



REPORT TO: Mayor and Members of Council
DATE: November 22, 2017
FROM: Jill Bellchamber-Glazier, CAO-Clerk
SUBJECT: Landfill Operational Review Request for Proposals Results

RECOMMENDATION

THAT council authorize the CAO-Clerk to negotiate and enter into an agreement with Archibald Engineering for a review of the Trillium and Limerick Landfill Operations, based on the terms and conditions set out in the Request for Proposal and on such other terms and conditions satisfactory to the CAO-Clerk, at a cost not to exceed \$8,950 (exclusive of taxes).

BACKGROUND:

The purpose of this report is to advise on the Request for Proposals for Operational Reviews of Southwest Middlesex Landfills, and to secure the authority to enter into an agreement with Archibald Engineering, environmental professionals, as the highest scoring proponent. The proposal from Archibald Engineering was the lowest cost.

Council directed staff to request proposals for an operational review of the municipality's landfills to assist in the assessment of current and future needs for managing the municipalities landfills.

The Ministry of the Environment and Climate Change (MOECC) has issued a field alert for the municipality's Trillium Drive landfill. It is expected that the ministry will amend the environmental certificate of approval will be amended in the near future to include additional requirements, such as a design and operations plan/report and monitoring and reporting requirements.

The RFP was open until 2 pm, October 24, 2017. The purpose of the project is for an experienced, external consultant provide recommendations regarding operational practices at the municipality's landfills. The MOECC's inspection reports allege environmental failings with regard to leachate discharge, lack of daily compaction and soil cover application, as well as failings with respect to the types of wastes accepted on site and the burning of materials other than clean wood and brush.

Recommendations from the consultant should provide a blueprint for future landfill operations, expected to include industry best practices, guiding principles, goals and objectives for the municipality.

The RFP outlined the proposal evaluation criteria, including the following:

- Overall proposal suitability: proposed solution(s) must meet the scope and needs included in the RFP and be presented in a clear and organized manner (15%)
- Organizational experience: bidders were evaluated on their experience as it pertained to the scope of the project (15%)
- Previous work: bidders were evaluated on examples of their work pertaining to organizational reviews with a local government setting, as well as client testimonials and references (15%)
- Value and cost: bidders were evaluated on the cost of their solution(s) based on the work to be performed in accordance with the scope of the project (50%)
- Technical expertise and experience: bidders were asked to provide descriptions and documentation of technical expertise and experience (5%)

ANALYSIS:

The municipality is seeking a qualified consultant based on their experience to carry out a review of landfill operations for Southwest Middlesex. With the anticipated changes expected for the certificate of approval, and given that the contract with the current contractor expires at the end of 2018, it is prudent for the municipality to review current operations and prepare for new requirements. An operational review is expected to provide Southwest Middlesex with the opportunity to assess its options for operations of the current landfill sites.

It would be beneficial to understand the cost and operational implications of operating the sites with an external contract versus other options.

The municipality received six (6) respondents to the RFP, all of which have an understanding of current landfill operational practices and procedures and have experience with local government operations in Ontario.

The RFP submissions were evaluated independently first and then jointly by members of the senior management team in accordance with a set of pre-established criteria in the RFP. Final scores were arrived at by consensus. The proposal submitted by Archibald Engineering was ranked first and staff are recommending to council that an agreement be entered into with Archibald Engineering being the highest scoring proponent. As noted, the cost associated with the proposal was 50% of the overall score.

FINANCIAL IMPLICATIONS:

The recommended proposal estimated cost for all tasks on a cost plus fixed fee basis is \$8,950 (tax exclusive). The proposed budget is based on the hours to be incurred for the project initiation, site inspections, technical review and development of recommendations, and the final report and presentation. If additional work or in-person meetings are requested beyond the proposed project, the hourly rate is \$125/hour with mileage charges of \$0.50/km and travel time to attend meetings.

ASSET MANAGEMENT IMPLICATIONS:

PS 3270 (Solid Waste Landfill Closure and Post-Closure Liability) requires that the accounting already accrues for a liability for the costs on an ongoing basis as capacity is used. Estimates of costs should be reviewed annually with detailed studies. Budgeting for the annual operating budget of a functioning landfill should include the accrual of closure and post closure costs in each year of operation. In theory, the annual operating budget for landfills should be financed out of the tipping fees. If accrued liability for closure and post-closure costs are insufficient, the overage should be an expense in the year(s) in which it occurs.

RISK MANAGEMENT IMPLICATIONS:

Prioritization of infrastructure, operational activities, and waste types to reduce risks to human health and the environment should be part of the a risk-based approach to waste management.

