

Meeting Date	April 1, 2025
Subject	Alternative Landfill Staffing Options for 2025 Budget Consideration
Road to 2035	Continue to foster waste diversion and effective waste management, including necessary improvements and best practices at the landfill and will curbside collection programs
Recommendation	That Renfrew Town Council directs staff to include one of the staffing options presented in the Landfill Staffing Options for consideration in the 2025 Budget.
Originator	Amanda Springer, MEdSc., C.Tech – Manager of Environmental Services
CAO Review	<p>A shared employee between both landfill and public works would offset the budget for a contract position in public works and eliminate the overtime that has been required in the landfill with minimal impacts overall.</p> <p>Gloria Raybone, CPA, CA, Dipl.M.A. – Chief Administrative Officer.</p>
Financial Comment	<p>The following impact to the 2025 Budget compared to the status quo at the landfill is as follows:</p> <p>Option 1 – increase by \$101,254 or 0.89% increase Option 2 – increase by \$43,433 or 0.38% increase Option 3 – increase by \$32,267 or 0.28% increase Option 4 - increase by \$101,122 or 0.89% increase Option 5 - increase by \$89,956 or 0.79% increase</p> <p>Whichever option Council decides will be budgeted for in 2025.</p> <p>Charlene Jackson – Treasurer/Director of Finance and Corporate Services.</p>
Committee and Council Timing	To be considered on April 1, 2025 during the 2025 budget review process.
Background	At the February 11, 2025 Regular Meeting of Council, Manager Springer presented the Landfill Staffing and Operations Overview Report as information in preparation for 2025 Budget deliberations. The report highlighted the Landfill’s persistent operational challenges leading to health and safety concerns, issues with leave coverage, increased overtime, and limitations on direction and assistance of customer activities,

leading to operational inefficiencies and decreased waste diversion. The staff recommendation associated with this report was to add a lead hand position to the landfill staffing as an additional position (i.e. increase the full-time permanent landfill staffing to three (3)). In the time since this report was presented, it has become staff's understanding that Council is concerned with the budget impact of increased staffing across the corporation generally, and staff have attempted to find a workable solution that mitigates budget and levy impact as much as possible, while still achieving the necessary operational outcomes.

Staff remain of the opinion that the addition of a Lead Hand position at the Landfill, increasing the staff total to three (3), is the best option to address concerns at the Landfill and ensure the site's long-term success. However, staff have looked at other options, as outlined below, for Council's consideration during the 2025 Budget deliberations.

Options

The options available to the Town for this position are noted below (all options include 0.1 FTE for existing casual staff coverage):

1. Hire a full-time permanent Landfill Lead Hand in addition to the two (2) existing positions (3.1 FTE) – *(staff's original preferred recommendation - results in most improved operational outcomes, all things being equal)*.
2. Hire a Landfill Lead Hand and hire a 6-month term employee for the period of May through October (replaces one of the landfill operator positions with the Lead Hand – net 2.6 FTE).
3. Hire a term employee for the landfill for a 6-month term without a Landfill Lead Hand (2.6 FTE).
4. Hire a Lead Hand and seasonally share an employee with Public Works (replaces one of the landfill operator positions with the Lead Hand – net 2.6 FTE) – *(staff's alternative preferred recommendation)*.
5. Seasonally share a full-time permanent employee with Public Works without a Landfill Lead Hand (2.6 FTE).
6. Status Quo (2.1 FTE)

Impact of Options

Various considerations for each of the three options are noted by option number below:

1. Hire a full-time permanent Landfill Lead Hand

An additional full-time permanent staff member in a Lead hand role addresses all operational issues outlined in the staff report presented on February 11, 2025. In particular, a Landfill Lead Hand would provide continuous operational supervision and direction to landfill staff, to ensure that staff are working in a coordinated fashion, and to streamline communications between the administrative and operational functions. This is especially important as the Manager of Environmental Services, who oversees landfill operations and is the landfill Staff's supervisor, primarily does not work from the Landfill, and under the Collective Agreement, may not undertake operator functions.

