



City of
Peterborough

To: **Members of the Committee of the Whole**

From: **W.H. Jackson, Director of Utility Services**

Date: **May 29, 2017**

Subject: **Report USDIR17-005
Consolidation of the Environmental Protection and Waste
Management Divisions Under One Manager and Approval of
an Additional FTE**

Purpose

To inform Council of the consolidation of the Environmental Protection and Waste Management Divisions under one Manager and to request one addition FTE.

Recommendation

That Council approve the recommendation outlined in Report USDIR17-005 dated May 29, 2017, of the Director of Utility Services, as follows:

That one additional FTE (Operational Coordinator) be included in the new Environmental Protection Division funding for which is to be provided as shown in Table 1 to Report USDIR17-005.

Budget and Financial Implications

Table No. 1: 2017 Funding for New Operational Coordinator Position

Funding Source	Available Funding	Total
Vacant Manager of Environmental Protection Position	\$55,000	
Backfilling of Internal Positions	\$30,000	\$85,000

For the years 2018 and beyond, funding will be included in the annual Operating Budget for the Environmental Protection Division. The funds will come from the Wastewater Reserve Fund and, accordingly, will not increase the tax levy requirement of the City.

Background

A number of operational aspects of the Divisions of Waste Management (WM) and Environmental Protection (EP) overlap as described below:

- The leachate from the Landfill (WM) is treated at the Wastewater Treatment Plant (EP);
- Sampling of soil that is delivered to the Landfill (WM) is undertaken by the Environmental Laboratory (EP);
- The leachate system at the Landfill (WM) is cleaned and inspected by crews from EP;
- The Landfill (WM) has pumping stations that are maintained by crews from EP;

On April 26, 2016 the Manager of Environmental Protection resigned. The job was posted and filled on August 15, 2016; however, the new Manager departed on February 28, 2017 leaving the Manager of Environmental Protection position vacant again. January, 2011 was the last date the City had a Manager of Waste Management.

The duties of both of these positions have been assumed by the Director of Utility Services.

1. Divisional Duties

1.1 Environmental Protection has the following main responsibilities:

- Treatment of the effluent which includes operating and maintaining the Wastewater Treatment Plant (WWTP) including the laboratory;
- Collection of the effluent which includes maintaining the collection system (both underground pipes and pumping stations); and
- Monitoring compliance with By-law 15-075 (Sewer Use) and ensuring all environmental field work such as monitoring and inspection are undertaken in an expedient and appropriate manner.

In undertaking the duties of operating/maintaining the WWTP and the sanitary sewer collection system, qualified persons known as an Overall Responsible Operator (ORO) must be identified at all times 24/7, 365 days of the year. The ORO's name is logged in at each shift change and these records are maintained for any future MOECC inspection. The OROs need not be physically on site but must be readily available by phone, available to come to the site if necessary and always able to properly direct any crew or person that is on site. The City needs a "Treatment" ORO and a "Collections" ORO.

The qualification needed to be an ORO for the City of Peterborough facilities is a Certification Level 3 or 4 for Treatment (WWTP) and a Certification Level 2 or 3 for Collections. An operator just starting in the business would take a minimum of 4 years (more likely 6 years) to attain a Level 4 Certification. A number of staff turnovers have occurred at the WWTP recently reducing the number of highly certified staff.

1.2 Waste Management has the following main responsibilities:

- The collection, processing and disposal programs/services for garbage, recyclables, green waste, large articles, hazardous waste and electronic waste; and
- Management of the Peterborough County/City Waste Management Facility, the Material Recycling Facility, the Household Hazardous Waste Depot and the Harper Road Composting Facility.

2. Existing Staff Levels

EP has a total of 42 positions exclusive of summer students split among the activities related to Laboratory/Environmental Compliance, WWTP Operation and Maintenance and Sanitary Sewer Collection. WM has 4 positions exclusive of summer students dealing with Landfill operation and Waste Diversion Programs and facilities.

3. Situation as it Now Stands

Both Divisions have areas that need to be addressed as detailed in Tables No. 2 & 3 below:

Table No. 2: Environmental Protection

No.	Areas That Need to be Addressed
1	Vacant Manager position
2	A lack of dedicated staff time to deal with environmental compliance issues related to contaminated sites and associated risks to the City
3	A Sanitary Sewer Collections Supervisor who is the ORO for Collections 24/7, 365 days of the year – this is unsustainable
4	A Chief Operator who is the ORO for Treatment 24/7, 365 days of the year – this is unsustainable