RELATIONSHIP TO STRATEGIC PLAN:

- ☒ Upholding a healthy & safe environment

PREVIOUS RELATED REPORTS:

- August 30, 2017

ATTACHMENT(S):

- Request for Proposals for Landfill Operational Review - http://southwestmiddlesex.ca/Public/Page/Files/43_2017%20RFP%20Landfill%20Operations%20.pdf

OTHERS CONSULTED:

Tara Clayton, Public Works Manager

Steve MacDonald, Facilities and Recreation Manager

Kristen McGill, Treasurer



Request for Proposal

Southwest Middlesex owns two landfill sites, Trillium Drive Landfill and Limerick Road Landfill. An operational review is being requested to assist the Municipality in assessing current and future needs for managing its landfills.

1. Summary and Background

The restructured Municipality of Southwest Middlesex was incorporated on January 1, 2001. This amalgamation joined the Villages of Glencoe and Wardsville with the Townships of Ekfrid and Mosa. Southwest Middlesex has a population of 5,860 (Canada 2011 Census). The Municipality is located in the southwest corner of Middlesex County, approximately halfway between London and Chatham with the administrative office located centrally in the Village of Glencoe, ON.

The Municipality of Southwest Middlesex (the Municipality) is requesting proposals to conduct a Landfill Operations Review for the Municipality's landfills known as Limerick Road landfill and Trillium Drive landfill.

The Municipality has had a 'field alert' issued by the Ministry of the Environment and Climate Change for the Trillium Drive landfill. It is expected that the environmental certificate of approval for the Trillium Drive landfill will be

amended to include new requirements, such as design and operations report and the establishment of monitoring and reporting program(s).

The objective of this Request for Proposal (RFP) is to select a qualified consultant based on their administrative and operational experience to carry out a review of landfill operations for Southwest Middlesex. With the anticipated changes expected for the certificate of approval, and given that the current operational contract expires on December 31, 2018, it would be beneficial for the Municipality to review current operations and prepare for new requirements. An operational review is expected to provide the Municipality with the opportunity to assess its options for operating the current sites.

The landfill sites are operated by a contract provider and the Municipality would like to understand the cost and operational implications of operating the sites with an external contract versus other options. It is expected that the consultant will have a general understanding of current landfill operations practices and procedures and be knowledgeable about local government operations in Ontario.

2. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. **Proposals will be accepted until 2pm EST October 24, 2017.** Any proposals received after this date and time will be returned to the sender. All proposals must be signed by an official agent or representative of the company submitting the proposal.

If the individual or organization submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in proposals must be all-inclusive to include any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.

All costs must be itemized to include an explanation of all fees and costs. Contract terms and conditions will be negotiated upon selection of the winning bidder for this RFP. All contractual terms and conditions will be subject to review by the Municipality's legal representatives. Proposals should include an outline and scope, key objectives, and other necessary items pertaining to the project.

3. Project Purpose and Description

The purpose of the project is to assist the Municipality in its preparation for expected changes related to the certificate of approval for the Trillium Drive landfill. The Municipality is seeking recommendations regarding operational practices at its landfills.

Recent Ministry of the Environment and Climate Change inspection reports allege environmental failings with regard to leachate discharge, lack of daily compaction and soil cover application, as well as failings with respect to types of wastes accepted on site and the burning of materials other than clean wood and brush.

Recommendations from the consultant should help to provide a blueprint for future landfill operations, including possible industry best practices, guiding principles, goals and objectives for the Municipality.

4. Project Scope

Proposals should identify a detailed outline for the proposed process and timelines for the review, operational review objectives and scope, the review methodology and proposed timelines. The operational review should include findings and recommendations related to improvements and/or future operations for the Municipality's landfills, roles and responsibilities, and a general summary of financial impact of the recommendations.

The operational review objectives and scope are to:

1. Examine and report on the factors that contributed to inspection report findings from the Ministry of the Environment and Climate Change;
2. Identify opportunities for the Municipality to make improvements to operations and reduce potential negative environmental impacts;
3. Conduct a review of operational practices to identify potential problem areas/weaknesses;
4. Recommend best practices and prioritize opportunities for improvement to meet industry standards and best practices, as well as potential enhancements to service delivery; and
5. Identify possible operational changes necessary to respond to changes to meet current regulations and opportunities for future management of solid waste.

The review methodology and timelines should include:

- The process to be used for gathering information, which may include interviews and consultation;
- Review of Ministry of the Environment and Climate Change inspection reports, municipal corrective actions and corrective action reports;
- Municipal data regarding landfill operations;
- Measure current operational practices against industry standards and identify obstacles to compliance, operational standards include services to the general public; and
- Site visits of municipally-owned landfills.

