



## CITY OF HAMILTON

### **PUBLIC WORKS DEPARTMENT** **Operations and Waste Management Division**

<b>TO:</b> Chair and Members General Issues Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> June 20, 2011	
<b>SUBJECT/REPORT NO:</b> Waste Collection and Recycling Processing Procurement Processes for 2013-2020 (PW11030a) - (City Wide)	
<b>SUBMITTED BY:</b> Gerry Davis, CMA General Manager Public Works Department	<b>PREPARED BY:</b> E. (Beth) Goodger 905-546-2424, Extension 4409  Pat Parker 905-546-2424, Extension 3916
<b>SIGNATURE:</b>	

#### RECOMMENDATION

That staff be provided with direction for the procurement and internal costing process for waste collection services and blue box recycling for the 2013-20 collection period starting in April 2013, based on discussion at the June 20, 2011 General Issues Committee Meeting and suggested recommendations provided for consideration attached as Appendix A to Report PW11030a.

#### EXECUTIVE SUMMARY

It is essential that the procurement and internal costing process for waste collection services and blue box recycling move forward to ensure that services can be delivered for the 2013-20 collection period starting in April 2013 when the current contracts expire. Council direction is required on which collection systems will be carried forward to the procurement and costing process, for the purposes of reporting back in January 2012 for a decision.

Information Report PW11030 was presented to the Public Works Committee on April 18, 2011 to outline waste collection service level options and preferred options to move forward to a Request for Proposals and internal costing process. There were concerns with the options presented and following discussions at both Committee and Council on April 27, 2011, a decision could not be reached.

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Staff has reviewed the various concerns that have been identified in the context of operational requirements and are recommending two options for costing that address the issues that were raised. The options are detailed in Table 1 and are:

- Status quo collection system with improvements to bulk waste and leaf and yard waste programs
- Alternate week waste collection with increased container limits (>2) and improvements to the bulk waste and leaf and yard waste programs.

Further refinements to these systems can continue to be explored while the costing process is undertaken. This would include exploring options for the use of translucent bags for recycling, the benefits of introducing a tag system to provide flexibility for additional garbage bags and confirming the number of containers for biweekly garbage collection should this option be carried forward.

**Table 1: Waste Collection System Options for Costing Purposes**

<b>Waste Collection Service</b>	<b>Status Quo With Improvements</b>	<b>Alternate Week Garbage Collection with Improvements</b>
Garbage	Weekly collection of 1 container	Bi-weekly collection of <b>more than 2 containers</b>
Call-in Bulk	<b>Weekly</b> , collected together* with garbage	<b>Bi-weekly</b> , collected together with garbage
2 Stream Recycling	Weekly, co-collected** in bags or boxes	Weekly, co-collected in bags or boxes
Green Cart	Weekly, co-collected with LYW, <b>No Grass</b>	Weekly, co-collected with LYW, <b>No Grass</b>
Leaf and Yard Waste (LYW)	<b>Weekly</b> , co-collected with Green Cart, grass continues to be accepted	<b>Weekly</b> , co-collected with Green Cart, grass continues to be accepted

*\*Collected together means that materials go into the same compartment on a truck*

*\*\*Co-collected means that materials go into separate compartments on the same truck*

***Items in bold** represent items changed to address concerns previously raised*

In conjunction with these curbside options, pricing will also be obtained on the bin garbage, bin fibre and blue cart collection for multi-residential building and eligible commercial properties. Changes are not proposed to these services.

Staff is not recommending that any options with single stream recycling move forward for costing at this time and that consideration of this recycling collection and processing approach be deferred to the next contract period, which starts in 2020. Although single stream recycling collection has the potential to lower collection costs, removal of this option will significantly reduce capital requirements at the Materials Recycling Facility

(MRF) over the next seven years from approximately \$20 million to \$5 million. There are also time constraints in making changes to the MRF. Deferring a decision on this technology will also allow time to review markets for recyclable materials and adapting to the evolution Ontario's Waste Diversion Act

For the continued operation of the MRF as a two stream recycling facility, staff are recommending negotiating with Canada Fibres Limited (CFL) to continue to operate the facility until April 2013. CFL owns the fibre processing line at the facility and given the good condition of the equipment, it is in the City's best interest to negotiate a contract extension over a Request for Proposals. The negotiations would also include replacement of capital equipment required for the continued operation of the facility. Staff will report back on the outcome of the negotiations.