Table No. 3: Waste Management

No.	Areas That Need to be Addressed
1	No Full Time Manager position since 2011.
2	Staffing levels hinder proper long term planning for programs and projects designed to maximize the level of recycling in the City, ensure compliance with Provincial legislation and maximize funding from Stewardship groups.
3	<p>The Ministry of the Environment and Climate Control is proposing major changes (Bill 151 – Waste-Free Ontario Act) to the way municipalities deal with recyclable materials and what is allowed to be land filled. The Division lacks the staffing levels necessary to maintain good currency with the rapidly changing waste management area.</p> <p>Additionally, the Division does not have sufficient staff to deal fully with Federal legislation related to carbon credits/green house gas reductions.</p>

4. Developments in the Operation of the Environmental Protection Division

Since April 26, 2016, a number of very positive developments have occurred within EP that have opened up a consideration of consolidating EP and WM. Firstly, the new Chief Operator at the WWTP has assumed his duties with vigor and enthusiasm. He has the support of the entire staff and the operation of the WWTP is in excellent hands.

In concert with this, the other Supervisors in EP have likewise stepped up and taken the initiative to keep their groups running efficiently and effectively without significant direct leadership from the Manager. All of this has allowed consideration of consolidating the management of EP with WM to provide more direct leadership of the WM Division.

5. Proposed Changes in the Operation of the Environmental Protection Division

The present high level of performance at EP has allowed the development of viable and relatively easy solutions to the shortcomings noted in Section 3.

Item No. 3 in Table No. 2 can be resolved by adding the existing positions of Foreperson, Sewers and Co-ordinator, Waste Operations to those eligible to assume ORO Collection responsibility. This would relieve the Collection Supervisor during certain times. Negotiations would be required with CUPE Local 504 and additional costs (estimated to be in the order of \$10,000) may be incurred.

Item No. 4 in Table No. 2 can be resolved by creating a new position of Maintenance Coordinator of the WWTP. This would be a non-union position reporting to the Chief Operator requiring Certification sufficient for the successful candidate to share the ORO Treatment duties with the existing Chief Operator. The Maintenance Coordinator position would also provide a level of succession planning of the Chief Operator position and would allow any future Manager to deal with the larger issues of managing the EP and WM divisions as opposed to mainly operating the WWTP. The cost of this solution would be in the order of \$85,000 plus benefits.

If the solutions to Items 3 & 4 are undertaken as stated above, Item 2 can be resolved by a proper resolution to Item 1. With the operation of the WWTP now solidified with the Chief Operator, new Maintenance Coordinator and the existing Chief Chemist, Chief Environmental Officer and Collections Supervisor, the Manager position can be filled with a candidate who understands the operation of the Treatment and Collection side of the EP Division but, more importantly:

- Has the ability to take the lead on the various Environmental Assessment Projects the City is involved in such as:
 - Phase I & II Assessments;
 - Discussions with the MOECC surrounding any environmental concerns the City is involved in;
 - Negotiations related to Environmental Compliance Agreements; and
 - Dealing with contaminated sites including Brownfield's.
- Is knowledgeable of Provincial and Federal environmental legislation; and
- Is familiar with the pending changes in the waste diversion and waste management areas.

The successful candidate would be expected to acquire the appropriate Certification for the WWTP and Wastewater Collection such that the Manager could, at a future date, assist with ORO duties as necessary.

In the previous Manager recruitment, a Certification 4 was a prerequisite resulting in a much reduced pool from which to draw. The end result was a Manager who, in essence, was acting as an Operator. With the above requirements now focusing more on the environmental aspects of the position, an entirely new and much larger pool, of candidates should be expected. The managerial duties would be more aligned with fostering a positive work environment, positioning EP into the larger City picture, providing budgeting and HR assistance as required and helping to guide the WM Division through the impending and significant changes the Province has said are coming.

6. Financial Considerations

It is estimated that the new position of Maintenance Coordinator will cost the City approximately \$85,000 per year exclusive of benefits.

To balance this for 2017, the Manager of Environmental Protection position will likely be vacant for a total of at least 5 months saving approximately \$55,000 in salary exclusive of benefits.

The Maintenance Coordinator position is expected to be filled internally meaning various internal positions will need to be backfilled. The time required to achieve this backfilling will create a saving in salary of almost \$30,000 exclusive of benefits bringing the total salary savings in 2017 to \$85,000 to match the additional costs of the new Maintenance Coordinator position.

The salary of this new position will be addressed in the years beyond 2017 within the WWTP budget. The funds for this position will come from the Wastewater Reserve Fund and, accordingly, will not increase the tax levy requirement for the City.

7. Next Steps

If the recommendations of this report are approved by Council the recruitment process for the Manager of Environmental Protection and Maintenance Coordinator will begin immediately. No changes in office locations are expected nor are any funds required for office or electronic equipment.

Submitted by,

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