



Hamilton

INFORMATION REPORT

TO:	Chair and Members Public Works Committee
COMMITTEE DATE:	April 4, 2016
SUBJECT/REPORT NO:	Waste Collection Services Update – Municipal Forces (PW16025) - (City Wide)
WARD(S) AFFECTED:	City Wide
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SIGNATURE:	

Council Direction:

This report is to provide Council with an annual update on the City’s waste collection program performance as per the direction from the General Issues Committee (GIC) Report 14-010. A summary of continuous improvement activities is included in this report.

Information:

Waste collection is a highly valued public service and staff is committed to providing this service in an efficient and economical manner. Staff identified several opportunities to use new technologies and improved processes to enhance the performance of the waste collection services provided by the public sector.

Route Optimization

In 2015, the Operations Division retained a consulting firm to complete a third-party review of route optimization alternatives for waste collection services. Their summary indicates that improved route management can find efficiencies to optimize vehicle usage and reduce operating costs. The consultant’s report also included a jurisdictional review of municipal waste collection programs and their route management approach. In most cases, Canadian municipalities use various techniques for their route requirements, i.e. GIS mapping. The review identified areas of required data collection to enhance and support route optimization. Organization structure changes are being pursued to address this opportunity. Route optimization uses data including electronic maps, demographics, street information, and vehicle metrics such as stop duration to create routes that makes the most efficient use of equipment. This approach assists in balancing the workload to help mitigate physical demands on staff as well as optimizing equipment deployment and use. In addition, it supports the City’s goal of enhancing customer service by improving service efficiency.

The Operations Division is committed to advancing its work on route optimization including a possible software implementation. As per Council's direction in GIC Report 14-010, the Operations Division's management team will continue to ensure that the waste collection route review process includes consultation with waste collection employees.

Automated Vehicle Location Solution

In 2015, the City issued Request for Proposals C2-01-15 to solicit bids to supply an Automatic Vehicle Location (AVL) solution for the City's Central Fleet and Hamilton Paramedic Services (HPS). The Corporate Services Department is currently working on the contract negotiations with the successful proponent. Further details on the outcome of the RFP and launch of the new AVL system will be provided to Council. The City's waste collection fleet will be part of the City's rollout for the corporate AVL solution after the contract is executed.

Continuous Improvement Initiatives

The Waste Collection Section is continuing to make progress on initiatives which promotes a safe and efficient work environment. Information on these initiatives was included in Information Update OPS1503. The following provides an update on these activities:

- Employee Education

The City's corporate culture model recommends building a workforce with engaged and empowered employees. To support this objective, the Waste Collection Office training room was renovated to include an electronic information board and additional computer workstations to help with employee training requirements. The training room is multifunctional and is used by other Departments which supports overall corporate cost savings. This capital improvement compliments the focus on employee training and engagement. Both management and the front-line staff are continuing to work on training opportunities to help build employee skills.

- Driver Safety & Compliance

The Waste Collection Section and Fleet Section are working collaboratively to focus on driver safety and compliance with safe fleet operations. Several strategies have been implemented which include the following:

- Creation of a driver training program to improve the City's Commercial Vehicle Operators Registration (CVOR) rating and ensure all employees are aware of their obligations when operating the City's vehicles and equipment.
- A Driver Trainer is currently assigned to the Waste Collection Section to assist with route training, safe operation of vehicles, and on-route safety inspection.

- Participation on the Collision Review Board, and Public Works CVOR Committee.
- Increased attention on the City's CVOR including the development of an annual CVOR Safety Action Plan, and inclusion of a CVOR/Driver Safety performance measurement in staff annual performance appraisals.

This increased focus on driver training has helped to reduce the City's CVOR rating in 2015. Staff will continue to focus on the importance of driving defensively and the impact that traffic convictions and collections have on the City's CVOR rating.

- **Safe Work Practices**

The waste collection field ranks within the top ten industries in North America with the highest injury rates. The Waste Collection Section experiences a higher injury rate compared to other City departments which is attributed to the physically demanding work requirements. There is continued focus on initiatives to reduce worker injury rates. The Return to Work Services Section continues to support the Waste Collection Section by having a Workplace Specialist stationed in the Waste Collection office for two half days per week. A kinesiology co-operative student placement has assisted with the development of ergonomics related projects. These projects included employee training sessions on wellness and prevention of musculoskeletal injuries. These dedicated positions have increased attention with promoting safe work practices which helped to significantly reduce the injury rate and associated costs in 2015 compared to previous years.

- **Labour Requirements**

The Waste Collection Section made several changes at the Supervisory level. These changes have greatly improved field supervision of staff and increased customer service quality.

- **Equipment Requirements**

A portion of the waste collection fleet was replaced in 2015 as part of the City's vehicle life-cycle replacement schedule which included:

- eight 33-cubic yard dual-stream side-load waste collection trucks for curbside collection;
- two 20-yard dual-stream side-load vehicles for the public space litter collection program; and
- two 8-yard collection vehicles for the alleyway cleanliness program.

Having good quality vehicles is critical to provide cost-effective and efficient services. The Waste Collection Section will see savings in its vehicle maintenance expenditures since these new vehicles replaced older models with higher maintenance costs. Front-line Employees were involved with the

equipment review process which helps support the City's corporate culture model of "Engaged and Empowered Employees".

- **New Technologies**

A vehicle camera system was installed in ten waste collection trucks as a pilot project in June 2015. The pilot was successful with changing driver behaviour, supporting training initiatives, and providing valuable information on risk related concerns. A staff report proposing the expansion of the pilot was submitted to Council in March 2016 to continue building on the positive outcomes of this initiative.

Next Steps

A preliminary review is underway to consider options for the City's waste management system since a number of service contracts will be expiring in 2020 including the City's existing external waste collection contract. Research is in progress to assess best practices in the waste management field. There may be opportunities to introduce changes to streamline the City's services including new technologies and alternate waste handling methods. Staff is currently consulting with members of the Public Works Committee as part of this planning process.