials, treated wood, and as regulatory requirements are tightening up there are more items coming to the landfill as it is the only option for disposal.

J. Hastings questioned what would the diversion options be if composite or painted wood ends up in the landfill?

S. Horsburgh commented that the mills have less tolerance to accept treated wood and the only alternative at the moment is to landfill.

D. Jones commented that DBL ships ground wood waste to Catalyst mills and they have a 2% tolerance for contaminants. Products that are problematic are wood laminated with other materials such as countertops. These materials along with pressure treated wood are landfilled.

Typically, house demolitions require hazardous materials testing to be conducted to identify if the building contains lead based paints and or asbestos. Removal of these materials requires staff to follow strict handling procedures to meet health and safety regulations.

J. McTaggart-Cowan questioned how much of the self-haul is small industry versus the homeowner?

S. Horsburgh replied that the majority of self-haul customers are residential.

D. Jones commented that the building industry has moved away from lead based paint as people are demanding more environmental friendly products.

C. Evans asked if the wood waste that's received at the landfill was processed for beneficial purposes.

L. Gardner commented that the landfill uses the wood grind to build road bases to move equipment around the site.

C. Evans questioned if that is considered diversion from the landfill?

S. Horsburgh responded that ground wood waste and asphalt shingles are counted as beneficial use as these materials are used in landfill applications.

L. Gardner commented that beneficial use is considered diversion from the landfill. We report to the Ministry of Environment standards but as far as utilization on site we would import one way or another because we need it to operate.

C. Evans asked if there was anywhere in the lower mainland taking old carpets for recycling?

J. Hastings replied to C. Evans that there are two possible kinds of carpet recycling. What's currently being done now is the new carpet because P.E.T. can be recovered for recycling. However, what you are describing is repurposing and grinding up carpet for other uses. There are definitely markets for recycling underlay that can be crushed and reused so this item could be diverted from landfill.

D. Jones remarked on the interpretation of the term beneficial use when wastes used in a landfill application is considered diversion?

L. Gardner commented that the RDN promoted a more restrictive definition of beneficial use but it wasn't supported by the waste management sector or the province. In the end we report as directed and follow rules that are given to us by the province

B. Geselbrecht asked what is the fraction of the percent of the total waste used for the roads?

S. Horsburgh replied it is a very small component of the overall waste stream that is being repurposed on site.

B. McKay mentioned a person in Vancouver that sets up in a warehouse such as Jordan's and carpets/underlay are dropped off and then he takes the product away for recycling. Perhaps a similar initiative could be developed on Vancouver Island and this opportunity could be taken on by a social enterprise?

B. McKay questioned once a permit has been issued, where can we go to ensure that the CD waste is properly being disposed of?

S. Horsburgh replied that this is an opportunity in the future to work with Community Planning and development departments region wide, so a standardized process for including recycling plans as part of issuing demolition permits to demonstrate how the waste is being handled.

G. Johnson remarked that the solution is simple; they should need to amend the demolition permit to include a recycling plan?

L. Gardner answered that we could ask for a recycling plan but we could not enforce the plan without additional authorities. If we ask for permission, in the SWMP, to say we would like to regulate the conditions in the building permit, and if the province agreed, then we could proceed.

J. McTaggart-Cowan questioned what is needed or what is the new authority to ask for to step up and get control on the demolition permit?

L. Gardner replied if we can get a mandate from the RSWAC and it gets Board support we would create a draft bylaw. If there is no interest at this stage we wouldn't pursue further.

GROUP EXERCISE

L. Gardner introduced the group exercise and the Committee broke off into groups to discuss the topics that have been topics of interest with the committee. A summary of the chart was distributed to committee members on March 23rd. Based on the summary, as well as discussions during the exercise, the following themes emerged and required further discussion:

- Education
- Enforcement/Regulatory Tools
- Zero Waste
- Economic Drivers/Incentives to drive diversion
- Residual Management

ADDENDUM

NEW BUSINESS

ADJOURNMENT

MOVED J. McTaggart-Cowan, SECONDED G. Johnson, that this meeting be adjourned.

Time: 7:37 pm.

CHAIRPERSON

TO: Larry Gardner
Manager, Solid Waste

DATE: April 5, 2016

MEETING: SWMSC, April 12, 2016 &
BOARD, April 26, 2016

FROM: Jane MacIntosh
Superintendent Landfill Operations

FILE: 2240-20 XCG

SUBJECT: Contract Award for Consulting Engineering Services at the Regional Landfill

RECOMMENDATION

That XCG Consultants Ltd. be awarded a contract to provide consulting engineering services at the Regional Landfill for a three-year term with the option of renewing for an additional two-years.

PURPOSE

To consider awarding a contract for consulting engineering services at the Regional Landfill in response to a recent Request for Proposals (RFP) issued by the Regional District of Nanaimo (RDN) in March, 2016.

BACKGROUND

XCG Consultants Ltd. currently provides consulting engineering services at the Regional Landfill and have been doing so since 2001, though the contract has been retendered since that time. The existing contract expires May 11, 2016.

A RFP for Consulting Engineering services was recently advertised on the BC Bids website and posted on the RDN web page to solicit proposals from interested firms. Six firms experienced in landfill engineering provided proposals by the deadline of March 28, 2016. The firms that submitted proposals were SNC Lavalin (SNC), Morrison Hershfield, Sperling Hanson & Associated (SHA), GHD (formerly Conestoga Rovers & Associates), Golder Associates, and XCG Consultants Ltd. (XCG).

