

REQUEST FOR PROPOSALS

Review of the *Canada-wide Strategy for the Management of Municipal Wastewater Effluent*

Water Management Committee Canadian Council of Ministers of the Environment

1.0 BACKGROUND

The Canadian Council of Ministers of the Environment (CCME) is the primary minister-led federal, provincial and territorial intergovernmental forum for action on environmental issues of national and international concern. The 14 member governments work as partners in developing consistent environmental standards and practices.

The *Canada-wide Strategy for the Management of Municipal Wastewater Effluent* (MWWE Strategy) was developed in 2009 and extends until 2041. Wastewater is an evolving topic, and the challenges that governments face today may not be the same challenges that were identified in 2009. To assess the efficacy and challenges of the MWWE Strategy and examine new and emerging issues, the Municipal Wastewater Effluent Project Team (hereafter “the CCME Project Team”) requires the assistance of a contractor to conduct a review of the MWWE Strategy.

2.0 STATEMENT OF WORK

The Contractor will prepare a report that summarizes the progress that has been made towards meeting the commitments in the MWWE Strategy, the gaps and barriers federal, provincial and territorial (FPT) governments have faced in meeting the commitments, potential approaches to addressing the gaps and barriers, and emerging issues and opportunities in managing municipal wastewater effluent.

3.0 SCOPE OF WORK

The project will commence by December 12, 2025, and conclude by August 18, 2026.

The Contractor must have knowledge and expertise regarding:

- requirements and regulations for wastewater management in Canada
- wastewater treatment design
- municipal wastewater planning
- different types and sizes of wastewater treatment facilities in Canada (e.g., population size, remote vs. urban systems, lagoon vs. mechanical).

The consultant will have experience with engagement and conducting surveys.

Proficiency in communicating in both official languages is required (read, write, speak), as the Contractor will be responsible for communicating with FPT governments in both English and French. Some materials will only be available in French.

The following will be considered an asset:

- knowledge of wastewater management outside of Canada
- knowledge and expertise with capital asset management
- experience working in and/or with multiple jurisdictions in Canada.

All deliverables will be provided in English unless specified otherwise and will be written and structured in a clear, concise and user-friendly manner. The primary audience for the deliverables will be a range of professionals in FPT governments. Information will be presented in a consistent format. Tables, charts, graphs, or other visuals may be used where they aid in clarity and comprehension. All deliverables will follow the CCME style guide, which will be provided to interested bidders upon request.

Draft deliverables will be prepared and submitted with the same content and quality as if they were final, including grammar, tone, logical process flow, proper citations, consistency and technical contents.

3.1 Tasks

Without limiting the scope of work, the Contractor shall carry out the main items of work as described herein.

Task 1: Project Initiation Meeting

The Contractor, Project Authority and Contract Authority will meet via videoconference within a week of the signing of the contract to discuss and agree upon the scope of the project, expectations for deliverables and periodic reports, format of deliverables and expected timelines.

Prior to the project initiation meeting the Project Authority will provide the Contractor with an initial list of contacts for the surveys, and a list of materials that can help inform the work.

Task 2: Review Relevant Materials

Review materials provided in Task 1 to support the development of the surveys (Tasks 4 and 5) and the report and synthesis (Task 7).

Task 3: Lists of Contacts

The Contractor will provide the Project Authority and Contract Authority with a proposed list of contacts to be surveyed in Tasks 4 and 5 by January 20, 2026, building on the initial list provided

in Task 1. The proposed list of contacts will include a minimum of one representative from each FPT government, as well as representatives from Indigenous organizations, municipalities and/or municipal associations, national, provincial and territorial wastewater associations, and other representative organizations. The intent is to receive at least 45 survey responses in total, reflecting a diversity across a wide range of contacts (including both urban and rural associations, organizations and communities), and a minimum of 14 responses from FPT governments, and 30 responses from outside FPT governments.

The Project Authority will provide CCME Project Team comments on the proposed list of contacts by February 10, 2026. The Contractor will update the list of contacts based on comments from the CCME Project Team and will provide a revised list by February 17, 2026.

