



## INFORMATION UPDATE

<b>TO:</b>	Mayor and Members City Council
<b>DATE:</b>	March 21, 2014
<b>SUBJECT/REPORT NO:</b>	Waste Collection Operations – Program Update
<b>WARD(S) AFFECTED:</b>	City Wide
<b>SUBMITTED BY:</b>	Gerry Davis, CMA General Manager Public Works Department
<b>SIGNATURE:</b>	

The following information is provided relative to recent inquiries regarding “in house” waste collection services for collection of garbage, organics, yard waste, and bulk waste:

### **System Changes and Performance**

- The current waste collection system was implemented in April 2013 offering enhanced services delivered through the continued use of a *public and private* delivery model (*established through a competitive bid process*). The new system has improved program effectiveness as indicated by fewer complaints regarding missed yard waste collection and increased uptake of the weekly call-in bulk waste program.
- The combined public / private delivery model creates a competitive environment for garbage, bulk waste and leaf & yard waste collection. Over the past 3 years “In house” forces have compared favourably to contracted forces in terms of annual costs per household cost, *i.e. “In house” = \$111/hh vs “Contracted” \$115/hh for 2012.*
- For comparison purposes the tonnage per household picked up in 2012 was *0.72 tonnes/household* in the public in house zones and *0.70 tonnes/household* in the private zones.

### **Continuous Improvements**

Staff are committed to program resource optimization, ensuring effective daily delivery of services while accommodating fluctuations in service demand driven by seasonal factors or events and contingencies such as inclement weather, workforce and equipment availability etc.

Waste Management Operations has been one of the most consistently benchmarked and performance measured service delivery programs since amalgamation.

**SUBJECT: Waste Collection Operations - Program Update  
(City Wide) - Page 2 of 4**

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Improvements through work planning and process changes have enabled the section to increase program resource value by developing capacity to support:

- **Downtown Cleanliness Activities:**
  - Litter container maintenance, ground litter control and poster removal.
  - Sidewalk sweeping and power washing (possible expansion to other BIAs).
- **Extreme Weather Event Response / Clean up:**
  - December 2013 ice storm event.
  - July 2013 wind storm event.
- **Alleyway Cleanliness Program:**
  - Conversion of two curbside packers to service alleyways city-wide.
- **Service Area Expansion:**
  - To accommodate annual inventory growth through development and redevelopment (i.e. Waterdown urban area).

The following initiatives are either in progress or planned to further optimize program value:

- **Collection Route Optimization Study:**
  - Routing review to identify optimization improvements and generate efficiencies to support service improvements in related areas (*i.e. roadside litter control etc.*). *Planning work underway. Completion of work by Q4/2014.*
- **Illegal Dumping:**
  - Providing background investigation of illegal dumping incidents to support MLE staff in by-law enforcement activities.
- **Route management:**
  - Implementation of AVL route management software.
- **Worker Health and Safety:**
  - Creating worker rotation opportunities to reduce the incidence of repetitive strain injuries (and WSIB claims) and improve worker health; related employee training will increase work force skill sets and overall productivity.

**In House Shift Schedule and Practices**

Start of Shift: ~ 6:30 a.m. (*supervisor contact / work assignment & equipment check*).

Route Arrival ~ 7:00 a.m. (*per by-law*).

Yard Return ~ 1:00 p.m. (*average last tipping time; varies seasonally due to higher volumes during April to November*).

Upon completion of daily work assignments crews report to the operations yard then clean and secure their vehicles. Staff departure time from the yard will range on average between 1:00 p.m. to 2:30 p.m. and vary relative to route assignment (distance from yard), transfer station waiting times, weather conditions and the employee's approach to taking Lunch/Break and wash-up allowance entitlements pursuant to the Collective Bargaining Agreement (i.e. these may be deferred to the completion of the daily work assignment). Variations in staff departure times is the norm in municipal curbside waste collection and reflects the many variables affecting the time required to complete work assignments, including rate of production.

**Awards & Recognition:**

- Hamilton's waste collection system has been featured as a best practice among other communities in North America through presentations at SWANA (Solid Waste Association of North America) events and the Waste & Recycling Expo. Hamilton has also received gold awards for our waste collection system from SWANA.
- Some information can be taken from the following excerpt from the Government Purchasing Guide Magazine (August 2013 edition, [www.gpgmag.ca](http://www.gpgmag.ca)) concerning Hamilton's waste collection system :
  - The City of Hamilton ("City") began its public-private waste collection system model in 2002. This model involves the collection of organic waste, yard waste, garbage and bulk waste, with half of the City being collected by public employees and half by the City's contractor, GFL Environmental Inc. The goals of this system are to have optimum service levels, be accountable to ratepayers, reduce capital costs, and incorporate these efforts with the City's waste diversion efforts. The City established collection zones with similar characteristics, with both the public sector and contractor being responsible for collecting from an urban zone, suburban zone, and rural zone. The City's activity based costing model tracks the performance and costs of the public sector with the contracted services. The public-private system provides a balanced approach to waste collection with competition between the parties improving ongoing efficiency of operations.

**SUBJECT: Waste Collection Operations - Program Update  
(City Wide) - Page 4 of 4**

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If you require further information please contact Bryan Shynal, Director, Operations Division, at Extension 4622.

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