The recommended approach for costing two collection systems and negotiation with CFL will provide reasonable options for Committee and Council's consideration in January 2012 when staff report back on the results of the various processes. The collection options presented represent enhanced service levels from the current programs, while balancing financial and environmental considerations.

#### **Alternatives for Consideration - See Page 8**

In summary, staff is recommending that:

- both waste collection system options be carried into the RFP process for the purpose of comparing costs and that staff report back on the results for Committee and Council approval
- a contract extension be negotiated with Canada Fibers Limited for seven (7) years beyond the March 30, 2013 expiration date, including the necessary capital equipment required for MRF operations and that staff report back on the outcome of the negotiations
- a financial analysis of pricing from the RFP process and the negotiations be developed for the waste collection and recycling processing components of the City's waste management system.
- Further refinements to the collection system be explored in parallel to the RFP and costing process including the use of translucent bags for recycling, a tag system to allow flexibility for extra garbage bags and the container limit should bi-weekly garbage collection be carried forward as an option. Staff would also report back on this component.

Suggested recommendations for either one or both of the recommended waste collection systems are provided in Appendix A to report PW11030a.

#### **FINANCIAL / STAFFING / LEGAL IMPLICATIONS**

**Financial:** A flexible costing and RFP process for the current waste collection services will help to minimize cost increase to the current collection system and maintain revenues from other municipalities for processing of organic waste at the central composting facility (CCF).

Removal of single stream recycling from consideration for 2013-2020 will help to contain operating costs and short term capital requirements. Funding from Waste Diversion Ontario's Continuous Improvement Fund would be pursued for the short term capital requirements for the two-stream system to reduce the City's capital costs.

**Staffing:** The implementation of the recommendations in this report including the RFP process, internal costing, negotiations, analysis and reporting will be undertaken by current staff. Further consideration of staffing will be reviewed and reported in conjunction with a future report on the award of contracts.

**Legal:** Legal Services staff will be involved in the Request for Proposals process for the waste collection system and in the negotiation of the contract with Canada Fibers Limited.

## **HISTORICAL BACKGROUND**

A waste collection service review was initiated in 2010 to determine options for consideration when the current waste collection contracts expire in April 2013. The results of the review were presented in report PW11030, which was considered by the Public Works Committee on April 18, 2011. The Information Report outlined options to move forward with the Request for Proposals (RFP) Process, including two bi-weekly waste collection options and options for single stream recycling. A motion was put forward at the Public Works Committee in support of the current system (weekly co-collection of garbage and organics, weekly co-collection of two-stream recyclables and seasonally alternating leaf and yard waste with bulk waste) and the exploration of single stream recycling. However the matter was defeated by Council, leaving staff with no direction for the costing process.

A report on the service delivery method, Activity Based Costing for Public Sector Waste Collection 2013-2020 (PW04113a), was also considered at the April 18<sup>th</sup> Public Works Committee meeting. The report, approved by Council on April 27, 2011, recommended continuation of the public/private service delivery model and also included the costing of recycling collection by the public forces in the A Zones.

With the passage of some time, the ability to establish a single stream processing facility in the timeframe available would likely result in higher prices than would normally be necessary. Combined with the City's fiscal need to manage capital expenditures, it is not considered that single stream recycling should be pursued at this time. The current contractual arrangements with the City's processing contractor at the Materials Recycling Facility (MRF), Canada Fibers Limited, are quite satisfactory and they have an investment in the existing fibre line. As such, there is merit in considering the negotiation of a contract extension for a period of seven (7) years, to correspond with the waste collection contracts.

It is imperative that the costing and RFP processes move forward so that contracts can be approved by Council in January 2012 to allow sufficient lead time to acquire collection vehicles and to develop a blue box recycling contract with potential equipment replacement or upgrades. To meet this timeline, the procurement process must be

initiated in July 2011. This allows sufficient time for costing by proponents, evaluation of submissions, financial analysis of collection system costs, or as in the case of blue box recycling processing, negotiation of a contract with reporting to Committee and Council in early 2012.

## **POLICY IMPLICATIONS**

The recommendations in this report are guided by the Public Works Business Plan 'Innovate Now!', the Solid Waste Management Master Plan (SWMMP), the City's Purchasing Policy and Solid Waste Management By-law No. 09-067.