Task 4: Survey of FPT Governments

The Contractor will develop and conduct a survey of FPT governments on:

- a) the status of each commitment of the MWW Strategy (see list of commitments in the Appendix of this document)
- b) which areas of the MWW Strategy have seen the most and least progress
- c) which barriers have been encountered regarding outstanding commitments of the MWW Strategy
- d) the economic challenges in implementing the commitments (including initial investments, and maintenance and operational costs)
- e) new and emerging issues in wastewater
- f) actions FPT governments are undertaking to address new and emerging issues in wastewater
- g) opportunities in managing municipal wastewater effluent.

The Contractor will provide draft survey questions to the Project Authority and Contract Authority by January 20, 2026. The Project Authority will provide CCME Project Team comments on the survey questions by February 10, 2026. The Contractor will provide a revised set of survey questions, which addresses comments provided by the CCME Project Team, to the Project Authority and Contract Authority by February 17, 2026.

The Contractor will translate and conduct the survey in both official languages and incorporate the resulting information into the Task 7 report.

Task 5: Survey of Stakeholders and Other Interested Parties

The Contractor will develop and conduct a survey of Indigenous organizations, municipalities and/or municipal associations, national, provincial and territorial wastewater associations, and other representative organizations on:

- a) new and emerging issues in wastewater
- b) actions FPT governments are undertaking to address these issues
- c) opportunities in managing municipal wastewater effluent.

The Contractor will provide draft survey questions to the Project Authority and Contract Authority by January 20, 2026. The Project Authority will provide CCME Project Team comments on the survey questions by February 10, 2026. The Contractor will provide a revised set of survey questions, which addresses comments provided by the CCME Project Team, to the Project Authority and Contract Authority by February 17, 2026.

The Contractor will translate and conduct the survey in both official languages and incorporate the resulting information into the Task 7 report.

Task 6: Annotated Table of Contents

The Contractor will submit a draft annotated table of contents for the report (Task 7) to the Project Authority and Contract Authority by March 31, 2026. The Project Authority will provide the Contractor with CCME Project Team comments on the annotated table of contents by April 21, 2026. The Contractor will revise the annotated table of contents based on comments from the CCME Project Team and will provide a final version by April 28, 2026.

Task 7: Report

The Contractor will analyze survey results and prepare a report (maximum of 40 pages plus appendices) for an audience of FPT governments that summarizes the survey results and relevant materials, and uses the consultant's knowledge of wastewater management in Canada to provide recommendations for further consideration by CCME on:

- the need for future 5-year reviews and reports, and
- approaches to respond to barriers, challenges, emerging issues and opportunities.

The report will include a short (two to three page) executive summary that can function as a stand-alone synthesis of the report, excluding the recommendations, for the general public.

The finalization process for the report will include two rounds of CCME Project Team review of the completed report and synthesis, with the second drafts and final versions incorporating comments from the CCME Project Team. A minimum of four weeks is required for the CCME Project Team to review and provide comments for each round of review.

The Contractor will provide the final report to the Project Authority and Contract Authority by August 11, 2026.

Task 8: Project Close Meeting

The Contractor, Project Authority and Contract Authority will meet by August 18, 2026 to review the project to identify successes, challenges, and opportunities for improvement.

3.2 Payment and Deliverables

Payments will be based upon the Contractor's completion of tasks and as evidenced by the production of the specified deliverables listed below. Payments will be made only after receipt of such deliverables and acceptance thereof by the Project Authority and the Contract Authority. Except as otherwise specifically provided for herein or in the professional services contract entered into with CCME, CCME will not be required to pay for partially completed tasks or for any additional work that may be required that the Contractor may not have budgeted for in its proposal. CCME shall not be committed to any other basis of payment by virtue of CCME having requested or received information regarding the Contractor's method of determining its bid for the completion of the Project, including, without limitation, any information regarding estimates of time spent and hourly rates of the Contractor's employees, contractors and agents involved in the Project.

