

Clause 12 in Report No. 15 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on November 16, 2017.

12

Service Improvements at Regional Drop-off Waste Depots

Committee of the Whole recommends adoption of the following recommendations contained in the report dated October 11, 2017 from the Commissioner of Environmental Services:

1. Council authorize a weight based fee of \$125 per tonne for residual waste, with a minimum flat rate of \$10 at Community Environmental Centres and at Georgina Transfer Station, effective January 1, 2018.
2. Council authorize a revision to the hours of operation at the Region's Municipal Hazardous and Special Waste Depots, Community Environmental Centres and Georgina Transfer Station as summarized in Table 1, effective January 1, 2018.

Report dated October 11, 2017 from the Commissioner of Environmental Services now follows:

1. Recommendations

It is recommended that:

1. Council authorize a weight based fee of \$125 per tonne for residual waste, with a minimum flat rate of \$10 at Community Environmental Centres and at Georgina Transfer Station, effective January 1, 2018.
2. Council authorize a revision to the hours of operation at the Region's Municipal Hazardous and Special Waste Depots, Community Environmental Centres and Georgina Transfer Station as summarized in Table 1, effective January 1, 2018.

2. Purpose

This report seeks authorization to implement changes that will improve financial and operational performance as well as customer experience at Elgin Mills and McCleary Court Community Environmental Centres, Georgina Transfer Station and Municipal Hazardous and Special Waste depots (Hazardous Waste Depots).

3. Background and Previous Council Direction

Weight based fee of \$100 per tonne approved for the Georgina Transfer Station and Community Environmental Centres in 2012

In [September 2012](#), Council approved a weight based fee structure of \$100 per tonne for residual waste at Georgina Transfer Station. That fee structure has been in place since November 2012.

Council also approved a weight based fee of \$100 per tonne for residual waste and high cost divertible materials including drywall, wood and concrete waste once site enhancements are complete at the Elgin Mills and McCleary Court Community Environmental Centres. These enhancements include adding a Hazardous Waste Depot and weigh scales at each facility. The weight scales will be operational by the end of November 2017.

Large volume of commercial customers reduces cost recovery and customer satisfaction at Community Environmental Centres

Prior to installing scales, the Community Environmental Centres have operated under a flat fee structure based on vehicle size. In 2016, the two facilities recovered \$1,203,656 from the 23,026 tonnes of residual waste accepted. This is equivalent to an average cost recovery fee of approximately \$52 per tonne, well below the \$100 per tonne weight based fee approved by Council in 2012. The low cost recovery is attributed to commercial customers loading cargo vans and stake trucks to maximum capacity and paying a fixed fee of \$28 based on vehicle size. At a site with scales, a fully loaded cargo van would typically pay \$70 or more, depending on the weight of the load.

Many commercial customers take up to 40 minutes to offload residual waste, causing wait times of up to two hours for residential customers. In August 2017, in response to numerous complaints of excessive wait times and on-site safety, all cargo vans and larger were diverted from the Elgin Mills Community Environmental Centre. Signage and contractor staff provided customers with information on alternative disposal locations. Wait times at the Elgin Mills facility have been significantly reduced with commercial clients in large vehicles being directed to other Regional facilities or private transfer stations. Photographs of

Service Improvements at Regional Drop-off Waste Depots

on-site traffic at Elgin Mills facility before the vehicle restriction are presented in Attachment 1.

Current depot hours do not accommodate municipal hazardous waste drop off on Tuesdays and Wednesdays

The Community Environmental Centres currently operate from Thursday to Monday. Once the two Community Environmental Centre enhancements are complete, five Regional drop-off waste depots will accept municipal hazardous waste. Georgina Transfer Station currently accepts municipal hazardous waste on Saturdays only. York Region also has a Hazardous Waste Depots located in Markham and East Gwillimbury that operate from Thursday to Monday.