### **Innovate Now! - Public Works Business Plan**

As the Public Works Department strives to be recognized as the centre of environmental and innovative excellence in Canada, the vision drivers and actions of the Public Works Strategic Plan affecting the recommendations in this report are:

- Communities: Services our communities connect with and trust  
Waste management services and improvements recommended in this report contribute to the Public Works Department's leadership on "greening" and stewardship providing residents with appropriate services and contributing to a reduction in greenhouse gasses.
- Finances: Providing financial management for the long haul  
The implementation of programs that have no net negative impact on the budget represents sound and efficient financial management.
- Processes: Business processes are defined and aligned  
Waste diversion programs that are cost neutral or cost savings align with the Business Plan.

### **Solid Waste Management Master Plan (SWMMP)**

The implementation of the recommendations in this report provides opportunities to achieve cost effectiveness and efficiencies in the City's waste diversion programs.

Recommendation #15: *"The City of Hamilton should enter any Public-Private partnerships with caution. If pursued, the City should ensure it retains sufficient control and financial protection, to allow the City to continue to deliver the service should the private partner be unable or unwilling to fulfill its obligations".* The contractual arrangements with the private sector will provide protection to the City against risk associated with non-performance by the contractors.

### **Purchasing Policy**

The Request for Proposals for the collection services and the vehicle tender associated with the public service delivery will be undertaken in accordance with the Purchasing Policies 5.5 and 5.4 respectively.

The negotiation with Canada Fibers Limited will be in accordance with the procedures outlined in Purchasing Policy 5.11, however Council's direction is required to negotiate the contract in that the contract extension is for a longer period of time than that envisioned by the policy .

Purchasing Section staff is directly involved in these processes.

### **Solid Waste Management By-law No. 09-067**

The waste management system is regulated by the provisions of Solid Waste Management By-law No. 09-067. Once a collection system is determined, appropriate amendments to the by-law would be undertaken.

## **RELEVANT CONSULTATION**

The comments received from the Public Works Committee and Council were helpful in formulating the options contained in this report. Issues identified included:

- The perception that illegal dumping is caused by one container limit and fees at Community Recycling Centres/Transfer Stations
- Management of diapers
- Management of pet waste
- special considerations policy (larger families, farms, medical circumstances, home day care)
- concerns and opposition to moving toward bi-weekly garbage collection. the question of bi-weekly in winter and weekly in summer arose
- Use of bags for recycling for convenience and to control windblown litter balanced with affordability for residents
- residents ability to respond to change
- equity between single detached dwellings and multi-residential facilities

Further consultation was undertaken at the May 11, 2011 meeting of the Solid Waste Management Master Plan (SWMMP) Steering Committee. The Steering Committee recommended that separate reports be prepared for the waste collection system and the illegal dumping and litter issues. The Committee preferred waste collection and processing options that would address the following:

- better distribution of bulk waste collection throughout the year
- management of grass in the collection and processing systems
- control of leaf and yard waste going to the Central Composting Facility (CCF) and managing leaf and yard waste in a cost effective manner
- maintaining revenues from the CCF to offset waste management costs
- an approach to managing multi-residential waste collection through the SWMMP review
- the uncertainty of the Province's intentions on Extended Producer Responsibility supports the deferral of consideration of single stream recycling to the next collection contract period

The Waste Reduction Task Force discussed the waste collection and processing system at its meeting on May 18, 2011. The main discussion items were:

- The Task Force is not convinced that the one container garbage limit is the cause of illegal dumping as the available data presented to date is not conclusive. The staff report to the June 20<sup>th</sup> General Issues Committee is expected to contain a more complete and comprehensive analysis of data regarding illegal dumping. A more significant concern for the Task Force is the apparent dumping of multi-residential waste in commercial or other multi-residential bins. The Task Force recommends that data be collected to define this apparent issue.
- There was support for the elimination of single stream processing from consideration at this time. A subcommittee of the Task Force reviewed single and two stream recycling in 2010 and concluded that two stream recycling should be maintained as the data showed this would not likely improve waste diversion. It was also discovered that the increased contamination rate made the sale of recovered materials more challenging. Therefore the additional capital investment for single stream was not supported. However the Task Force recognized that the potential exists to generate revenue for Hamilton by converting the MRF to single stream and selling excess capacity.
- Issues that can appropriately be addressed through the SWMMP review include new diversion options, an approach to improving multi-residential diversion and the matter of waste management facilities receiving waste from outside of Hamilton.
- The Task Force supports a process that considers the costing of bi-weekly garbage collection as well as modifications to the green cart and leaf and yard waste programs to manage grass and the processing of leaf and yard waste as a means of improving capacity at the CCF, reducing the City's processing costs and maintaining the CCF revenues. If consideration is to be given to increasing the number of containers beyond two (2) every other week, the Task Force recommends that this number be three (3) every other week.