Payment will be made by CCME via electronic funds transfer (TelPay is CCME's current provider) to the Contractor according to the following schedule, subject to the deliverables listed below having been received and accepted by the Project Authority and the Contract Authority, and invoices having been submitted by the Contractor, and approved by the Project Authority and the Contract Authority and received by CCME. The Contractor will provide all necessary information to enable electronic funds transfers before initiating work on the project. If the electronic payment information provided by the contractor is incorrect and results in a returned payment, the Contractor will be responsible for reimbursing CCME for the service fees charged by CCME's electronic funds transfer provider.

Deliverables	Payment Amount (% of contract value, inclusive of all applicable taxes)	Target Date
Project Initiation Meeting, Review of relevant documents, List of Contacts, Survey FPT Governments, Survey of Stakeholders and Other Interested Parties, and Annotated Table of Contents (Tasks 1 to 6)	50%	March 31, 2026
Report (Task 7) and Project Close Meeting (Task 8)	50%	August 18, 2026

The Contractor agrees to initiate work on the project by December 12, 2025.

The Contractor must provide all deliverables in electronic format to the Project Authority and Contract Authority no later than the dates specified above. All records, including but not limited to documents, reports, briefing notes and correspondence, generated by the contractor during the course of this project must be prepared and provided in English using *Microsoft Word* for word processing, *Microsoft Excel* for data management, and *Microsoft PowerPoint* for presentations and other graphics.

All deliverables are the property of CCME and CCME reserves the right to publish them. The copyright in all materials produced as a product of the services shall belong exclusively to CCME. The Contractor shall waive all moral rights to all materials produced as a product of the services. The Contractor must advise the Project Authority of any information provided by a third party on a confidential basis for the purpose of the study and is to transmit the original documents containing any such information to the Contract Authority and Project Authority under separate cover.

All discussion papers, reports and correspondence produced by the Contractor are subject to review by people designated by the Project Authority. The Contractor must perform all work to the satisfaction of the Project Authority and the CCME Project Team.

Sufficient flexibility is required of the Contractor to respond to changing schedules and developments.

3.3 Budget

The maximum budget for this project is \$50,000.00 Canadian, inclusive of all fees, expenses and applicable taxes; proposals in excess of the maximum budget will not be considered. Proposed professional fees must be inclusive of all office and administrative costs. Project-specific expenses such as travel costs, where required, must be estimated and included in the total estimated cost of the project. These project-specific expenses may be billed on an “as incurred” (or monthly) basis and payment will be made after written confirmation from the Project Authority that the expenses were authorized and approved. The Contractor must supply reasonable and adequate documentation to support the expense claims. Travel-related expenses must follow *CCME Guidelines for Reimbursement of Expenses*.

Bidders from HST jurisdictions are advised that CCME’s office is located in Winnipeg, Manitoba and accordingly only GST should be applied.

4.0 PROPOSALS

4.1 The proposal shall not exceed a maximum of 10 pages in length, excluding appendices. The proposal must:

- ☐ Provide an outline of the intended approach including basic tasks, schedule of activities, and budget.
- ☐ Describe the personnel of the contract team, areas of responsibility, time allotted and charge out rates.
- ☐ Document contingent procedures and personnel to be used if key team members become unavailable.
- ☐ Provide a brief description of any similar projects undertaken. Include the timeframe that the work was undertaken and key individuals involved in its completion.
- ☐ Include the names and contact information of three references.
- ☐ Include as an appendix *curricula vitae* and contact information of key team members.
- ☐ Include as an appendix:

- ☐ the bidder's legal name and mailing address
- ☐ the name and contact information of the bidder's authorized signing officer
- ☐ the name and contact information for the bidder's administrator of the contract if different from the signing officer
- ☐ the bidder's GST registration number or if exempt, proof of exempt status.

4.2 Personal information requested above is required to enable CCME to evaluate the proposal. All individuals noted in the proposal should be advised of and approve the release of personal information for the purpose of the proposal and the bidder is responsible for obtaining such approval.

