



THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC WORKS COMMITTEE
FINAL AGENDA

PWC 9-2020

Tuesday, October 13, 2020

9:30 a.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

Due to efforts to contain the spread of COVID-19 and to protect all individuals, the Council Chamber at Regional Headquarters will not be open to the public to attend Committee meetings until further notice. To view live stream meeting proceedings, visit:
niagararegion.ca/government/council

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
3. <u>PRESENTATIONS</u>	
3.1. <u>Green For Life (GFL) Environmental - Niagara Region - Curbside Collection</u> Dave Vieira, General Manager, Solid Waste Division, GFL Environmental	3 - 11
3.2. <u>A New Partnership with Niagara Region - How Miller Waste Services will Serve Collection Area Two</u> Denis Goulet, President, Miller Waste Systems and Rob Harris, District Manager, Miller Waste Systems	12 - 18

4. DELEGATIONS

4.1. Proposed Lament Drain - Town of Niagara-on-the-Lake

4.1.1. S.C. Watson, Resident, Town of Niagara-on-the-Lake

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The delegation submission is attached to this agenda item as PWC-C 39-2020.

This delegation request was received after the deadline. The request must be considered by Committee.

5. ITEMS FOR CONSIDERATION

5.1. PW 40-2020

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Regional Road 38 (Martindale Road) Amending Agreement with Engineering Consultant Wood

5.2. PW 45-2020

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Approval of Public Works Single Source Purchase Requests Over \$100,000

6. CONSENT ITEMS FOR INFORMATION

6.1. PWC-C 37-2020

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COVID-19 Response and Business Continuity in Public Works

6.2. PWC-C 38-2020

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Update on Public Education Campaign and Contract Implementation

7. OTHER BUSINESS

8. NEXT MEETING

The next meeting will be held on Tuesday, November 10, 2020 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

9. ADJOURNMENT

If you require any accommodations for a disability in order to attend or participate in meetings or events, please contact the Accessibility Advisor at 905-980-6000 ext. 3252 (office), 289-929-8376 (cellphone) or accessibility@niagararegion.ca (email).

Niagara Region – Curbside Collection

Public Works Committee

Tuesday, October 13, 2020

Dave Vieira, General Manager, Solid Waste Division

Director of National Sales & Marketing

GFL Environmental



NIAGARA REGION - CURBSIDE COLLECTION PRESENTATION

Presented by Dave Vieira



WHO WE ARE:

Year Founded:	2007
Headquarters:	Vaughan, Ontario
Staff:	Approximately 15,000 total GFL employees
Vehicles:	Approximately 9480 vehicles in GFL fleet
Solid Waste Division:	Municipal and commercial/industrial collection, transfer station, MRF, organic processing and landfill operations
Liquid Waste Division:	Liquid and solid industrial and hazardous waste collection, transfer and processing and industrial cleaning (power washing, line snaking, interceptor cleaning, confined space rescue services)
Infrastructure Division:	Site excavation, demolition, asbestos abatement, transportation, shoring, petroleum hydrocarbon bioremediation



WHERE WE ARE:

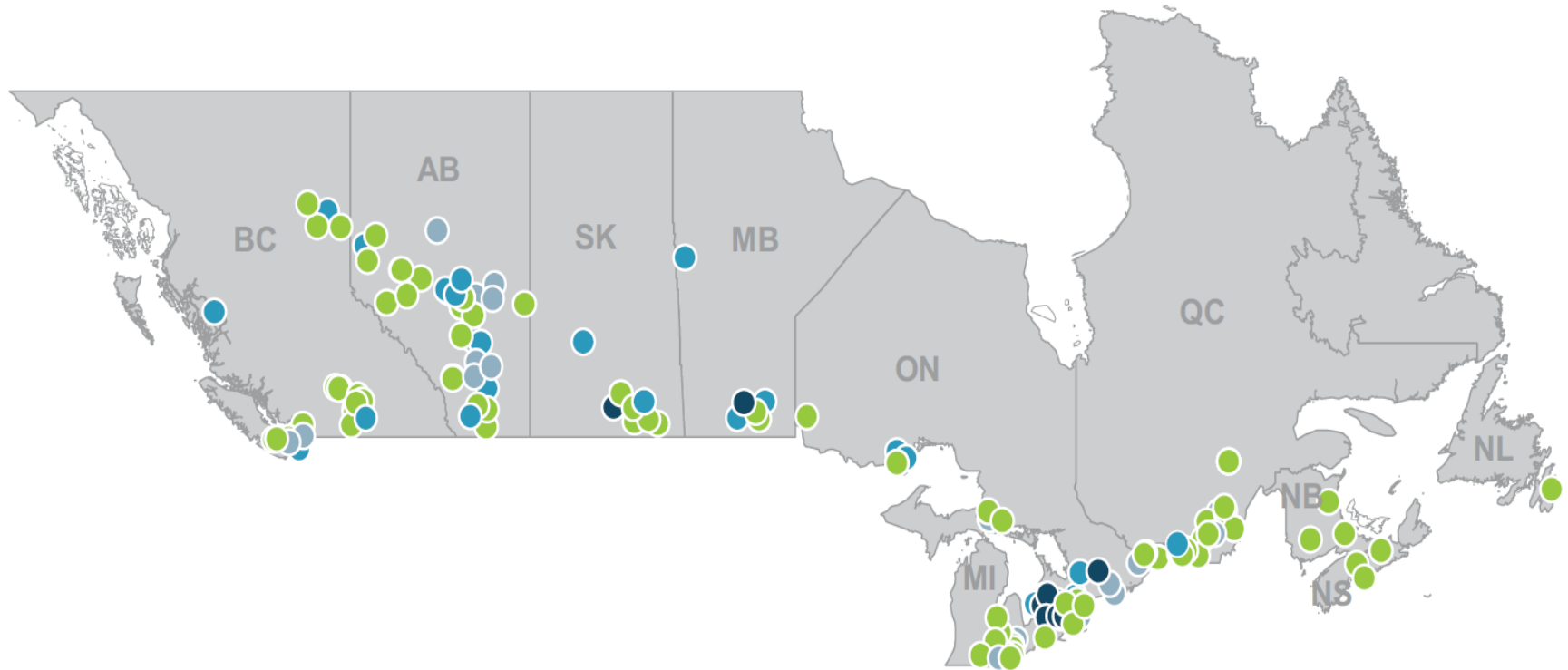
CANADIAN OPERATIONS -

● Solid Waste Collection Operations

● Solid Waste Transfer Stations

● Infrastructure & Soil Remediation Facilities

● Liquid Waste Facilities



WHAT WE DO:

MUNICIPAL CONTRACTS – (SIMILAR SCOPE TO NIAGARA REGION)

- City of Hamilton (CNG)
- City of Toronto (CNG)
- Halifax Regional Municipality
- County of Northumberland
- Regional Municipality of Durham (Whitby, Oshawa) (CNG)
- City of Windsor
- Region of York Ontario (North 6 Municipalities)
- City of Sault Ste. Marie
- City of St Thomas
- County of Dufferin (CNG)
- Regional of Peel
- City of Winnipeg
- City of Edmonton
- City of Coquitlam



WHAT WE DO:

SOLID WASTE OPERATIONS – INNOVATIVE TECHNOLOGY

- **ALTERNATIVE ENERGY**

GFL currently has Compressed Natural Gas (CNG) fleets in Hamilton, Toronto & Orangeville, Ontario, Halifax, Nova Scotia, Calgary, Edmonton Alberta and Vancouver, BC with over 375 trucks operating on clean burning natural gas. CNG technology supports fleet sustainability and reduces greenhouse gas emissions by up to 25%.



WHAT WE DO:

CONTRACT SPECIFICS –

The GFL team servicing the contract is committed to provide superior service and implement best practices (such as Driver-Driver and Driver-Loader teams, affording the ability of training staff on multiple routes, for absenteeism and holiday coverage).

GFL Managerial staff consists of Dave Vieira (General Manager), Garth Gifford (Operations Manager), Ron Wilk (Controller) and Two On-Road Supervisors.

GFL has 45 Drivers, 23 Loaders, 3 Customer Service Representatives, 31 trucks and a minimum of 8 spare trucks available, with a back up management team ready to assist.

GFL's yard is located at 411 and 416 Glendale Avenue.



WHAT WE DO:

COMMITMENT TO NIAGARA –

"Since our inception in 2007, sustainability has been a key focus for GFL and we are committed to investing in innovative and sustainable solutions. We know that the Niagara community shares this commitment, which is why we have invested in 31 new CNG trucks to support the region in reaching its sustainability goals."