The findings and recommendations should include:

- The findings of the consultant based on the review methodology;
- Recommendations to assist the Municipality to make short and long-term improvements to current operational practices to help the Municipality meet anticipated changes to its certificate of approval, including options and alternatives.

The selected bidder will provide a summary of findings, conclusions and recommendations developed in each operational review item in a written report. The written report will include estimated costs of additional resource requirements, if any, to implement recommendations for improvement.

The selected bidder will make oral presentation(s) to the Council for the Municipality of Southwest Middlesex to assist in achieving a full understanding of the final results and recommendations of the review.

5. Organization of RFP and Timelines

All proposals in response to this RFP are due no later than 2pm EST October 24, 2017.

Evaluation of proposals will be conducted from October 25, 2017 until November 1, 2017. If additional information or discussions are needed with any bidders during this one week window, the bidder(s) will be notified.

The selection decision for the winning bidder will be made no later than November 15, 2017.

Upon notification, the contract negotiation with the winning bidder will begin immediately. Contract negotiations will be completed by November 21, 2017.

Notifications to bidders who were not selected will be completed by November 22, 2017.

The organization and content of proposals are to include the following headers:

Cover Letter

- A. Project Overview
- B. Detailed Project Approach
- C. Related Experience
- D. Project Schedule
- E. Conflicts of Interest
- F. Insurance
- G. Cost Information
- H. References

A. Project Overview

Provide a narrative description of the project based on the scope of work and a proposed schedule. The Municipality will assess your understanding of all aspects of the project based on the overview.

B. Detailed Project Approach

Provide a detailed description of the proposed approach to the project as described above. The description shall include details to implement the tasks described in the Project Scope and any recommended revisions to the list of tasks.

C. Related Experience

Provide a summary of recent and relevant experience in conducting operational reviews, including reviews of municipal operations, and in particular, landfills. The description of previous experience should include the year(s) during which the work was performed and a brief description of the process. If there is a consultant team, information should be included to identify the project manager and other individuals who will participate in the project. A resume of the consultant, and any other individuals identified for a team, is/are to be included in an appendix.

D. Project Schedule

A schedule for completion of the project shall be submitted with the proposal. All major deliverables and meetings shall be included on the schedule. Time shall be allocated for municipal review.

E. Conflicts of Interest

Firms submitting proposals in response to this RFP must disclose to the Municipality any potential conflicts of interest that may exist with respect to the firm, management, or employees of the firm or other persons relative to the services to be provided under the Agreement for services to be awarded pursuant to this RFP. If a firm has no conflicts of interest, a statement to that effect shall be included in the proposal.

F. Insurance

Provide a summary of the consultant, or firm's, insurance coverage, including public liability, property damage, worker's compensation, automobile, and professional liability (e.g. errors and omissions).

G. Cost Information

Provide consultant's costs, including price breakout if applicable, for activities to be billed to the project along with a brief explanation of each activity.

H. References

Provide a minimum of three contacts for which you have undertaken similar work or services. Provide the name, address and telephone number of the references.

6. Budget

A fee estimate for the project shall be provided as Item H. Cost Information. Compensation will be on cost plus fixed fee based on the consultant's standard charge rates with a not-to-exceed limit. Bidder should include their price breakdown.

7. Proposal Evaluation Criteria

A review panel composed of Municipal staff will evaluate and rate each of the proposals. The Municipality of Southwest Middlesex will evaluate all proposals based on the following criteria. To ensure consideration for this Request for Proposal, your proposal should be complete and include the following criteria:

- **Overall proposal suitability:** proposed solution(s) must meet the scope and needs included herein and be presented in a clear and organized manner (15%)

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- **Organizational Experience:** Bidders will be evaluated on their experience as it pertains to the scope of this project (15%)
 - **Previous work:** Bidders will be evaluated on examples of their work pertaining to organizational reviews within a local government setting as well as client testimonials and references (15%)
 - **Value and cost:** Bidders will be evaluated on the cost of their solution(s) based on the work to be performed in accordance with the scope of this project (50%)
 - **Technical expertise and experience:** Bidders must provide descriptions and documentation of technical expertise and experience (5%)

Each bidder must submit 1 electronic copy and 3 hard copies of their proposal to the address below by October 24, 2017, at 2pm EST:

Attn: Jill Bellchamber-Glazier, CAO-Clerk
Municipality of Southwest Middlesex
153 McKellar Street
Glencoe ON N0L 1M0
cao@southwestmiddlesex.ca