#### **ANALYSIS / RATIONALE FOR RECOMMENDATION**

The recommended approach will provide an opportunity to test the waste collection system modelling that suggests that alternate week garbage collection contributes to waste diversion and reduces costs.

Improvements in the collection of bulk waste, and leaf and yard waste should have the benefit of reducing illegal dumping. Continuing with the existing two-stream recycling processing system will help to contain operating costs and minimize capital requirements for the contract period from 2013 to 2020.

The negotiation of a contract extension with Canada Fibers Limited eliminates the need for a costly and complex Request for Proposals. It also allows for the continued use of current equipment with lower capital investment for updates and operational efficiencies. Implementation of the recommendations in this report will provide the City

with options for considering best value for the waste collection and recycling processing system for 2013 to 2020.

## **ALTERNATIVES FOR CONSIDERATION**

With the time that has passed since the April 18 Public Works Committee, there will be delays in the procurement process. The delay will not interfere with the waste collection system process however it does have the implication on materials recycling processing.

### **1. Recycling Processing**

The City's two stream Materials Recycling Facility (MRF) is currently operated under contract by Canada Fibers Limited (CFL). The current contract with CFL corresponds with the waste collection contracts and expires in March of 2013.

The option of moving to single stream recycling would require approximately 18 months to construct and commission processing equipment. This timeframe also includes the relocation of the waste collection operations. With approvals taking place in early 2012, the time available is reduced to about 14 months which would likely drive costs above the currently estimated \$20 million for the single stream processing system.

In addition the SWMMP Steering Committee noted that the Province's intentions for Extended Producer Responsibility continues to be unknown and may have an impact on how municipalities operate MRFs in the future.

Therefore it is recommended that the City not pursue single stream processing of recyclables any further at this time. There would be an opportunity to revisit this in preparation for the 2020 contracts. As indicated in Report PW11030, a single stream facility would provide a better opportunity to market processing capacity than a two stream facility and this would also be explored again at the appropriate time.

A report on the state of the MRF has been prepared by Stantec Ltd. suggesting that continuous improvements will be required to the existing two stream MRF to replace and maintain equipment to improve efficiencies and maintain revenues. It is estimated that the cost of these improvements and replacements will be in the order of \$5 million. It is proposed that this amount be included for consideration in the 2012 capital budget or that staff negotiate upgrades with CFL where the capital costs are included in the processing fee. Given that the updates are expected to result in processing efficiencies, it is likely that a portion of the costs will be eligible for funding under Waste Diversion Ontario's Continuous Improvement Fund.

The Stantec report also indicates the current contractor at the MRF is operating it quite efficiently. Staff is satisfied that the current operating contract is serving the City well and could form the basis for an updated contract with Canada Fibers Limited (CFL). With Council's direction an operating contract could be negotiated with CFL to correspond with the collection contract period 2013-20. This would avoid the time and expense of issuing an RFP and the evaluation process.

Although Purchasing Policy 5.11 allows for negotiation of contract extensions, the policy anticipated short term extensions. As such staff is requesting Council's direction to



negotiate a longer contract. Potential competing vendors may suggest that this is an inappropriate procedure however it represents the best value for the City at this time.

It is recommended that staff be directed to negotiate a seven year extension to the current contract with CFL for the operation of MRF. The negotiations will also explore options for including the capital requirements as part of the contract as well as an option for the City to provide the capital requirements. This would allow for the evaluation of the capital costs over the contract period as strictly an operating cost through CFL, and for the City to assume the capital costs and pay CFL for the operating costs only.

## **2. Waste Collection Systems**

Based on the continued two stream processing system, two alternative options to those presented in PW11030 are provided for consideration. These are alternative options to those presented in report PW11030 that address the issues that have been identified as well as addressing operational issues. In these options “collected together” means that materials are collected in a truck with one compartment, while “co-collected” means that materials are collected in a truck with two compartments.

