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CONSULTANT SELECTION FOR THE INTEGRATED WASTE MANAGEMENT MASTER PLAN

The Environmental Services Committee recommends the adoption of the recommendation contained in the following report dated January 26, 2011, from the Commissioner of Environmental Services and the Commissioner of Planning and Development Services.

1. RECOMMENDATION

It is recommended that:

1. HDR Corporation be engaged to undertake delivery of proposed consulting services as outlined in this report, for development of the Integrated Waste Management Master Plan, at an upset limit fee of \$1,335,380, excluding taxes.

2. PURPOSE

This report informs Council of the development of the Integrated Waste Management Master Plan and requests authorization to award the consultant assignment.

The Purchasing By-law requires Council authorization to award Requests for Proposals (RFP) over \$500,000 or when the recommended proponent does not have the lowest cost. In this instance, the bid from HDR Corporation has a total cost greater than \$500,000 and is not the lowest responsive bid.

3. BACKGROUND

Integrated Waste Management Master Plan ensures sustainable waste management practices consistent with Region's corporate vision and strategies

The Integrated Waste Management Master Plan is intended to establish a strategic direction and planning framework for waste management in the Region over the next 25 years. The vision is for a comprehensive program that goes beyond traditional long-term strategies by presenting leading edge, integrated waste management solutions that meet the needs of the Region and the local municipalities. Solutions must meet sustainability principles that balance environmental, economic and social factors, be flexible enough to adapt to the rapidly changing environment and secure York Region's leadership role in waste management.

The master plan will:

- Provide an opportunity for the Region and the local municipalities to formally identify, assess and document a clear picture of roles and responsibilities, expertise and efficiencies
- Assist the Region in preparing for Extended Producer Responsibility
- Identify the Region's continued municipal role in providing excellent waste management services to our residents
- Provide a schedule/plan for waste management to meet the Region's commitments outlined in the Sustainability Strategy, Regional Official Plan and Strategic Administrative Plan
- Enable proactive investing in infrastructure, services and systems
- Enable the Region to meet the requirements set out in the provincial planning documents
- Ensure citizen involvement and a transparent decision making approach to waste management

4. ANALYSIS AND OPTIONS

Request for Proposal issued to five qualified consulting firms

In accordance with the Purchasing By-law and through the Supplies and Services Branch, a Request for Pre-Qualification was issued and advertised electronically on the Region's Bids and Tenders website and on *Biddingo.com*. A total of thirteen consulting firms submitted a formal response to the Request For Pre-Qualification.

Based on the information received in the formal response to the Request For Pre-Qualification, the following five firms were invited to submit a proposal in response to a Request for Proposal.

- AECOM
- GHD Inc.
- Golder Associates
- HDR Corporation
- Stantec

Proposals evaluated using two-envelope system

A selection committee consisting of staff from Environmental Services, Planning & Development Services and the local municipalities evaluated the five proposals.

Proposals were evaluated using a two-envelope system with technical and financial information submitted in separate envelopes. Technical proposals were evaluated prior to any knowledge of the financial information.

Technical content was weighted at 70%. Technical proposals were reviewed based on the following criteria:

- Experience and Qualifications of the Firm, Project Manager and Project Team on Similar Projects
- Project Understanding and Approach
- Best Practices
- Identification of Value-Added and Provisional Items

The technical proposal must achieve a minimum technical score of 49 out of 70 to have the financial portion of the proposal considered. Three firms did not meet the minimum technical score and therefore their financial submissions were returned unopened.

The financial evaluation was weighted at 20% of the total evaluation.

The interview was weighted at 10% of the total evaluation. The two highest scoring proposals were invited to attend an interview where they were asked to make a presentation and respond to pre-selected questions. Golder Associates and HDR Corporation were interviewed.

Technical, financial and interview results are summarized in Table 1 below.

Table 1
Consultant Proposal Evaluation Summary

Consulting Firm	Technical Score (Out of 70)	Interview / Presentation (Out of 10)	Financial Score (Out of 20)	Total Score (Out of 100)	Upset Limit Cost (Exclusive of Taxes)
HDR Corporation	60.1	8.2	18.5	86.8	\$1,335,380
Golder Associates	50.0	6.0	20.0	76.0	\$1,234,233
Stantec	40.5	N/A	N/A	N/A	N/A
GHD Inc.	38.7	N/A	N/A	N/A	N/A
AECOM	33.6	N/A	N/A	N/A	N/A

Evaluation of proposals resulted in HDR Corporation achieving highest total score

The proposal from HDR Corporation had the highest total score, which is a sum of the technical, interview and financial scores. Of note, HDR's proposal provides best value for the Region, as their work plan is based on 9,158 versus 6,170 consulting hours for the next closest bid.