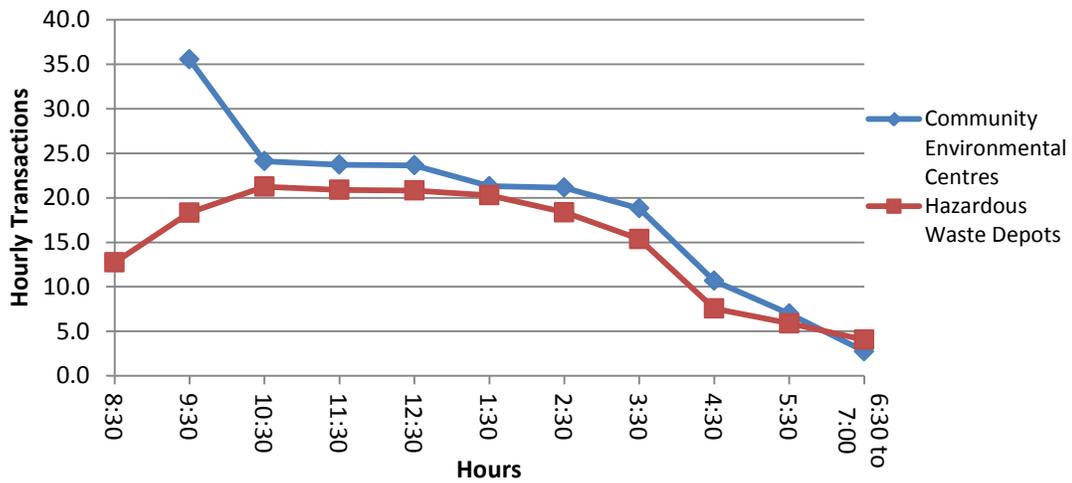
The current hours of operation do not provide an opportunity to dispose of municipal hazardous waste on Tuesdays and Wednesdays. Although the hours have been in place since 2009, residents continue to inquire about available sites on these days.

Customers not taking advantage of the extended hours of operation offered between April 1 and October 31

Between April 1 and October 31, hours of operation at Community Environmental Centres and Hazardous Waste Depots are extended until 7:00 p.m. on Thursdays. These extended hours are intended to provide customers with an opportunity to dispose of material outside of typical working hours.

Use of the extended hours by customers has been low. A summary of the average hourly transactions recorded on Thursdays where operation is extended until 7:00 p.m. is illustrated in Figure 1 below.

Figure 1
Hourly transactions recorded
during extended hours of operations in 2016



Consistently, the number of hourly transactions recorded declines after 3:30 p.m. The operating budget for these low-traffic hours could potentially be redeployed to improve service by offering more hours at times when customer demand is higher.

4. Analysis and Implications

Revised hours of operation a key element to improving customer satisfaction

A comparison between the existing and proposed hours of operations is presented in Table 1. To meet the needs of customers and enhance overall customer satisfaction, staff recommend that the proposed hours of operation shown in Table 1, be implemented effective January 1, 2018.

Table 1
Existing and Proposed Hours of Operation

Operating Days	Existing OR Proposed	Markham and East Gwillimbury Hazardous Waste Depots	Community Environmental Centres (include Hazardous Waste Depot Operations)	Georgina Transfer Station (Hazardous Waste Depot Operations Only) ¹
Monday	Existing	8:30 am to 4:30 pm	9:30 am to 4:30 pm	CLOSED
	Proposed	8:30 am to 4:30 pm	CLOSED	CLOSED
Tuesday	Existing	CLOSED	CLOSED	CLOSED
	Proposed	CLOSED	CLOSED	8:00 am to 5:00 pm
Wednesday	Existing	CLOSED	CLOSED	CLOSED
	Proposed	CLOSED	8:30 am to 4:30 pm	CLOSED
Thursday	Existing	8:30 am to 4:30 pm	9:30 am to 4:30 pm	CLOSED
	Proposed	8:30 am to 4:30 pm	8:30 am to 4:30 pm	CLOSED
Friday	Existing	8:30 am to 4:30 pm	9:30 am to 4:30 pm	CLOSED
	Proposed	8:30 am to 4:30 pm	8:30 am to 4:30 pm	CLOSED
Saturday	Existing	8:30 am to 4:30 pm	9:30 am to 4:30 pm	8:00 am to 5:00 pm
	Proposed	8:30 am to 4:30 pm	8:30 am to 4:30 pm	8:00 am to 5:00 pm
Sunday	Existing	8:30 am to 4:30 pm	9:30 am to 4:30 pm	CLOSED
	Proposed	8:30 am to 3:30 pm	8:30 am to 3:30 pm	CLOSED
Extended hours ²	Existing	4:30 pm to 7:00 pm	4:30 pm to 7:00 pm	Not available
	Proposed	CLOSED	CLOSED	CLOSED