### **(a) Status Quo with Enhancements**

This waste collection system is based on the following features:

- weekly 2-stream recycling collection of paper and containers, co-collected
- weekly green cart and leaf and yard waste (LYW), co-collected
- weekly garbage (one bag) and call-in bulk collection, collected together

Recycling would continue to be collected in two streams for fibres and containers.

The co-collection of green carts and LYW increases the LYW service for residents to year round and is transparent to residents. It does however provide the collection flexibility of co-collecting different materials together, determining when the materials are kept separate and where the materials go for processing. Most of the LYW can be diverted to the windrow composting site at the Glanbrook landfill, while allowing the operators of the Central Composting Facility the opportunity to request LYW material to optimize the material mix. This optimizes the capacity at the CCF maintains the revenue from our municipal partners.

With weekly unlimited collection of LYW, the other collection and processing efficiency would be to permit grass only in the LYW bags, not the green cart. Alternatively with weekly collection of LYW, LYW including grass could be eliminated from the green cart, facilitating the use of a smaller cart, perhaps during the contract period. More frequent collection of LYW also has the potential to reduce illegal dumping. LYW has been one of the types of waste that are handled improperly.

Weekly garbage collection of one bag would continue. Special considerations and three (3) annual Amnesty Days will continue to allow three (3) bags of garbage to be set out.

Bulk waste would be collected weekly with garbage, but would continue to be on a call-in basis to retain the current practice for Customer Contact Centre and Operations & Waste Management staff to suggest reuse options to residents. One disadvantage of this is that the tonnages for bulk would no longer be tracked separately from garbage.

However there is a potential advantage of a reduction in illegal dumping, since bulk items account for a significant portion of dumped materials.

In this option the Special Considerations for families with small children, medical circumstances, farm properties and home day care facilities would continue.

The increase in LYW and Bulk collection opportunities should contribute to a reduction in illegal dumping incidences.

The RFP would reserve the City's right to add materials to the blue box program to improve waste diversion.

So in summary, this option is Status Quo with Enhancements specifically means that, in addition to the current service levels, residents would receive weekly bulk waste collection and weekly leaf and yard waste collection.

**(b) Alternate Week Garbage with Enhancements**

The elements of this system include:

- weekly 2-stream recycling collection of paper and containers, co-collected
- weekly green cart and LYW, co-collected
- bi-weekly garbage (2 or more bags) and call-in bulk, collected together

The recycling, green cart and leaf and yard waste collection services of this option are identical to those in Section 1.1 above.

In the bi-weekly option for garbage and bulk collection, the same amount of garbage could be set out every other week as that set out in a two week period. A review of the historical tonnages shows that the amount of curbside garbage collected has been reduced from 105,000 tonnes in 2005 (the last full year before green carts) to 60,100 tonnes in 2010, a 43% reduction. However the collection practices for garbage have not changed. Reducing collection frequency to match volume of waste generated enables a reduction in the number of vehicles required and results in a corresponding decrease in operating costs and greenhouse gas emissions.

It is also noted that a review of bi-weekly garbage collection has a positive impact on waste diversion. Residents tend to use the programs that are available to them weekly to manage their waste. It is estimated that bi-weekly garbage with a two stream recycling system can increase diversion by 5.7%.

In summary, in this system residents would receive weekly bulk waste collection, weekly leaf and yard waste collection and the same, or increase quantity of garbage. It is recommended that the bi-weekly garbage option be included in the RFP process for the purpose of seeking pricing and comparing with the weekly collection option pricing, and inclusion in the system costing.

**3. Waste Collection Program Refinements**

There are three additional items that could be explored further to refine the waste collection program that would ease concerns about escaped waste and potential illegal dumping, including:

- Alternative containers for recycling collection to reduce escaped waste
- Consideration of a tag system to contribute to a reduction in illegal dumping
- Options for container limits for bi-weekly garbage collection for flexibility

(a) Alternative containers for recycling collection

To respond to the concerns about the size of recycling containers and blowing materials, recyclables could be collected in blue bags or clear bags. The Solid Waste Management By-law currently allows the use of any of these containers however the City has traditionally promoted its blue boxes. Including the promotion of bags in educational material could include information to promote the use of bags to reduce escaped waste materials particularly on windy days. This would also enable the City to stop providing and distributing City-issued blue boxes at an estimated annual cost savings of \$380,000.

