

DATE OF MEETING NOVEMBER 9, 2020

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SUBJECT RESIDENTIAL CURBSIDE COLLECTION POST-IMPLEMENTATION REVIEW – 2021 RECOMMENDATIONS

OVERVIEW

Purpose of Report

To provide Council with a summary of findings and recommendations of the Residential Curbside Collection Post-implementation Review that may potentially impact the 2021 Budget.

Recommendation

That the Governance and Priorities Committee recommend that Council direct Staff to:

- a. Create a 0.5 Full Time Equivalent cart administrator position;
- b. Incorporate an additional non-collection day in the annual calendar for training; and,
- c. Purchase and install an additional on-board computer.

BACKGROUND

On July 15, 2020, Council received an Information Report regarding the Residential Curbside Collection Post-implementation Review (the Review), which is now complete, and will be presented to the Governance & Priorities Committee by Neilson Strategies Inc.

The Review undertook site visits and interviews with Staff across City divisions, as well as external agencies supporting the sanitation service. The Review was intended to ensure the sanitation service can be sustained reliably.

Due to the timeliness of impending Financial Plan discussions, Staff are presenting recommendations from the Review in a two-stage approach. The first stage – the subject of this report – considers those recommendations which may impact the 2021-2025 Financial Plan. The second stage will present the Review's implications for future years, and be brought forward to Council early in 2021. Also included in today's agenda is a separate report that addresses the Review's recommendation around collection route optimization.

The draft 2021 user rate for sanitation service is expected to be \$181 in the proposed budget, excluding proposed changes.

DISCUSSION

Recommendations for 2021

Neilson Strategies recommendations for inclusion in the 2021-2025 Financial Plan are presented in Attachment A, and are summarized below. Neilson Strategies' full Review is included in Attachment B.

1. Undertake Route Optimization

This recommendation is the subject of a separate report on today's agenda, including financial implications for the 2021-2025 Financial Plan.

2. Create Cart Administrator Position

Since the introduction of the automated program, a considerable amount of Staff time has been spent on managing more than 80,000 carts. Tasks include inventory management, delivery to new customers and cart replacement.

Each day ratepayers make twenty to twenty-five requests for new home cart delivery or exchange. Staff spend a minimum of 20 hours per week on this work.

The Review recommends a part time position (0.5 Full Time Equivalent) to manage the carts.

3. Develop and Implement Resident Education

The capacity to further develop and implement a comprehensive education strategy was limited by operational constraints and COVID-19. Some components of education and outreach have been postponed due to COVID-19, including curbside contamination audits, the Trunk Sale, and delivering public education presentations. A Waste Composition Study was budgeted for 2020, but this study has been delayed until 2021.

In 2021, a comprehensive education strategy will be further developed and implemented. Service optimization will reduce operational constraints that affected communications, and will result in better capacity for proactive, longer-term waste reduction messaging. The communication and outreach components delayed by COVID-19 will be reinstated when appropriate. The Waste Composition Study will be conducted, providing results to focus waste reduction campaigns.

4. Provide Additional Driver Training

Investment in driver training is a key component to a safe workplace, and an obligation of the City under WorkSafeBC. Currently, there are no dedicated days for training and development within the operators work schedule, and training is done with drivers individually.

Scheduling one or two non-collection days per year provides the opportunity for training sanitation drivers as a unit. This would ensure Staff stay up-to-date on health and safety policies, certifications, and technological changes that affect their jobs, without incurring overtime labour expenses or additional cost of individual training. Rather than the standard 248 collection days per year, there would be 247.

The additional non-collection day is proposed to be incorporated in the “Municipal Solid Waste Bylaw 7128”, which will be brought forward for annual update in December. Staff do not expect additional costs, as training is currently included in the budget.

5. Purchase and Install On-Board Computer

This recommendation would update a spare vehicle with the same data collector and on-board computer as the newer trucks have. This one-time cost is in the range of \$18,000.

OPTIONS

1. That the Governance and Priorities Committee recommend that Council direct Staff to:
 1. Create a 0.5 Full Time Equivalent cart administrator position;
 2. Incorporate an additional non-collection day in the annual calendar for training; and,
 3. Purchase and install an additional on-board computer.

The advantages of this option include an increased level of efficiency in many of the back-of-house functions, which support the curbside collection service. Other than impacts to user fees, there is little downside to this level of service improvement.

Financial Implications: Incorporating these recommendations would increase the draft 2021 budget by \$59,500, or approximately \$2 per user. This change is proposed to be included in the 2021 – 2025 Financial Plan.

2. That the Governance and Priorities Committee provide alternative direction to Staff. |

SUMMARY POINTS

- The Residential Curbside Collection Post-implementation Review is complete. The Review provides five recommendations for Council’s consideration for implementation in 2021.
- Staff will provide a further report early in 2021 for Council’s consideration with the Review’s recommendations for later years.
- Implementing recommendations slated for 2021 are expected to increase user fees by a total of \$2 per year.
- The benefits of implementing the recommendations include increased capacity to respond to a significant increase in demand.

ATTACHMENTS:

Attachment A – Neilson Strategies Memorandum October 26, 2020 – 2021 Recommendations
Attachment B – Neilson Strategies Automated Solid Waste Collection Service Post-Implementation Review October 2020 (DRAFT report)

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