1. Georgina Transfer Station also accepts non-hazardous waste
Monday – Saturday, 8:00 a.m. through 5:00 p.m (no changes to non-hazardous waste hours of operation)
2. Extended hours offered on Thursdays between April 1 and October 31

Service Improvements at Regional Drop-off Waste Depots

Proposed hours of operation meets customer demand for Regional Drop-off Waste Depot usage

The proposed hours of operation will provide an extra hour of service at the Community Environmental Centres between 8:30 a.m. and 9:30 a.m., which will help to reduce traffic congestion and wait times on weekday mornings when demand is typically high. Opening the Community Environmental Centres at 8:30 a.m. will also provide an opportunity for residents to dispose of their waste before work on weekdays.

Extended hours of operation on Thursdays will be eliminated due to low usage. The Community Environmental Centres and Hazardous Waste Depots will also be closed one hour earlier on Sundays as usage of the sites is significantly less at that time of day. On-site customer surveys provided strong support for these changes as detailed later in this report.

Residents will be provided access to a Hazardous Waste Depot seven days a week

A Hazardous Waste depot will be available to residents seven days a week under the proposed hours of operations. To achieve this, the Community Environmental Centres will now be open on Wednesday. To offset the new hours on Wednesday, the Community Environmental Centres will be closed on Monday, which will provide more opportunity for the Region's operations contractor to dispose of the large volume of material typically received over the weekend and have the sites clean and ready to reopen on Wednesday morning. An additional day of Hazardous Waste Depot service will be added at the Georgina Transfer Station on Tuesdays, serving to reduce extended wait times often experienced on Saturdays.

Together, proposed changes to hours of operation at the Community Environmental Centres and Georgina Transfer Station provide 480 additional hours of service annually, providing customers with more options to manage their waste disposal needs.

Recent survey confirms facility users support proposed changes to hours of operation

Three separate surveys were conducted in August 2017 to solicit feedback from customers on proposed changes to hours of operation. A total of 538 visitors were surveyed, the majority of which support changes to operating hours as summarized in Table 2.

Table 2
Survey Results - Changes to the Days and Hours of Operation

Proposed Operational Change	Percentage of Customers in Support
Opening Community Environmental Centres at 8:30 a.m. (previously at 9:30 a.m.)	98%
Closing Community Environmental Centres at 3:30 p.m. on Sundays (previously at 4:30 p.m.)	95%
Eliminating seasonal hours at Community Environmental Centres on Thursdays from 4:30 to 7 p.m.	95%
Closing the Community Environmental Centres on Mondays instead of Wednesdays	90%
Providing Hazardous Waste collection service at the Georgina Transfer Station on Tuesdays and Saturdays (previously Saturdays only)	100%

Survey results confirm that proposed changes to operating days and hours will be met with enthusiasm by depot customers.

Savings realized using a weight based fee of \$125 per tonne for the Community Environmental Centres and Georgina Transfer Station

Staff reviewed the cost impact of the proposed \$125 per tonne rate compared to the existing volumetric fee structure and the \$100 per tonne rate approved by Council in 2012. This comparison was based on 2016 tonnages. Results of this analysis are presented in Table 3.

Table 3
Cost Comparison of Fee Structures

Scenario ¹	Total Tonnes Managed	Fully Burdened Cost Net of Revenue ²	Net Cost per tonne
Existing fee Structure	48,577	\$3,326,115	\$68.47
\$100 per tonne	48,577	\$1,647,962	\$33.92
\$125 per tonne	42,623 ³	\$788,613	\$18.50

1. All scenarios include additional costs required to operate the Community Environmental Centres' weigh scales and use the proposed hours of operation presented in this report.
2. Cost includes payment to contractor, utilities, maintenance, and revenue (fees and charges) associated with managing the materials on-site.
3. Reduced commercial participation is anticipated at the proposed \$125 per tonne rate, which results in a lower tonnage of residual waste managed at the three sites.

Service Improvements at Regional Drop-off Waste Depots

At \$125 per tonne, the three sites would operate at an estimated combined annual net cost of \$788,613 per year as compared to an annual cost of \$3,326,115 for the existing volumetric fee structure. Actual costs will be contingent on realizing lower commercial use of these facilities with implementation of the proposed fee.