The proposals were evaluated by a committee of four RDN staff with respect to project team expertise, past corporate experience, project management methodology, fee structure and deliverables. Although the evaluation indicated that the top three firms could provide acceptable service, the evaluation committee concluded that the proposal from XCG Consultants Ltd. (XCG) provided the best value to the RDN with respect to technical merit and price competitiveness. Overall they ranked the highest in the evaluation.

Engineering services are required to provide technical support for capital projects and operational issues that arise, which can require detailed design or plans approved by an engineer. The XCG team provides technical expertise in all service areas requested in the RFP, specifically in landfill gas management, leachate management, liner systems, and cover systems. XCG Consultants Ltd. will utilize local subcontractors for civil and geotechnical support and electrical design as required. XCG included Harold

leachate management, liner systems, and cover systems. XCG Consultants Ltd. will utilize local subcontractors for civil and geotechnical support and electrical design as required. XCG included Harold Engineering in Nanaimo on the team as a sub-consultant to improve their local Nanaimo-based capacity in civil infrastructure. Consulting engineering services under this contract would be provided on an “as-required basis” and the Solid Waste Department retains the ability to issue RFPs for other individual projects.

The XCG proposal provides a high quality of service at competitive rates with the following value-added benefits:

- No hourly fees for XCG staff travelling to Nanaimo (travel costs limited to disbursements only);
- No charges for minor tasks or technical support services requiring less than 30 minutes to complete;
- No mark-ups on sub-consultants and contractors;
- Annual update meeting at no cost to the RDN;
- Dedicated SharePoint folder to enable review of design documents and electronic archive of reports; and
- Annual summary letter report outlining all capital projects undertaken during the preceding year and updating the capital cost estimate for projects to be undertaken in the subsequent year.

XCG, who currently provides consulting engineering services at the Regional Landfill, is involved in a number of complex landfill projects such as the infrastructure upgrade (new office and maintenance shop) and the detailed design of North Berm lateral expansion. Regardless of which firm is selected for the consulting engineering services under this tender, it would be prudent to remain with XCG for completion of these capital projects. The building projects will be complete early this spring and the North Berm is at the tendering stage. Costs for the North Berm will be in excess of \$3 million and XCG has developed the concept, design and tender. Changing to another consultant is likely to result in project delays and certainly will incur higher cost by virtue of the design review. The North Berm is expected to be completed in late 2016.

ALTERNATIVES

1. Award a contract to XCG Consultants Ltd. to provide consulting engineering services at the Regional Landfill for a three-year term with the option of renewing for an additional two-year term.
2. Award the contract one of the other qualified proposals, and, retain XCG Consultants Ltd. for completion of the existing capital projects (i.e. buildings, berm).
3. Alternate direction as provided by the Select Committee and/or Board.

FINANCIAL IMPLICATIONS

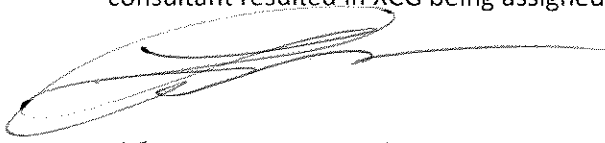
Consulting engineering services are expected to range in cost from \$100,000 to \$200,000 per year during the life of the project dependent on the actual projects undertaken in any given year. The selection committee concluded that the competitive fee schedule and value added services offered by XCG provided the most cost-effective alternative to the RDN. Due to their tenure providing this service, XCG carries a wealth of Nanaimo landfill history. This will ultimately allow for timely decisions to be made and considerable financial savings where other firms would need additional study to understand a project background. If another proponent were to be selected staff believe that additional funds should be forecast to offset the expense of this learning curve.

STRATEGIC PLAN IMPLICATIONS

A timely decision making process and sound financial commitments attribute to capital and strategic planning stability. In addition to landfill operation and maintenance, the facility is tasked with maintaining regulatory compliance, protecting the surrounding environment and developing plans to best utilize available landfill space and extend the operational life of the landfill. XCGs background in landfill operational and capital projects will help the facility meet these goals.

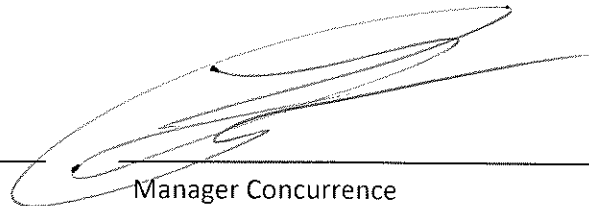
SUMMARY/CONCLUSIONS

The evaluation committee concluded XCG had the highest ranked proposal when considering the technical and financial submissions in accordance with the RFP evaluation process. The combination of XCG's experience with; the RDN landfill infrastructure; proposed handling of travel-time; project management and reporting; in conjunction with local resources such as Harold Engineering as sub-consultant resulted in XCG being assigned the highest score by the evaluation committee.

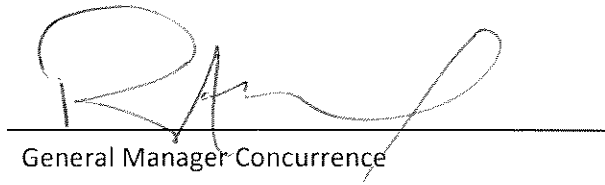


FOR JANE MACINTOSH

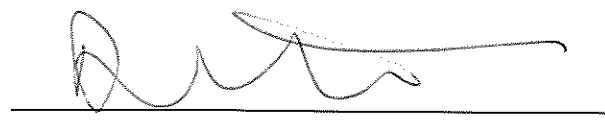
Report Writer



Manager Concurrence



General Manager Concurrence



CAO Concurrence