



**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE  
MEETING OF WEDNESDAY, APRIL 24, 2013**

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**SUBJECT SECURITY SERVICES FOR HARTLAND LANDFILL**

**ISSUE**

To recommend a solution for the provision of security services at Hartland landfill.

**BACKGROUND**

At its November 28, 2012 meeting, the Environmental Services Committee (ESC) reviewed staff report ERM 12-77, Security Services for Hartland Landfill (January 2013 to December 2015) – Award of Contract 12-1750, which recommended the award of Contract 12-1750 (provision of security services) to Paladin Security. The ESC raised concerns both with respect to awarding the contract, given that only one bid was received (\$156,000/year), and the need for full service security during non-operating hours.

Staff reviewed the tender process and determined that reducing the required performance guarantee from 100% of the total tendered amount of the contract to 100% of the first year of the contract would likely result in more bids received.

In addition, staff considered adjusting the level of security service provided at Hartland landfill, which currently utilizes full-time on-site security service during non-operational hours. This service includes monitoring the site for landfill fires, protecting the facility from trespassers, providing first aid service to any after-hours call outs involving Capital Regional District (CRD) staff or contractors, monitoring CRD Parks activity at the parking lot adjacent to the landfill and providing inclement weather call outs. Several alternatives to full-time on-site security services were evaluated, including:

- automating the full-service security through the use of surveillance technology
- surveillance technology, with a reduced security presence
- replacing full-time security with set mobile patrols every three hours.

**ALTERNATIVES**

That the Environmental Services Committee direct staff to tender for:

1. Full-time security services at Hartland landfill with a performance guarantee of 100% of the first year of the contract.
2. Fully-automated security services with surveillance technology at Hartland landfill.
3. Automated security services at Hartland landfill with surveillance technology and supplement with a tender for set patrols by a security firm.
4. Security services requiring set patrols once every three hours with no static security presence at Hartland landfill.

### **ECONOMIC IMPLICATIONS**

The performance guarantee reduction proposed in Alternative 1 is the minimum performance guarantee the CRD uses for multi-year service contracts. This may result in more competitive bids and an increase in the number of bids received for the work. The previous tender received one bid totalling \$156,000 per year.

Alternative 2 requires a significant amount of capital and support investment. Saanich Police cautioned that merely collecting surveillance data does not protect the site. Therefore, ongoing monitoring of surveillance video is required. Initial capital and installation costs for the surveillance system are anticipated to be in excess of \$100,000. Annual staff time required to monitor surveillance, support and maintain the technology, and provide first aid back-up to call outs is estimated at \$50,000 per year. Alternatives 2 and 3 would also carry a greater liability risk to the CRD.

Alternative 3 allows for automation with a reduction in the overall amount of full-service security. This alternative would require a mobile security officer to complete security rounds once every four hours during closed periods at an estimated additional cost of \$60,000 per year. All capital costs associated with purchasing and supporting the surveillance technology would be the same as Alternative 2.

Alternative 4 would not require the capital and monitoring investment of Alternatives 2 and 3. It would require a mobile security officer to complete security rounds once every three hours during closed periods, at an estimated cost of \$72,000 per year.

### **SOCIAL IMPLICATIONS**

The CRD has instituted a number of “Good Neighbour” policies such as bird control, road maintenance and the provision of a security guard during non-operating hours. Immediately adjacent to the landfill is the CRD Mount Work trail system, which brings a significant amount of visitors to the parking lot. The presence of a security guard, either full-time or periodic, as outlined in Alternatives 1, 3 and 4, provides a level of comfort to local residents and a deterrent to trail users who may look to enter the landfill property.

### **ENVIRONMENTAL/SAFETY IMPLICATIONS**

Hartland landfill differs from a typical construction site because materials deposited in the landfill may result in increased fire risks. Hartland experienced five landfill fires in 2012. Full-service security provides immediate first response to after-hours landfill fires, which can quickly spread down into the garbage and be difficult and costly to control. It also has the potential to damage infrastructure, spread to the adjacent forest lands and discharge toxic gases. In addition, various landfill issues require staff and contractors to be on site regularly outside of operating hours. Site security provides the required first aid services while this after hours work is being performed.

Non full-service options (Alternatives 2, 3 and 4) will result in greater risks on site when compared to the full-time on-site security option.

**CONCLUSION**

The after-hours risks associated with Hartland landfill are significant and require substantial investment to mitigate issues as they arise. The security services options that were evaluated range from full service (status quo) to full automation. Option 4, using set security patrols, attempts to strike a reasonable balance between risk management and fiscal responsibility.

**RECOMMENDATION**

That the Environmental Services Committee direct staff to tender for security services requiring set patrols once every three hours with no static security presence at Hartland landfill.

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Russ Smith  
Senior Manager  
Environmental Resource Management

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Larisa Hutcheson, P.Eng.  
General Manager  
Parks & Environmental Services  
Concurrence

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