

Our File/N/Réf.                    31 15-92-0031-H, 00-95-0091-H  
Your File/V/Réf.

DATE                                11 July 1997

TO/DEST.                         The Chair and Members of Council

FROM/EXP.                        Director, Solid Waste Division  
   Environment and Transportation Department

SUBJECT/OBJET                 **CHANGE TO THE HOURS OF OPERATION AT  
THE TRAIL ROAD LANDFILL SITE**

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#### INTRODUCTION

A temporary adjustment to the hours of operation at the Trail Road Landfill Site will commence on 14 July and continue until 20 September 1997. The hours of operation of the temporary trial period are listed in Annex A attached.

#### BACKGROUND

The Environment and Transportation Department has been engaged in a continuous process of looking for efficiencies and cost savings in all areas of its operations. One of the areas under review has been the operations of the facilities at Trail Road operated by the Solid Waste Division. The facility incurs costs in the normal course of operations for contracted services, equipment, materials and labour. As each contract is re-tendered, opportunities for streamlining and efficiencies have been explored and implemented where operationally feasible.

Similarly, by making alterations to the organization of the operations at Trail Road, staff have been able to reduce the number of vehicles and equipment required in the daily operations. An example of the fleet reduction was the elimination of the requirement for lugger trucks previously used to support the small load deposit area at the landfill. This reduction was achieved by redesigning the small load area to reduce the requirement to handle this material twice, resulting in more efficient operations and a cost savings of approximately \$100,000, reflected in the 1997 budget.

#### Information Previously Distributed

To be listed on Planning and Environment  
Committee Agenda of 09 September 1997

## DISCUSSION

In addition to the operational cost savings already realized, another area that has been reviewed by staff for cost savings is the scheduling of work to support the operations at the facility. The current situation has the landfill site open seven days a week for the public to access the facility, as outlined in Annex A. In order to support these hours of operation, shift schedules have been arranged that include shift premiums and overtime to be paid. This arrangement has been a more cost-efficient alternative to having additional staff for these extended shifts.

In conjunction with this review, analyses have been prepared which track the volume of traffic onto the site at various times of the day, days of the week, and seasons of the year. The results of these analyses indicate that there are low volume traffic periods at the site which do not warrant continuing with the extended hours of operation. The proposed change to hours of operation, identified in Annex A, represents between 2.5 percent and 3.5 percent of the volume of seasonal loads received at Trail Road excluding the downtown core collection contract.

The primary purpose in the past for the Wednesday evening scheduled hours to end at 9:00 p.m. has been the Wednesday evening residential garbage collection service scheduled for this time slot for the downtown Ottawa core. In order to implement the Blue Box Program to include small businesses and due to operational problems with leaving empty blue boxes out overnight after evening collection, the Solid Waste Division, in conjunction with businesses, has changed the time of collection in the downtown core to regular daytime hours effective the week of 16 June 1997.

As part of the Regional Municipality of Ottawa-Carleton (RMOC) benchmarking exercise, service provided at the Trail Road Landfill Site was compared to private sector and municipal landfills in Ontario. By comparison, the hours of operation for the landfill operated on Carp Road by Canadian Waste Services Inc. are Monday to Friday, 7:00 a.m. to 5:30 p.m., Saturdays, 7:00 a.m. to 3:00 p.m., and Sundays it is closed.

A review of operating hours per week indicates that many other landfills, operated by other regional municipalities, are typically open between 40 and 60 hours per week. The proposed changes will reduce the hours of operation at Trail Road from 78 to 70 hours.

The Regional Regulatory Code reads in Section 5.3.8: "The waste disposal facility shall be open at the times determined by the Environmental Services Committee, which times may be adjusted temporarily by the Commissioner". As allowed for in the Regulatory Code, the Environment and Transportation Commissioner has authorized a temporary adjustment to the hours of operation at the Trail Road landfill site.

This temporary adjustment will allow staff to conduct a pilot to evaluate the impact of changing the hours of operation at the Trail Road Landfill Site on a permanent basis. The evaluation period will commence on 14 July 1997 and will continue for a ten-week period until 20 September 1997. At that time, the hours will continue to be the “adjusted hours”, as authorized by the Commissioner, while staff report to Committee on the findings of the pilot. This report will include details on the change to hours, the cost impact of the change, the impact on number of customers, and a summary of feedback from the public.

#### FINANCIAL IMPLICATION

A change to the hours of operation for the Trail Road Landfill Site, as proposed in Annex A, while not a significant change to the hours of service to the public, enables the rescheduling for more efficient use of staff time. Nominal cost savings will be achieved by eliminating overtime and shift premium costs for those hours eliminated.

#### CONSULTATION

The Collection Operations Branch, Solid Waste Division, through consultation with Business Improvement Areas (BIAs) and individual businesses in the downtown Ottawa core, has restructured its collection service to regular daily hours effective the week of 16 June 1997.

The changes to the hours of operation proposed by staff will affect a very small percentage of the traffic received at Trail Road. Two weeks prior to implementation of the new hours, all account customers received a letter informing them of the changes and flyers will be distributed to all customers who visit the landfill site during the pilot period. As well, all calls to Window on the Region and Trail Road will be monitored during the pilot period to assess the public reaction to the change.

#### CONCLUSION

The piloted change to hours of operation at Trail Road Landfill Site will enable staff to evaluate the impact of such a change on a permanent basis. It is hoped that the proposed changes to the hours of operation at the Trail Road Landfill Site will allow staff to be scheduled more effectively, while eliminating overtime and shift premium costs by reducing the hours, and will not significantly impact the hours of service to the public.

*Approved by*  
*P. McNally, P.Eng.*

PM/BM/mm

Attach. (1)

## TRAIL ROAD LANDFILL SITE

## HOURS OF OPERATION

Days of the Week	Present Hours of Operation		Proposed Hours of Operation	
	Start	End	Start	End
Monday	7:00 a.m.	6:00 p.m.	7:00 a.m.	6:00 p.m.
Tuesday	7:00 a.m.	6:00 p.m.	7:00 a.m.	6:00 p.m.
Wednesday	7:00 a.m.	9:00 p.m.	7:00 a.m.	6:00 p.m.
Thursday	7:00 a.m.	6:00 p.m.	7:00 a.m.	6:00 p.m.
Friday	7:00 a.m.	6:00 p.m.	7:00 a.m.	6:00 p.m.
Saturday	8:00 a.m.	6:00 p.m.	8:00 a.m.	4:00 p.m.
Sunday	8:00 a.m.	6:00 p.m.	8:00 a.m.	3:00 p.m.

Note: Hours of operation during the winter months would be the same with the exception of Sundays when the Trail Road Landfill Site would be closed from mid-December to mid-March in conjunction with the closure of the Household Special Waste Depot.