To: Chair and Members  
Public Works, Infrastructure & Environment Committee  
PW06033a

From: Scott Stewart, C.E.T.  
General Manager  
Public Works Department

Telephone: 905 546-2313  
Facsimile: 905 546-4481  
E-mail: sstewart@hamilton.ca

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Re: Four Day Waste Collection Week Review (PW06033a) (City Wide)

Council Direction:

As part of the 2006 budget process, Council requested additional information about the potential budget impacts of implementing a four day collection week at the Committee of the Whole meeting on February 13, 2006. Report PW06033, which was approved by Committee of the Whole on March 27, 2006, recommended that the City of Hamilton not implement a four day waste collection week in 2006 and that staff be directed to further investigate the implications of providing waste collection services over a four day schedule and report back to Council by October 2006.

Information:

Implementing a four day collection week will impact all areas of the City’s waste management system including collection, processing, disposal and community outreach. Staff has reviewed and assessed the potential cost savings, impacts and implementation considerations to change to a four day waste collection week. Based on this review it has been confirmed that there are clear advantages from a waste collection perspective; however, there may be operational and cost implications on transfer station operations and the City’s Resource Recovery Centre (MRF and CCF). Detailed negotiations must be undertaken and additional studies completed to confirm the feasibility of moving to a four day collection week.

The City currently provides curbside waste collection services over a five day collection week from Monday to Friday. Service is provided by municipal forces and contracted service providers. There are ten statutory holidays throughout the year which result in a one day delay in collection and/or overtime costs for municipal staff to either work on the statutory holiday or work on a Saturday following the statutory holiday. Five of the ten statutory holidays fall on a Monday including Easter Monday, Victoria Day, Civic Holiday, Labour Day, and Thanksgiving. Statutory holidays that fall on any day during the week include New Year’s Day, Good Friday, Canada Day, Christmas Day, and Boxing Day. The City currently provides waste collection services on Easter Monday and Boxing Day. The City’s waste collection schedule is shifted one day later
throughout the collection week to accommodate the other statutory holidays and requires collection on Saturday.

From a processing and disposal perspective, the current waste management system is designed to receive waste over a five day period. The Materials Recycling Facility and the Central Composting Facility presently operate five days per week (Monday to Friday) from 8 am to 6 pm and the City’s three transfer stations operate 6 days per week (Monday to Saturday) from 8 a.m. to 6 p.m.

A number of municipalities have adopted a four day (Tuesday to Friday) collection week to avoid having to shift their waste collection schedule due to statutory holidays on Mondays. These municipalities include the City of Toronto, City of Vaughan, County of Wellington, Town of Richmond Hill, City of Pickering and Town of Ajax. In most cases, their collection schedule shifts one day to accommodate statutory holidays that fall during the week on days other than Monday.

**Analysis**

Following direction from Council, staff followed up with service delivery groups including the City’s waste management contractors and CUPE Local 5167 and retained Jacques Whitford Ltd. to assist with the review of potential considerations for a four day collection week. The following areas were explored:

- **In-House Operations**
- **Contracted Collection Operations**
- **Disposal and Processing Operations**
- **Communications**

**In-House Operations**

Based on the review, a number of improvements relating to in-house collection operations for garbage, organics, bulk and leaf and yard waste collection were identified. The improvements include the following:

- **Fleet efficiency** - Vehicles will be better utilized because there will be less time spent on travel throughout the day, e.g. travel between the yard, collection route, and processing/transfer facilities. Fewer vehicles will be returning with a partial load which occurs with the five day collection week.

- **Vehicle maintenance** - One day per week can be dedicated for waste collection vehicle maintenance which will reduce the number of spare vehicles required when other vehicles are removed from service for regular maintenance. This also improves the scheduling of maintenance for Fleet Services.

- **Fleet and FTE reduction** - The City will be able to reduce its fleet by two vehicles and two FTE positions as a result of improvements in routes. Any staff reductions would be addressed in accordance with the City’s Collective Agreement with CUPE Local 5167.

- **Reduced overtime costs** - The City’s overtime costs will be reduced because collection will not be required on five Saturdays throughout the year. This has a significant impact on the operational budget.
• Environmental impact - Greenhouse gases will be reduced because of improvements in collection routes and the daily reduction in travel time will result in reduction in fuel consumption.

These benefits would extend to recycling collection operations should the City take on some or a portion of this work starting March 31, 2008.