4.3 The Contractor shall not, without written consent of CCME, subcontract any obligation of the Contractor.

5.0 CONDITIONS

5.1 CCME reserves the right in its sole discretion to consider or reject any and all proposals. CCME reserves the further right to extend the deadline for proposals and to add, delete and/or change the terms of this Request for Proposals (RFP) and issue corrections and amendments to it. CCME has made every effort to ensure the completeness and accuracy of the information contained in this RFP. CCME shall not be liable for any errors or omissions or responsible for any bidder interpretations or conclusions regarding the information contained in this RFP. Contractors who submit proposals will not acquire any legal or equitable rights or privileges whatsoever until a contract is signed with CCME. CCME will not pay any compensation for the preparation of the proposal and all proposals become the property of CCME.

5.2 The successful bidder is required to agree to a professional services contract with CCME. A sample CCME professional services contract is posted with this RFP. Bidders must identify in their proposals any changes requested to CCME's sample professional services contract and CCME reserves the right in its sole discretion to consider, accept, reject or amend such requested changes. CCME further reserves the right to revoke any offer to enter into a professional services contract. As part of a commitment to environmentally-sound business practice, it is CCME's practice to prepare, sign and transmit contracts electronically.

5.3 Proposal Deadline

The Contract Authority must receive proposals no later than 12:00 noon Central Standard Time, November 18, 2025; proposals received after the deadline will not be considered. The time stamp on CCME's email server shall be deemed to be conclusive evidence of time of receipt.

5.4 Method of Submission

Bidders must submit proposals by email to the Contract Authority in an unsecured electronic format, file size to be no larger than 5.0 MB, compatible with *Microsoft Word or Adobe Acrobat*.

5.5 Ineligible Bidders

The following organizations and individuals, and organizations proposing such individuals as part of a contract team, are ineligible to bid on this project:

- 5.5.1 Federal, provincial and territorial governments and all their departments and ministries and Crown corporations, boards, commissions and agencies and any officials and employees of them.
- 5.5.2 Members of the House of Commons and provincial and territorial legislative assemblies.
- 5.5.3 Persons providing administrative and related services to the CCME group responsible for the project.
- 5.5.4 Members and participants of CCME committees and groups, and for a period of six months after such membership ends.

6.0 CONTACTS

Prospective bidders should direct questions to the Contract Authority.

6.1 Contract Authority

Charlotte Thrift
Canadian Council of Ministers of the Environment
123 Main Street, Suite 360
Winnipeg, MB R3C 1A3
Tel: (204) 793-0291
Email: clthrift@ccme.ca

6.2 Project Authority

Karissa Aubie
Environment and Climate Change Canada
351 Saint Joseph Blvd.
Gatineau, QC, K1A 0H3
Tel: 343-543-3581
Email: karissa.aubie@ec.gc.ca

7.0 PROPOSAL EVALUATION

All assessments and weighting of criteria is at the sole discretion of CCME. The CCME Project Team will evaluate proposals based on the following criteria:

Technical and Management Proposal Evaluation Criteria

TECHNICAL PROPOSAL	Score
Demonstrated understanding of the project scope and objectives	10
Technical approach and methodology to meet project objectives	10
Work plan feasibility and organization	10
Recognition of possible problems, proposed solutions and additional innovative suggestions	10
MANAGEMENT PROPOSAL	
Experience and qualification of Program/Project Manager	10
Experience and qualifications of contract team members, and alternate team members in case of unforeseen availability:	10
(a) qualifications of team members	
(b) depth and breadth of the team's experience	
(c) depth and breadth of individual team members experience in similar assignments	
Experience of organization in similar assignments	10
Experience working with a range of stakeholders	10
Ability to communicate effectively and to provide leadership/ coordination/ management under multi-partnership team setting	10
Value for money	10
COMPLETENESS OF PROPOSAL	
All information described in section 4.1 has been provided	10

8.0 AWARD OF CONTRACT

The CCME Project Team will determine award of the contract by December 5, 2025. The lowest or any bid will not necessarily be accepted.

Upon award, the work must proceed on a timely basis as outlined in the table of deliverables. The successful proponent must not commence work until a contract is in place.

