

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 29, 2021**

SUBJECT **2022 Service Planning – Landfill and Recycling**

ISSUE SUMMARY

To provide the Environmental Services Committee with an overview of core service levels, new and progressing initiatives and performance metrics related to the Landfill & Recycling Community Need. These activities are undertaken by the Environmental Resource Management, Environmental Protection and Engineering Services divisions and deliver on approved Board Strategic Priorities and the Capital Regional District (CRD) Corporate Plan.

BACKGROUND

The CRD Board identified its strategic priorities in early 2019. Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's fifteen most important needs (community needs). These initiatives are delivered in conjunction with the mandated core services and regulatory requirements that the CRD is accountable for delivering. The priorities were reconfirmed by the CRD Board at the annual check-ins on May 13, 2020 and May 12, 2021.

At the start of the Board term, staff identified that the ambitious plan for the region would require a significant amount of effort and resources to action and implement Board and Corporate Priorities, and to keep pace with the anticipated increase in service demands, primarily driven by population growth and construction activity. The general level of effort deployed by the organization has been increasing to keep pace since the direction was set, and in some cases emerging trends and changes in economic activity has had a significant impact on the demand for services driving additional resource requirements.

This is the final year of service plan and budget approvals for this CRD Board, as well as the final year of implementation of its strategic priorities. For 2022, staff are recommending a significant package of work to finalize the delivery of the strategic priorities and Corporate Plan. Implementation timeframes for much of the work initiated in 2022 will carry into 2023.

2022 is a transition year for the CRD Board. Staff anticipate that any service planning requests for 2023 will be focused on operational adjustments while the Board is determining its strategic priorities for the 2023-2026 term.

The Community Need Summary Report (Appendix A) provides an overview of the strategic context for service areas by department, core service levels for services, new initiatives and a summary of the business model and performance metrics associated with targeted outcomes.

A summary of the capital investment made in support of the Community Need (Appendix B) and the initiatives progressed over the course of this Board's term (Appendix C) have been appended to this report.

ALTERNATIVES

Alternative 1

The Environmental Services Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Landfill & Recycling be approved as presented and form the basis of the 2022-2026 Financial Plan.

Alternative 2

That Appendix A, Community Need Summary – Landfill & Recycling be approved as amended and form the basis of the 2022-2026 Financial Plan.

IMPLICATIONS

Financial Implications

The Executive Leadership Team (ELT) is taking steps to mitigate the financial impacts resulting from the work. ELT has reviewed the phasing of the work for 2022 to ensure that the activities and resources are allocated as efficiently as possible. Phasing out the initiatives over a longer period of time helps avoid delays that can occur when staff are too thinly spread across projects. Additionally, timing initiatives to start mid-year will also reduce the impact in 2022, but will have an incremental annualization impact in 2023 for ongoing impacts.

The CRD continues to look for ways to fund its services in a manner that relieves affordability pressure for the taxpayer. This is reflected in the policy for reserve balance measures and gaps/surplus, which was approved by the CRD Board on July 14, 2021. The CRD has had other funding successes optimizing capital funding and leveraging grant funding in a more aggressive way than ever before.

Finally, where feasible, an incremental change management strategy has been adopted for larger projects. This means that divisions are testing out the objectives and delivery approach with a proof-of-concept and then deploying out more broadly, if the benefits can be demonstrated. This has been a successful strategy adopted for our enterprise asset management strategy deployment, for example.

The financial impact of new staffing requests at the landfill can be fully funded by existing landfill revenues and will not require requisition or third party funding.

A comprehensive overview of the resources required to advance the initiatives listed in all Community Need Summaries, including all proposed staffing changes, will be presented to the Committee of the Whole at the 2022 provisional budget review.

Service Delivery Implications

New staffing requests are associated with significant traffic increase at the Hartland public drop-off area, as well as implementation of the recently updated and approved Solid Waste Management Plan (SWMP). Staffing requests are required to maintain current service levels.

As a result of incremental work content and resourcing through the following initiatives in support of the community need, there is an additional 0.2 FTEs in the area of Finance and Technology to administer required corporate functions.

See Appendix A for more details about core service delivery.

New initiatives proposed for 2022:

Staff have identified three initiatives in support of this community need that will have budget implications in 2022 (Table 1). The key drivers for this work are:

1. Implementation of a Board-approved strategy: the implementation of the SWMP by delivering the initiatives identified in the plan and delivering education and outreach programs to promote waste reduction programmes.
2. Minimize the materialization of risk and maintain service level: a significant maintenance work backlog at Hartland Landfill is putting operations at risk.