Waste collection staff would be required to work a ten hour day, four days a week. Although the shifts are longer the work week remains at forty hours and there may be a social benefit due to an increase in staff morale for having an extra day off each week. The extra day of rest would be beneficial for collection workers from a health and safety perspective. Discussions with CUPE 5167 executive indicated that it will be possible to amend the current working hours through a Letter of Understanding. Any proposed change would need to be voted upon by the CUPE Local 5167 and CUPE Local 1041 members who would be affected by the change.

**Contracted Collection Services**

Current collection contractors were requested in writing to provide input on the potential change. Based on the feedback received, moving to a four day collection schedule will require:

• Renegotiation of certain contract terms for the National Waste Services Inc. contract for organics, garbage, bulk and leaf and yard waste collection.

• Issuing a new Contract for White Goods Collection for March 31, 2008 or negotiating an extension with Waste Management of Canada Corporation, the current service provider.

• Incorporating four day collection into any requests for proposals that are issued for the provision of recycling collection services starting on March 31, 2008.

**Processing and Disposal Operations**

As with the collection contractors, processing and disposal contractors were also requested for feedback on implications of moving to a four day collection schedule. The feedback provided indicates the following will be required:

• Transfer Station and Landfill Operations - potential renegotiation of the contract with Waste Management of Canada Corporation for the operation of the transfer stations, landfill, and leaf and yard waste composting pad.

• Materials Recycling Facility (MRF) - Potential renegotiation of the contract with Canada Fibers Ltd. for the operation of the MRF if operating hours need to be extended.

• Central Composting Facility (CCF) - Potential renegotiation of the contract with Maple Reinders Constructors Ltd. for the operation of the CCF if operating hours need to be extended.

• Weigh Scale Operations - The current contract for the operation of the weigh scales at the various waste management facilities expires at the end of February 2007. Pricing for revised operating hours will be obtained when this service is re-tendered later this year.
• In all cases, a more detailed review of impacts on facility operating hours, daily waste volumes and traffic flow is required to confirm potential operating impacts.

Communications

In moving to a four day waste collection schedule at least 20% of residents receiving curbside collection will see a change in their collection day as the current five day collection week is condensed into four days. Collection days in other locations will likely also be affected as routes are optimized. Some areas are expected to see a change in the time of collection as routes are lengthened.

Residents will need to be informed of any waste collection changes. The changes can be communicated through the waste collection calendar as part of the proposed implementation. Additional advertising and information can also be undertaken and a more detailed communications strategy will be developed as part of the ongoing review.

Implementation

The proposed implementation date to move to a four day collection week is March 31, 2008. This timing presents a number of advantages including:

• Coordination with the change in recycling service provider, with the termination of the existing contract with Halton Recycling Ltd on March 28, 2008;

• Communication of the collection day changes via the existing Waste Collection Calendar, which is distributed annually in early March;

• Coordination with any recycling program changes that are being considered.

• Coordination with new contracts for White Goods Collection and Scale Operations that are expiring before March 31, 2008.

There would be additional costs for communications if changes were made outside of the annual waste collection calendar since calendars would need to be reissued. Implementing a four day waste collection week in 2007 instead of March 31, 2008 would require negotiation with the City’s recycling collection contractor, which could result in increased costs. On this basis, it is not recommended that the changes be implemented in 2007.

Financial Implications

The service change is being recommended to start on March 31, 2008, to coincide with the distribution of the 2008-2009 waste collection calendars. An annual savings of $268,000 is currently projected for in-house collection of garbage, organics, bulk and leaf and yard waste. This savings is achieved through a reduction in staffing, overtime and vehicle costs. Negotiations and/or pricing will be required to confirm cost impacts of other waste management contracts. Through negotiations some waste management contracts may see a change in operational or additional capital costs.

Potential savings relating to the recycling collection program will be determined through the costing that is being done as part of the Recycling Program Review. Options being considered are outlined in a separate report.
Next Steps
Staff will be continuing to explore the feasibility of implementing a four day waste collection week based on the potential cost savings and positive improvements for waste collection operations. Market pricing and/or negotiation of contracted services will be undertaken over the coming months. Staff will report back to Council in early 2007 on the results of the negotiations, tenders and requests for proposals and make recommendations on moving forward with implementation for March 31, 2008.

Scott Stewart, C.E.T.
General Manager
Public Works Department