Proposed weight based fee for residual waste will not impact residents using local curbside waste collection programs

Local curbside waste collection programs provide residents with excellent customer service including weekly curbside collection of recyclables and green bin materials, bi-weekly collection of residual waste materials, as well as yard waste collection over the summer months. The Community Environmental Centres and Georgina Transfer Station are designed as an outlet for residents with excess residual waste and bulky recyclables not easily managed at curbside. Customers with 100 kg or less of residual waste will continue to pay the existing minimum flat rate of \$10. The proposed fee structure is expected to have a larger impact on commercial customers than residential customers.

Proposed weight based fee for residual waste consistent with other municipal depots

Staff reviewed weight based fees charged at other municipally operated waste depots and confirmed the proposed weight based fee of \$125 per tonne with a minimum flat rate of \$10 to be fair and competitive as outlined in Table 4 below.

Table 4
Weight Based Fee at Municipally Operated Waste Depots

Municipality	Weight Based Fee (\$/tonne)	Minimum Charge
Peel Region	\$100.00	\$5 per load (50 kg or less)
City of Toronto	\$114.95	\$11 per load (100 kg or less)
City of Hamilton	\$117.50	\$8.50 per load (100 kg or less)
York Region (proposed)	\$125.00	\$10 per load (100 kg or less)
Durham Region	\$125.00	\$5 per vehicle
Simcoe County	\$155.00	\$5 per load
Halton Region	\$165.00	\$5 per load (50kg or less) \$10 per load (51kg to 100 kg)

Service Improvements at Regional Drop-off Waste Depots

If the new fee structure reduces commercial traffic, there may also be an overall increase in customer satisfaction due to improved site safety and reduced congestion and waiting times.

Waste depot fee and hours optimization supports Vision 2051 and 2015 to 2019 Strategic Plan

The recommended hours of operation and fee structure changes outlined in this report allow York Region to continue to provide sustainable waste management services while supporting the corporate goals of fiscal responsibility and continuous improvement as outlined in Vision 2051 and the Strategic Plan.

5. Financial Considerations

Proposed weight based fee of \$125 per tonne will help move to full cost recovery for residual waste

As presented in Table 3, a weight based fee of \$125 per tonne will allow the Community Environmental Centres and Georgina Transfer Station to operate at a reduced annual operating cost. A weight based fee of \$125 per tonne would significantly improve cost recovery on residual waste, partially offset costs associated with additional staffing at the Community Environmental Centres, and will allow the Region to operate under the proposed additional hours of operation presented in this report. The combined annual net cost also takes into consideration the possibility of reduced commercial participation. These customers can use private waste transfer stations available in the Region where disposal fee could be lower if the site does not offer bulky recyclable or hazardous waste collection services.

This step promotes waste reduction by taking the fiscal burden for site operations away from the general taxpayer and placing it on facility users.

6. Local Municipal Impact

Adopting the recommended hours of operation will provide York Region residents an opportunity to drop off municipal hazardous waste on any given day of the week. In addition, the recommended hours of operation increases site availability across all Regional drop-off waste depots compared to the current operating hours. Residents that continue to use the Community Environmental Centres and Georgina Transfer Station will also benefit from a shorter wait time on-site since some of the commercial customers will return to using private or other municipally operated drop-off depots.

7. Conclusion

The existing hours of operation at the depots are no longer conducive to meeting customer requirements. To enhance the overall customer experience, staff recommend a revision to the hours of operation as presented in Table 1 in this report.

The Community Environmental Centres and Georgina Transfer Station are designed as an outlet for residents with excess residual waste and bulky recyclables not easily managed at curbside. Adopting the proposed weight based fee of \$125 per tonne will move the revenue for this service closer to full cost recovery.

For more information on this report, please contact Laura McDowell, Director, Environmental Promotion and Protection at 1-877-464-9675 ext. 75077.

The Senior Management Group has reviewed this report.

October 11, 2017

Attachment

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Accessible formats or communication supports are available upon request

ATTACHMENT 1

**VEHICLE QUEUES AT ELGIN MILLS
COMMUNITY ENVIRONMENTAL CENTRE AUGUST 3, 2017**