2. Hire a Landfill Lead Hand and hire a 6-month term employee

a) The CUPE Collective Agreement Section 7.07 requires the Employer post all job openings within the bargaining unit in order that all members have the opportunity to apply, and in selecting a candidate to fill a vacancy or new position, appointment be made to the applicant with required qualifications and having the greatest seniority. As a result, if a qualified internal candidate with appropriate seniority, that is not currently working at the landfill applies for the Landfill Lead Hand position, an existing landfill employee would have to be laid off to meet the 2.6 FTE goal. However, lay-offs would not be required in the case where an existing Landfill employee was the successful candidate, which is probable.

b) **Qualified term equipment operator employees are difficult to attract and retain** as their skill set is highly transferable and most good candidates are looking for permanent work either with other departments within the organization or externally. The Public Works department had both term operators resign prior to the end of their term this winter.

c) The addition of a term employee only mitigates the operational concerns for half the year, however given winter operations are considerably slower the risk of negative operational outcomes resulting from not having the additional staff member is reduced.

3. Hire a term employee for the landfill for a 6-month term employee, without a Landfill Lead Hand
 - a) As outlined in Option 2 implication b) & Option 4 implication b), term employees are difficult to attract and retain. Given there is little likelihood that a term employee will stay in the position, the effort to recruit, on-board and train term employees on a recurring basis can become burdensome, and there is a high risk of departure of qualified operators for permanent employment prior to the end of the term.
 - b) The benefit of hiring a Landfill Lead Hand is not realized. The Landfill staff will continue to lack direct supervision in daily operations.

4. Hire a Lead Hand and seasonally share a full-time permanent employee with Public Works
 - a) Public Works has also experienced challenges in attracting and retaining qualified term equipment operators. In 2024, two (2) term equipment operators were hired for a 6-month term for the winter season, and neither completed their full term. As Public Works has the greatest need for operational support during the winter (winter control), and the Landfill has the greatest operational need in the summer, and given that the qualifications for each division are similar, a shared full-time permanent position would meet the seasonal needs of both divisions while improving the Town's ability to attract and retain a quality employee. The proposal for a shared position is supported by the Directors of both departments and the CAO. The shared employee would report to the Landfill from the period of approximately the start of May to the end of October and report to Public Works from approximately the start of November to end of April (6 months each, 50/50 split). Public Works already has a term equipment operator budgeted annually, therefore this new position would only represent an increase of 0.5 Full Time Equivalent (FTE) to the Town's overall staff totals.
 - b) The hiring of a Lead Hand in addition to a seasonal employee leads to the same risk described in 2(a), where a union employee with more seniority, who does not currently work at the landfill, having the potential to successfully apply for the lead hand position, requiring a layoff of a current landfill staff member to meet the 2.6 FTE goal.
 - c) In the summer of 2025, a skilled operator in public works retired, and an internal machine operator

backfilled this position. At the time, the machine operator position was not backfilled, leaving the public works team one staff member short. It would be beneficial to have a shared staff member with the landfill in order to assist with winter control.

5. Seasonally share a full-time permanent employee with Public Works without a Landfill Lead Hand.

Same downside implications as outlined in Option 2(c), and 3(b), with the benefits of Option 4(a).

6. Status Quo

Without additional staffing support at the Landfill, it is unlikely that the Town will be able to operate the site in compliance with the site's Environmental Compliance Approval, the CUPE Collective Agreement, Ontario Occupational Health and Safety Act, Employment Standards Act, and other legislation. This is likely to lead to increased workplace grievances, workplace incidents, stress/burnout, and general job dissatisfaction over time. With these challenges, the landfill may need to close temporarily from time-to time, without notice, to mitigate these concerns.

Respectfully submitted for your consideration.