Contractors can view the status of this project on the CCME website, www.ccme.ca, on the What's New page.

APPENDIX: SUMMARY OF COMMITMENTS

Deliverables & Timelines (years)	2009 – 2011			2012 – 2021										2022 – 2031	2032 – 2041
	1	2	3	4	5	6	7	8	9	10	11	12	13	14-23	24-33
Risk Level – Within one year, jurisdictions will determine the initial risk level for facilities that do not meet the National Performance Standards to determine high, medium- or low-risk and thereby determine the timelines to meet the National Performance Standards.															
Coordinating Committee – Within one year, a coordinating committee will be established to coordinate implementation of the Strategy.															
Science and Research – During the first two years of implementation, the coordinating committee will work with stakeholders to establish a research coordination and information dissemination committee.															
Harmonization – Within three years, jurisdictions will incorporate Strategy requirements into their respective regulatory frameworks and develop implementation plans.															
Harmonization – Within three years, jurisdictions will establish federal-provincial and federal-Yukon agreements. For the Northwest Territories and Nunavut, an agreement in each of these territories will be developed among the jurisdictions, clarifying the roles and responsibilities of the various regulatory bodies in the respective territory.															
Reporting – Within three years, all owners of facilities will meet public reporting requirements as per the requirements established by the jurisdiction.															
Monitoring – Within three years, all facilities will begin to monitor effluent quality. Wastewater facilities must monitor for compliance with the National Performance Standards and with any Effluent Discharge Objectives.															
Science and Research – Within five years, the coordinating committee will help develop a targeted research program including biosolids, the north, emerging substances, treatment technology and source control.															

Deliverables & Timelines (years)	2009 – 2011			2012 – 2021										2022 – 2031	2032 – 2041
	1	2	3	4	5	6	7	8	9	10	11	12	13	14-23	24-33
Canada's Far North – Within five years, the Northwest Territories, Nunavut, Quebec and Newfoundland and Labrador and the federal government will work collaborative to complete research to develop performance standards for wastewater facilities in the Canada's Far North.															
Environmental Monitoring – Within five years, a mechanism will be developed under CCME for jurisdictions to monitor the receiving environment at a watershed level.															
Review – Within five years, CCME will assess implementation of and review the Strategy, and every five years thereafter.															
Reporting – Within five years, jurisdictions will provide a progress report to CCME ministers and Canadians, and every five years thereafter.															
Combined/Sanitary Sewer Overflows – Within seven years, long term plans to reduce combined sewer overflows and capture substances will be in place, and based on achieving jurisdictional overflow objectives.															
Action Plans – Within seven years, facilities will submit action plans where prioritization of actions is required.															
Combined/Sanitary Sewer Overflows – Within seven years the national overflow standards for combined sewer overflows and sanitary sewer overflows must be met.															
Effluent Discharge Objectives – Within eight years, an Environmental Risk Assessment will be completed for all facilities and site-specific Effluent Discharge Objectives established where necessary. A one-year initial characterization will be completed as part of the Environmental Risk Assessment.															
Combined/Sanitary Sewer Overflows – Effective immediately, jurisdictions will ensure that combined sewer overflows and sanitary sewer overflows will not increase in frequency due to development, unless it occurs as part of an approved long-term management plan.															
National Performance Standards – Existing high-risk facilities meet the National Performance Standards.															

Deliverables & Timelines (years)	2009 – 2011			2012 – 2021										2022 – 2031	2032 – 2041
	1	2	3	4	5	6	7	8	9	10	11	12	13	14-23	24-33
National Performance Standards – Existing medium- risk facilities meet the National Performance Standards.															
National Performance Standards - Existing low-risk facilities meet the National Performance Standards.															
Reduction at Source – Following completion of Environmental Risk Assessments, the need for national risk management instruments using the authority of the Canadian Environmental Protection Act (1999) to manage the risks associated with chemicals that are not treatable and to control the use of substances or products will be assessed.															
National Performance Standards – All new and upgraded facilities will meet National Performance Standards immediately. Existing facilities that meet or exceed the National Performance Standards will continue to do so.															