

## CITY OF NANAIMO

### BUSINESS CASE – Sanitation, Recycling & Cemeteries Section: Community Clean Team (Currently the Social Disorder Response Team)

#### CURRENT OVERVIEW

Historically Public Works has maintained a small budget for the cleanup of Public Lands and Bylaw has had a small budget for nuisance cleanup. As the number of people recorded as experiencing homelessness has increased in the last several years the resources required to maintain orderliness and cleanliness of public spaces has increased.

In November 2019, the City piloted the “Social Disorder Response Team” (SDRT), a collaborative approach to effectively and efficiently maintain the orderliness and cleanliness of the City’s public spaces. In May 2020, Council extended the pilot to December 31, 2020.

The team was set-up to relieve the strain of waste removal from the Bylaw Services section, and to distribute those tasks more appropriately. RCMP, Bylaw, Public Works, and Parks collaboration in the cleaning of known hot spots on a daily basis has tackled the waste in streets and parks on a consistent and proactive basis. This service has increased the cleanliness of public spaces in downtown and parks and prevented accumulations of waste and the growth of major encampments. It has also substantially reduced the strain of waste removal from Bylaw Officers, allowing them to concentrate on tasks that are more appropriate.

Since March 2020, in addition to the daily scheduled support provided to the RCMP and Bylaw officers, SDRT has responded to the collection and cleaning of waste across the City.

#### Material Collect by SDRT from Public Spaces\*

Month	Net (kg)
Jan	7,155
Feb	6,995
Mar	8,705
Apr	2,890
May	9,785
Jun	8,720
Jul	10,290
<b>Total</b>	<b>54,540</b>

\*Data is incomplete, total estimated weigh for 2020 is anticipated to be 120,000kg

#### BUSINESS ISSUE

Currently, the SDRT is budgeted to end on December 31, 2020. With the continued growth of homelessness, and its impact on public spaces, there is a continuing need for an efficient and cost-effective response. The current annual budget allocated to clean up of Public Land is insufficient to maintain the level of service being provided by the SDRT.

Furthermore, the current name “Social Disorder Response Team” does not properly represent the activities of the team and has a negative connotation.

## EXPECTED OUTCOME

Permanent additional resources are anticipated to:

- Allow for effective long term planning and efficient use of resources;
- Take the strain of waste removal away from Bylaw Officers, allowing them to concentrate on tasks that are more appropriate;
- Increase the cleanliness of public spaces in downtown and parks and prevent accumulations of waste and the growth of major encampments; and
- Allow the team to perform or support a variety of other public space and community clean-up activities including pre/post-event cleaning for annual community events such as:
  - Vancouver Island Exhibiton
  - Dragon Boat Fesitval
  - Silly Boat Regatta
  - Marine Festival/Bathtub Races
  - Nanaimo Pride Festival
  - Night Market

Changing the name of this service to “Community Clean Team” would be an appropriate representation of the work performed and has a positive connotation. Other proposed names include:

- Clean Community Team
- Clean Community Support Team
- Public Space Clean Team
- Cleaning our Public Spaces (COPS)
- Clean and Green Community (CGC)
- Clean and Green Nanaimo (CGN)

## OPTIONS

### Option #1 – Create a Permanent “Community Clean Team” Residing at Public Works

The team would consists of two permanent full-time staff who report to the Sanitation, Recycling & Cemeteries Section and work closely with Bylaw Services to address the encampments cleaning. It is proposed the team would work 5 days/40 hours per week on a flexible schedule to accommodate requirements (including weekend and early morning/evening coverage). Shifts would vary between summer and winter months and allow team to support public events. The viability of this team would be dependent on successful negotiations with CUPE on hours of work and classiciation.

Scheduled works:

- Daily cleaning of the downtown and known trouble areas;
- Collection of public space waste and sharps receptacles, and other public assets; and
- Pre/post-cleaning of public events.

Unscheduled works:

- Encampment cleaning;
- Collection and cleaning abandoned materials and abandoned items;
- Spot cleaning and pressure washing;

- Spill cleaning; and
- Cleaning litter and debris from public spaces to maintain a safe and sanitary environment in the priority areas.

Staff will utilize a single axle cab-over truck equipped with roll-off bin lift, pressure washer, cleaning tools and spill response materials. Four roll-off bins equipped with lockable lids will be placed where needed and will be used for the collection of garbage, abandoned items, bulky items, shopping carts, personal items etc.