Table 1: Landfill & Recycling Community Need Initiatives

#	Initiative	Description	Year(s)	FTE impacts (2022)	Cost impacts (2022)	Funding source
9a-1.2	Solid Waste Initiatives Coordinator	Deployment of planned waste diversion initiatives from the SWMP	2021	+1.0 FTE* ongoing	\$119K	Fee-for-service, requisition
9b-2.1	Communications Assistant	Support for SWMP for education and outreach related to waste diversion initiatives	2021	+0.4 FTE ongoing	\$35K	Fee-for-service
9d-1	Landfill Maintenance Worker	Staffing increase to address ongoing site maintenance needs	2021	+1.0 FTE ongoing	\$99K	Existing operating budget, requisition

Blue highlighted areas are initiatives that directly address a Board Priority.

This information reflects the business case costs that the ELT reviewed as part of its annual assessment of initiatives.

9a-1.2 Solid Waste Initiatives Coordinator

The Board endorsed the new CRD SWMP in May 2021. This plan sets out over 70 actions to be deployed in support of the goal of decreasing waste generation in the capital region by 33% to 250kg per capita by 2030. This directly supports Board Strategic Priority 2c to reduce waste and increase recycling in the region. The timely and effective deployment of planned waste diversion initiatives will be an essential part of achieving this goal.

Initiative 9a-1.2 seeks to create a new ongoing position (+1.0 FTE) in the Environmental Resource Management division to coordinate the deployment of regional resources in support of this ambitious waste reduction goal.

This initiative will also increase demand and requirements for support services (e.g., budget and transaction processing, system access, helpdesk support, etc.). This initiative, alongside others, will result in a small adjustment to the Financial Services and Information Technology & GIS staffing model to accommodate the demand. To provide full transparency, the financial impact of the initiative reflects the whole cost of delivering the work, including flow-down impacts on support services.

9b-2.1 Communications Assistant (Environmental Resource Management Solid Waste Management Plan Support)

In addition to initiative 9a-1.2, in order to successfully implement the SWMP's goal to reduce regional waste, there is a need to put additional efforts towards education and outreach. Initiative 9b-2.1 seeks to increase an existing part-time position in Environmental Protection to a full-time position (+0.35 FTE) to enhance communication support including running education campaigns, developing social media content and other outreach material targeted for multi-family developments, the construction and demolition industry, and general commercial and institutional sectors.

9d-1 Landfill Maintenance Worker

The ongoing work to maintain Hartland Landfill has created a significant work backlog. There is currently only one Landfill Maintenance Worker working and a recent vacancy was filled with a Landfill Gas Technician to address pressing technical requirements at the site. This directly supports Board Strategic Priority 2c by providing sustainable solid waste disposal and extending the life of Hartland Landfill.

Initiative 9d-1 seeks to create a new ongoing position in the Environmental Resource Management division (+1.0 FTE) to address the backlog and allow staff to stay on top of ongoing preventative maintenance at Hartland to allow for more efficient operations and decreased lifecycle costs. The cost of this position will be fully offset by the existing operating budget for auxiliary hours.

This initiative will also increase demand and requirements for support services (e.g., budget and transaction processing, system access, helpdesk support, etc.). This initiative, alongside others, will result in a small adjustment to the Financial Services and Information Technology & GIS staffing model to accommodate the demand. To provide full transparency, the financial impact of the initiative reflects the whole cost of delivering the work, including flow-down impacts on support services.

Alignment with Board & Corporate Priorities

The direction given to staff was to bring forward work that is of essential nature. This was defined as:

- initiatives that provide for public health and safety and/or deliver on a regulatory requirement
- initiatives that are required to deliver the Board Strategic Priorities

- initiatives that will prevent the materialization of significant negative impacts on service customers, partners, the region, local services or the CRD's finances
- initiatives that minimize the materialization of financial, reputational or other risks and liabilities for the CRD by ensuring the organization is keeping pace with expectations and demand
- there is an imperative to deliver the work immediately and/or quickly

The ELT has reviewed and assessed all business cases against the criteria. The consolidated package of work is appropriate and commensurate to the challenge facing the organization.

CONCLUSION

Staff have been progressing initiatives and actions identified in the CRD Corporate Plan, including Board Strategic Priorities. The CRD Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Environmental Services Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Landfill & Recycling be approved as presented and form the basis of the 2022-2026 Financial Plan.

Submitted by:	Russ Smith, Senior Manager, Environmental Resource Management
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Community Need Summary – Landfill & Recycling
Appendix B: Capital Plan Report
Appendix C: Initiatives Progress Report