



# Governance & Services Committee

**TO:** Governance and Services Committee

**FROM:** Jodie Foster  
Manager – Corporate Communications

**DATE:** May 1, 2019

**SUBJECT:** Transfer Station Operations and Service Review

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**Purpose:** To provide the Governance and Services Committee with an overview of the Transfer Station Operation and Service Review Study Report.

## Executive Summary:

In early 2018, consultant Morrison Hershfield was hired to conduct an operations and service review of the North Westside Transfer Station and Trader's Cove Transfer Station. The work involved identifying opportunities to improve services at the facilities including feedback from a customer satisfaction survey at the transfer stations.

The consultant's recommendations are outlined in the following report and staff will address each of them during their presentation to the Committee.

## RECOMMENDATION:

**THAT** the Governance and Services Committee receive for information the Transfer Station Operations and Service Review report dated May 1, 2019;

**AND FURTHER THAT** the consultant's recommendations be considered as part the 2020 Financial Plan deliberations.

Respectfully Submitted:

Jodie Foster  
Manager-Corporate Communications

Approved for the Committee's Consideration

Brian Reardon, CAO

Prepared by: Cynthia Coates, Waste Reduction Facilitator

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**Implications of Recommendation:**

Strategic Plan:	The implementation schedule for the Solid Waste Management Plan listed an item to conduct feasibility studies to review the overall services at transfer stations and potential improvements
Financial:	The implementation of the recommendation to make repairs at Trader's Cove Transfer Station will cost approximately \$15,000 – 20,000 and will be considered in the 2020 budget cycle.

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**Background:**

The RDCO has two waste and recycling transfer stations along Westside Road in Electoral Area West, the Traders Cove Transfer Station (TCTS) and North Westside Transfer Station (NWTS). Both transfer stations collect residential garbage/waste and yard waste, as well as various recyclable materials (paper and packaging) on behalf of Recycle BC.

Trader's Cove has approximately 266 users and North Westside has approximately 935 users. Operation of the sites is contracted to OK Environmental Waste Systems and includes hauling and bin rental for garbage and yard waste, as well as staffing of the sites. The cost of hauling recyclables is covered by Recycle BC.

Residential users at each facility are allowed two bags per week of garbage, up to 10 bags per week of yard waste and unlimited amounts of recyclable material. The North Westside Transfer Station also has an annual hazardous waste roundup, as well as two user pay, bulky item collection days.

Trader's Cove Transfer Station is currently open:

- Wed 6:30 am – 11:30 am
- Sun 9:00 am – 5:00 pm (Sun 9:00 am – 1:00 pm in the winter)

North Westside Transfer Station hours are:

- 8:00 am – 12:00 pm Mon, Wed, Sat and Sun

The Transfer Station Review from January 2018 – December 2018 had three components:

1. A customer satisfaction survey conducted at each site;
2. An exploration of on-site composting options for organics; and
3. A review of opportunities to improve facility services.

### Customer Satisfaction Survey

An online and paper survey was conducted from June 26 – Sept 7, 2018 for users of both facilities. There were 194 responses, representing 16 per cent of all registered users.

Response rates were as follows:

Facility	No. of Respondents	% of Registered Users
Trader's Cove	94	35%
North Westside	100	11%

### Survey Summary Results

89-90% of respondents are permanent residents and use the facility weekly or monthly.

Question	Trader's Cove	North Westside
Satisfaction with Hours	68%	58% (25% wanted longer hours and 17% more days of the week)
Line up short/adequate	98%	95%
Adequate items accepted	68% (remaining would like to also see Household Hazardous Waste and electronics accepted)	57% (remaining would like other, used oil or food waste)
Site operator helpful	98%	75%
Site clean	98%	95%
Site safety	93% site was safe	86%
Used Bulky Collection	N/A	59% (62% found service satisfactory)
Used Household Hazardous Waste Round Up	N/A	42%

### Assessment of On-Site Composting System

A component of the review included assessing various on-site composting technologies to manage yard and food waste on site in order to further divert material from landfill and reduce current hauling costs. While a number of options were proposed, each would require electricity and water, which are not currently on site at either location. Additionally, a full cost analysis was not complete at this time to determine whether a good business case exists for implementing some of these technologies.

There was some but not high interest from survey responses for food waste collection (30% of NWTS users and 25% of TC users)

The following is a summary of composting options considered:

<b>Technology</b>	<b>Costs per site</b>	<b>Advantages</b>	<b>Disadvantages</b>
<b>Earth Flow - custom built vessel</b>	\$67,000 - \$80,000 capital with annual maintenance costs estimated at 3% of the capital costs.	<ul style="list-style-type: none"> <li>▪ Low labour costs</li> <li>▪ Automated processing</li> <li>▪ Can process food and yard waste</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not bear proof (but it could be with a higher cost)</li> <li>▪ Shredding needed for woody items</li> </ul>
<b>Earth Flow - intermodal unit</b>	\$79,000 - \$95,000 with annual maintenance costs estimated at 3% of the capital costs.	<ul style="list-style-type: none"> <li>▪ Bear proof</li> <li>▪ Increased odour management control</li> <li>▪ Can process food and yard waste</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shredding needed for woody items</li> </ul>
<b>Aerated static pile (ASP)</b>	\$10,000 - \$50,000 per site, depending on design.	<ul style="list-style-type: none"> <li>▪ Simple</li> <li>▪ Works well if only yard waste is processed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shredding needed for woody items</li> <li>▪ Not suited for food waste</li> <li>▪ Require a bucket loader onsite.</li> <li>▪ Labour intensive</li> </ul>

### Opportunities for Site Improvements: Trader's Cove

Morrison Hershfield recommended improvements to Trader's Cove including:

1. Level off the step in front of the yard waste drop off. This area currently has a small step that users have to step down and back from after dropping yard waste. Estimated cost for this improvement is \$15,000-\$20,000.
2. Create covered shelter for Recycle BC materials. There is a requirement under the RDCO's contract with Recycle BC to ensure fibre materials are protected from weather. Estimated cost for this improvement is \$20,000
3. While 68% of users are satisfied with the hours, 32% would like to see additional hours. Estimated annual cost is \$9,000-\$14,000 (for every extra 4 hours added). This is based on current contract costs and assuming higher costs for weekends.

**Opportunities for Site Improvements: North Westside**

The following options were recommended for North Westside Transfer Station:

1. The primary issue identified at NWTs is with yard waste congestion during peak seasonal times.
2. To deal with site congestion during peak seasonal times for yard waste drop off, reconfigure the site to accommodate an additional yard waste bin (there is currently only one on site).
  - a. Option 1: Reconfigure within existing site footprint – cost is approximately \$10,000 for additional yard waste bin
  - b. Option 2A:- Expand site to the west, new retaining wall and place two yard waste bins. Estimated cost \$140,000 (+ or – 50%)
  - c. Option 2B: Expand site to west, no retaining wall, place recycling bins to the west. Estimated cost \$110,000 (+ or – 50%)
3. 42% of users felt the hours were somewhat inadequate to inadequate. Adding an additional 4 hours mid-week is an estimated \$13,000/year and additional longer hours on weekends estimated to \$20,000/year. This is based on current contract costs and assuming higher costs for weekends

**Conclusion**

The above recommendations have not been budgeted or approved in the 2019 Financial Plan, therefore will need to be considered as part of the 2020 budget process.

Staff will proceed with leveling the step in the yard waste area at Trader's Cove Transfer Station later this year as part of the 2019 Work Plan.

**Attachment(s):**

- Transfer Station Operations and Service Review – Study Report with Recommendations