**Benefits:**

- Tackle the waste in streets and roads on a consistent and proactive basis;
- Take the strain of waste removal away from Bylaw Officers, allowing them to concentrate on more appropriate tasks;
- Prevent accumulations of waste in encampment areas;
- Improve downtown cleanliness;
- Respond to other scheduled or unscheduled sanitary collection and cleaning activities and increases the cleanliness of our public spaces in downtown and other priority areas;
- Support Partners in a Cleaner Community Program and their community cleaning activities;
- Allow long-term planning, higher collection capacity and operational efficiency, and lower cost per tonne for waste collected;
- Strategically located roll-off bins can be used by Bylaw and Park Operations staff for disposal of material;
- Increased waste capacity, larger truck and addition of bins will increase temporary storage and hauling capacity allowing for 50% more material to be collected; and
- Collect and properly dispose of an estimated 180,000 kg waste from public spaces.

**Weaknesses:**

- Increase to section’s annually operating budget and one-time capital costs.

**Financial Analysis:**

- The two new staff will be CUPE positions and are anticipated to be level 2 to 4 (budget has been based on level 4).
- Budget includes an allowance to accommodate events and incidents outside of regular shifts.
- Net increase to annual operating budget of \$278,200.
- Capital costs of \$171,200 for truck and four roll-off bins.
- See appendix A for additional details.

**Option #2 – Extend Pilot to December 31, 2021**

The team will continue with two temporary full-time staff who report to the Sanitation, Recycling & Cemeteries Section and work closely with Bylaw services to address the encampments cleaning. The team would work from 7:00 am to 3:30 pm and will perform:

**Scheduled works:**

- Daily cleaning of the downtown and known trouble areas.

**Unscheduled works:**

- Encampment cleaning; and
- Collection and cleaning illegal dumping materials and abandoned items.

Staff will utilize a rental truck equipped with a roll-off bin lift or dump body.

**Benefits:**

- Tackle the waste in streets and roads on a consistent and proactive basis;
- Take the strain of waste removal away from Bylaw Officer's, allowing them to concentrate on more appropriate tasks;
- Prevent accumulations of waste in encampment areas; and
- Collect and properly dispose of an estimated 120,000 kg waste will be collected from public spaces.

**Weaknesses:**

- Does not allow long-term planning, higher collection capacity and operational efficiency, and results in a higher cost per tonne for waste collected;
- Rental truck will not provide same capacity or features (pressure washing, cleaning, roll-off bins);
- Does not respond to other scheduled or unscheduled sanitary collection and cleaning activities; and
- Does not support Partners in a Cleaner Community Program and their community cleaning activities.

**Financial Analysis:**

- Net increase to 2021 operating budget of \$248,300
- Budget includes an allowance to accomodate events and incidents outside of regular shifts.
- See appendix A for additional details

**Option #3 – Discontinue Pilot December 31, 2020**

Effective January 1, 2021 Public Works would no longer provide additional waste removal capacity and cleaning support to the Bylaw Services Section.

**Benefits:**

- No increase to operating budgets.

**Weaknesses:**

- Bylaw Officers would be forced to perform waste collection and cleaning activities, reducing their capacity to concentrate on more appropriate tasks;
- It will reduce waste collection capacity and the level of cleanliness of the priority areas;
- Cause accumulation of waste in encampment areas; and
- Lower collection capacity reduces operational efficiency.

**Financial Analysis:**

- No change to Public Work's annual operating budget. Budget for Public Lands of \$25,800 would be maintained.

**RECOMMENDATION**

Option 1 - Creating a permanent "Community Clean Team" residing at Public Works.

## Appendix A

### Option #1

<b>Capital Expenditures</b>	<b>\$'s</b>
Single Axle Cab-Over Truck	136,000
Four (4) Roll-Off Bins	35,200
<b>Total Capital Expenditures (one-time)</b>	<b>171,200</b>
<b>Annual Operating Expenditures</b>	
Wages and Benefits	236,100
Telephone	500
Laundry & Dry-Cleaning	1,200
Materials and Supplies	6,300
Health Services	200
Travel	200
Clothing/Footwear Allowance	700
Disposal Costs	25,300
Monthly Fleet Charge	33,500
<b>Total Annual Operating Expenditures</b>	<b>304,000</b>
Less savings from Public Land/ROW	(25,800)
<b>Total Net Annual Operating Expenditures</b>	<b>278,200</b>
<b>Total Cost 2021</b>	<b>449,400</b>

### Option #2

<b>Annual Operating Expenditures</b>	
Wages and Benefits	202,000
Telephone	500
Laundry & Dry-Cleaning	1,200
Materials and Supplies	6,300
Health Services	200
Disposal Costs	16,900
Rental Vehicle and Related Expenses	44,700
Monthly Fleet Charge	2,300
<b>Total Annual Operating Expenditures</b>	<b>274,100</b>
Less savings from Public Land/ROW	(25,800)
<b>Total Net Annual Operating Expenditures</b>	<b>248,300</b>
<b>Total Cost 2021</b>	<b>248,300</b>