Their proposal demonstrated a clear understanding of the project and a thorough working knowledge of developing master plans of similar magnitude. HDR Corporation is currently working on two of the largest waste management master planning processes ever undertaken in North America for the City of Los Angeles and the City of New York.

HDR Corporation achieved high technical scores for the experience of their project team, a group of individuals who specialize in solid waste consultation. In addition, their public engagement and collaboration team bring progressive, innovative and meaningful approaches to public consultation and education.

HDR Corporation successfully supported both York and Durham Regions as the Owners' Consultant for the Energy From Waste Individual Environmental Assessment which resulted in the first Energy From Waste facility approved by the Province in 22 years.

HDR Corporation is a recognized leader in the solid waste industry, having been ranked as the number one solid waste consulting firm in North America by Engineering News Record. As a global firm, the Region will have access to world leaders in waste management in the development of this long term plan.

The following is a high level summary of key project components and anticipated project milestones.

Table 2
Integrated Waste Management Master Plan Components and Timelines

Task	2011				2012			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Baseline Review								
GTA, Provincial and Federal Policy Review								
Best Practices Report								
Vision and Goal Setting								
Projections								
Opportunities for Innovative Program Delivery								
Recommendations for a Waste Management Strategic Plan								
Implementation Plan								
Strategies for Adapting to Legislative Changes								
Advocacy Strategy, Framework and Objectives								
Long-term Communication, Public Education and Engagement Strategy								
Targets and Performance Measures								
Present Final Plan to Committee and Council								

The master plan will have a focus on robust strategies that drive waste reduction, waste prevention, and re-use. The plan will provide recommendations that support existing programs including curbside collection, recycling, organics, yard waste, electronics, household hazardous waste and a strategy for Community Environmental Centres. It will also include options for new programs potentially including high density residential and industrial, commercial and institutional sectors. Included in the plan will be recommendations for alternate funding models, partnerships and shared infrastructure.

5. FINANCIAL IMPLICATIONS

Sufficient funds have been allocated for this project in 2011 budget

The fee for the proposed work is \$1,335,380, excluding taxes. Funding for this project is in the approved 2010 Environmental Services Budget.

The estimated cost for this Master Plan project is \$1.34 million (excluding tax). In the 2011, 10 year proposed budget, a \$1.8 million total project budget authority has been requested to allow for regular updating of the Master Plan. This cost is consistent with the recently completed Water and Wastewater Master Plan Update.

6. LOCAL MUNICIPAL IMPACT

Collaboration with local municipalities adds significant value to development of Integrated Waste Management Master Plan

Under the current two-tier waste management service delivery model, York Region and the local municipalities are partners in delivering waste management services.

The full collaboration and involvement of local municipal staff in developing the Integrated Waste Management Master Plan will ensure that the Master Plan is comprehensive and has the full understanding and input of local issues and perspectives on waste management, with the ultimate goal of providing a seamless service to our residents.

Local municipal staff have been active in developing the Terms of Reference and will continue to be involved throughout the development of the Master Plan. Ilmar Simanovskis from the Town of Aurora and Claudia Marsales from the Town of Markham were on the committee that evaluated the submissions received in response to the Request For Pre-Qualification and the Request For Proposal.

Ilmar Simanovskis from the Town of Aurora and Peter Loukes from the Town of Markham will represent the local municipalities on the Steering Committee and each local municipality will be asked to appoint a representative for the Project Team and the Stakeholder Advisory Committee.

The partnership between the Region and local municipalities has been successful, resulting in a collaborative process that meets both Regional and local municipal needs in development of a long-term Integrated Waste Management Master Plan.

7. CONCLUSION

A York Region Integrated Waste Management Master Plan will provide strategic direction necessary to ensure York Region and our local municipal partners maintain a leadership role in waste management in Ontario. This Master Plan will create a decision making framework that is able to adapt to changing legislation, increasing Provincial diversion targets, and a growing population. The Master Plan will be an overarching document that guides York Region's waste management decisions over the next 25 years and adapts with updates to reflect advancements in waste management technology, stewardship programs, and waste composition.

It is recommended that HDR Corporation be engaged to provide consulting services in the development of an Integrated Waste Management Master Plan, at a cost of \$1,335,380, exclusive of taxes.

For more information on this report, please contact Laura McDowell, Director of Environmental Promotion and Protection at (905) 830-4444 Ext. 5077 or Loy Cheah, Director of Infrastructure Planning at Ext. 5024.

The Senior Management Group has reviewed this report.