

BRIEFING

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Item #5.2.2

Utilities and Environmental Protection Briefing to

SPC on Utilities and Corporate Services
2020 April 15

ISC: UNRESTRICTED
UCS2020-0248

Residential Collection Services Review: Industry Engagement and Service Efficiency Opportunities

PURPOSE OF BRIEFING

The purpose of this briefing note is to summarize work undertaken by Administration to meet Council's direction to solicit feedback from the waste and recycling collection services industry regarding the 2018 Collection Services Review Report (UCS2019-0113), pursue identified efficiency opportunities and report back to the Standing Policy Committee (SPC) on Utilities and Corporate Services (UCS) by 2020 Q2.

SUPPORTING INFORMATION

Waste and recycling collection services industry engagement

Working with The City of Calgary's (The City's) Engage Resource Unit, Administration sought feedback from the waste and recycling collection services industry through two engagement activities:

- **Industry workshop:** Engage hosted a workshop for representatives from the private waste collection industry on 2019 June 26. Representatives from 42 businesses and organizations involved in waste and recycling collection were invited. Nine industry representatives from seven organizations attended.
- **Online survey:** At the request of workshop participants, an online survey including the same questions covered in the June workshop was circulated to invitees so that those who could not attend the workshop could provide feedback. The survey was open from 2019 June 26 to September 20 and received two responses.

Industry participants indicated that they felt the report (UCS2019-0113) did not accurately represent the advantages of the private waste collection industry; however no information or data to validate that position was shared with The City during the engagement process. Participants did suggest that a Request for Proposal (RFP) process would be the best approach to validate private waste collection performance and that the RFP should include clear standards for environmental performance, customer service, safety, and costs. Feedback from the industry engagement is included as Attachment 1.

Waste & Recycling Services (WRS) will be using an RFP process for a mixed service delivery pilot for residential garbage collection. Feedback from the industry engagement is being considered in the development of the RFP. An update report on the development of the mixed service delivery pilot is provided in report UCS2020-0440: *Residential Waste Collection Mixed Service Delivery Pilot Project Update*.

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Service efficiency opportunities

WRS continues to focus on the four service value objectives shared in the *2018 Residential Collection Services Review* report (UCS2019-0113): customer experience, safety, environment and costs. Significant efficiencies have been realized in WRS residential collections over time through automation of collection, reductions in fleet maintenance costs, and introducing improved route design software.

To realize further efficiencies, WRS is pursuing the following opportunities:

- **Fleet initiatives:** a comprehensive feasibility analysis to inform the alternative fuel strategy, in-truck technology, and a truck rental pilot
- **Reduced set-out:** a tag-a-bag program and a variable set-out pilot
- **Workforce management:** seasonal employee sharing

Additionally, WRS assessed the cost benefit of extending collection shifts to a ten-hour work day, as recommended in the *2018 Residential Collection Services Review*.

Progress on these opportunities is summarized in Attachment 2.

ATTACHMENTS

1. Attachment 1 – Industry Engagement: What We Heard Report
2. Attachment 2 – Service Efficiency Opportunities