(b) Consideration of Tag System

A concern that has been raised that despite the special considerations and amnesty days there are circumstances where residents have extra waste to set out and that this may be a cause of illegal dumping. The current one container limit doesn't provide flexibility for these times. A way to address this concern would be to introduce a tag system that could be initiated for times when residents needed an extra bag. The tag would be affixed to any bags beyond the container limit. This approach can be used for either the weekly or bi-weekly waste collection systems. The tags could be sold through municipal service centres and/or retail outlets at a nominal cost, typically \$2-\$4 per bag.

With such a system, tags could be provided at no cost to Special Consideration households and other residents would be able to buy tags when they need them.

A tag system would eliminate Amnesty days and concerns about diapers and pet waste would be addressed. Those unable to pay could be accommodated with the tag system through arrangements with Community Services. Operations & Waste Management could provide a number of tags for Community Services to distribute through their programs.

There would be operating costs associated with the administrative costs of implementing a tag system and although these costs have been estimated in the past, they would need to be updated.

The Region of Niagara has recently implemented a one bag limit, with a tag system, although they do not require tags for Special Consideration households.

(c) Container Limit Flexibility

Increased diversion from bi-weekly collection could also facilitate some flexibility in the number of bags collected without too much impact on the diversion achieved. Information from collection indicates that compliance with one bag is about 98%. Most residents are well into the practice of setting out one bag each week and this will likely continue. However if the limit was, for example, 3 bags every two weeks as suggested by the Waste Reduction Task Force, there may be a positive impact on illegal dumping and the need for Special Considerations and Amnesty days could be eliminated.

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Halton Region implemented bi-weekly garbage collection in 2008 and although their garbage limit is six bags every 2 weeks, their diversion rate is 59%.

It is recommended that these refinements be further explored by staff and reported to the Public Works Committee.

#### **4. Timing**

##### **Revised Schedule Resulting from April 27 Council Decision**

<b>Date</b>	<b>Description</b>
April 1, 2013	New Collection and Processing Contracts start
April 1, 2012	Lead time required to mobilize for new contracts (trucks)
<b>January 2012</b>	<b>COUNCIL AWARD DECISION REQUIRED</b>
December 1, 2011	Finalize staff report for Jan Committee and Council
November 11, 2011	Complete Financial Analysis
October 15, 2011	Complete evaluation of RFPs and Internal Costing
September 16, 2011	Closing date for RFPs and Internal Costing submission
July 11, 2011	Issue RFPs / Internal costing begins
July 7, 2011	COUNCIL APPROVAL OF RFP/COSTING APPROACH (if required)
July 4, 2011	GIC Report on outcome of June 20 <sup>th</sup> GIC session (if required)
<b>June 29, 2011</b>	<b>COUNCIL APPROVAL OF RFP/COSTING APPROACH</b>
June 20, 2011	Special GIC for: <ul style="list-style-type: none"><li>• SWMMP Review</li><li>• Report PW11030a and presentation on revised Waste Collection System RFP and Recycling Processing and costing options</li><li>• An Approach to Illegal Dumping and related social behaviours</li></ul>

#### **5. Conclusion and Recommendations**

In conclusion, staff is recommending that:

- both waste collection system options be carried into the RFP process for the purpose of comparing costs;
- a contract extension be negotiated with Canada Fibers Limited for seven (7) years beyond the March 30, 2013 expiration date, including the necessary capital equipment required for MRF operations; and
- a financial analysis of pricing from the RFP process and the negotiations be developed for the waste collection and recycling processing components of the City's waste management system.

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Staff will be reporting back to Public Works Committee and Council with the results of the costing and RFP process in January of 2012.

It is also recommended that staff explore the waste collection program refinements in section 3 and report back to Public Works Committee in advance of the costing and RFP report.

At a minimum, staff are recommending the status quo system with improvements be carried forward to the RFP and costing process. Alternative recommendations for exploring one or both collection systems are provided in Appendix A to report PW11030a. Alternative recommendations may also emerge as a result of discussions at the June 20, 2011 General Issues Committee Meeting.

**CORPORATE STRATEGIC PLAN**

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

***Financial Sustainability***

- ◆ Effective and sustainable Growth Management
- ◆ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

***Environmental Stewardship***

- ◆ Reduced impact of City activities on the environment

**APPENDICES / SCHEDULES**

Appendix A - Suggested Recommendations for Consideration

## Suggested Recommendations for Consideration

It is essential that the procurement and internal costing process for waste collection services and blue box recycling move forward to ensure that services can be delivered for the 2013-20 collection period starting in April 2013 when the current contracts expire. Council direction is required on which collection systems will be carried forward to the procurement and costing process, for the purposes of reporting back in January 2012 for a decision.

The following are presented for consideration and can be modified based on discussions at the June 20, 2011 General Issues Committee:

### Option A – Continuation of Status Quo Collection Services with Enhancements

At a minimum, staff would recommend that the current collection system be enhanced to address areas of concern relating to grass in green carts, frequency of leaf and yard waste collection and frequency of bulk collection. Further review of recycling collection alternatives and a tag based system to add flexibility for garbage collection is also recommended. Direction to negotiate a contract extension with the current operator of the Materials Recycling Facility is also being recommended.

Recommendations for Option A:

- (a) That staff be directed to issue a Request for Proposals (RFPs) and undertake internal costing to obtain pricing on the following waste collection option:
  - (i) Status Quo with Enhancements:
    - (1) weekly 2-stream recycling collection of paper and containers, co-collected;
    - (2) weekly green cart and leaf and yard waste (LYW), co-collected;
    - (3) weekly garbage (one bag) and call-in bulk collection, collected together.
- (b) That staff be directed to review and report back on the following further refinements to curbside waste collection practices:
  - (1) Alternatives for recycling collection to reduce escaped waste;
  - (2) Options for considering the implementation of a tag system as a potential contribution to reducing illegal dumping.
- (c) That the General Manager of Public Works be authorized and directed to enter into negotiations with Canada Fibers Limited for an additional seven years beyond the current contract term which expires on March 30, 2013 for the operation of the City's Materials Recycling Facility;

- (d) That the General Manager of Public Works be authorized and directed to negotiate with Canada Fibers Limited for necessary capital equipment for the operation of the Materials Recycling Facility;
- (e) That staff report back to Council on the outcome of the negotiations for Recommendations (c) and (d);
- (f) That staff undertake a financial analysis of pricing from recommendations (a) and (b) and report back on the waste collection and materials recycling processing components of the waste management system so that new contracts for service may be awarded.

#### Option B – Carrying forward a Bi-Weekly Waste Collection Option

Should Committee be interested in further exploring opportunities to enhance collection services, while also increasing diversion and decreasing costs, a bi-weekly collection option for garbage could also be considered in addition to the enhanced status quo system. This is also based on reviewing an increased container limit for garbage collection, beyond two containers every two weeks to add flexibility for garbage collection.

The recommendations relating to the enhanced status quo system are the same as in Option A and the additional recommendations that address bi-weekly waste collection and the related container limits are in **bold** font.

#### Recommendations for Option B:

- (a) That staff be directed to issue a Request for Proposals (RFPs) and undertake internal costing to obtain pricing on the following **two (2)** waste collection options:
  - (i) Status Quo with Enhancements:
    - (1) weekly 2-stream recycling collection of paper and containers, co-collected;
    - (2) weekly green cart and leaf and yard waste (LYW), co-collected;
    - (3) weekly garbage (one bag) and call-in bulk collection, collected together;
  - (ii) **Alternate Week Garbage with Enhancements:**
    - (1) **weekly 2-stream recycling collection of paper and containers, co-collected;**
    - (2) **weekly green cart and LYW, co-collected;**
    - (3) **bi-weekly garbage (2 or more bags) and call-in bulk, collected together;**

- (b) That staff be directed to review and report back on the following further refinements to curbside waste collection practices:
  - (1) Alternatives for recycling collection to reduce escaped waste;
  - (2) Options for considering the implementation of a tag system as a potential contribution to reducing illegal dumping;
  - (3) Options for container limits for bi-weekly garbage collection.**
- (c) That the General Manager of Public Works be authorized and directed to enter into negotiations with Canada Fibers Limited for an additional seven years beyond the current contract term which expires on March 30, 2013 for the operation of the City's Materials Recycling Facility;
- (d) That the General Manager of Public Works be authorized and directed to negotiate with Canada Fibers Limited for necessary capital equipment for the operation of the Materials Recycling Facility;
- (e) That staff report back to Council on the outcome of the negotiations for Recommendations (c) and (d);
- (f) That staff undertake a financial analysis of pricing from recommendations (a) and (b) and report back on the waste collection and materials recycling processing components of the waste management system so that new contracts for service may be awarded.