"GFL is proud to be a partner to the Niagara Region and our team is excited and ready to bring our superior customer service to the community. We know we are going to be facing weather, long distance and other challenges but we have planned for them. We are looking forward to provide service that every resident in the region of Niagara deserves."



THANK YOU!



A New Partnership with Niagara Region – Presentation by Miller Waste Systems

Public Works Committee

Tuesday, October 13, 2020

Denis Goulet, President and
Rob Harris, District Manager



A new Partnership with Niagara Region

How Miller will serve Collection Area Two

- | | |
|-------------------------------|--------------------------|
| ◇ Town of Fort Erie | ◇ City of Port Colborne |
| ◇ City of Niagara Falls | ◇ City of St. Catharines |
| ◇ Town of Niagara-on-the-Lake | ◇ City of Welland |

Presentation: October 16, 2020

Servicing
communities
across
Canada
Since
1961



2. Who we are: Miller

- ◇ Years in business: 59 years
- ◇ Number of trucks in entire fleet / and staff in entire company: Miller operates about 800 collection vehicles and employs over 1,900 personnel
- ◇ Curbside contracts servicing/or serviced of similar scope to Niagara: Current municipal waste collection contracts include the Regional Municipalities of Halton and Waterloo, and the Cities of Markham, Ottawa, Vaughan and Winnipeg
- ◇ Other Business activities e.g. MRF, Composting: Design, build and operation of transfer stations, MRFs and organic waste processing facilities

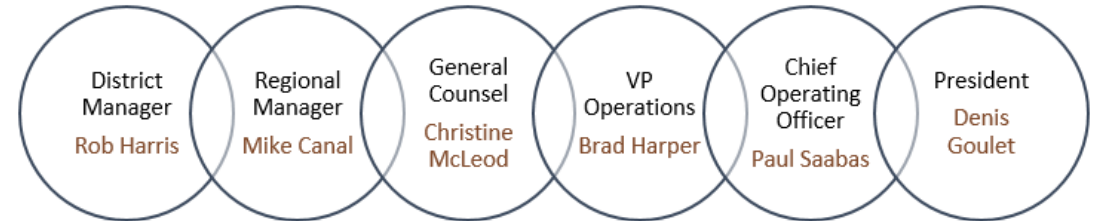


3. Niagara Contract Specifics (Part 1)

◇ How we plan to service

- ◇ Miller will operate five days a week, from Monday to Friday
- ◇ Frontline employees will arrive in advance of the 7:00am start time which will allow the Route Supervisors to assign collection duties for the day, review any concerns that arose from the previous day, and ensure each Driver has adequate time to perform a pre-trip inspection of their vehicle
- ◇ CSRs will collect the regular waste/organics or recycling, and if there are additional bags of waste, they would verify that there is an appropriate bag tag present or place a refusal sticker
- ◇ Miller will maintain collection routes as they are currently described by the Niagara Region to minimize disruption to the residents during the transition phase
- ◇ Miller Route Supervisors will conduct spot checks to ensure equipment is being used safely and all waste collection procedures are followed to the letter
- ◇ Miller will undertake monthly Tailgate Talks with all operations staff with the purpose of continuous improvement and enhancing service delivery

◇ Managerial staff



◇ Yard location: 335 Townline Road, Niagara-on-the-Lake



3. Niagara Contract Specifics (Part 2)

- ◇ How many drivers, pitch staff, CSRs: see org chart
- ◇ How many trucks: 60
 - ◇ Garbage and organic collection will utilize 15 trucks, two-stream recycling will utilize 23 trucks, Leaf and Yard will have nine trucks in service. Weekly organic collection will be serviced by seven single person operated Side load collection vehicles. Also rolling out daily, three Multi Residential trucks, plus one truck servicing Parks and Litter cans. Two rear load garbage trucks will be collecting Bulky Goods, predominately within St. Catharines and Niagara Falls
- ◇ Other resources available: the following resources are instrumental in delivering the services:
 - ◇ Talent Acquisition Specialist, IT Team, Technology Specialist, Office Administrator, Apprentice Mechanics, Admin Assistants, Welders, Painters, Parts Staff

Service Team Organizational Chart

Number of Employees Per Position	Position	Description of Role	Name
1	Regional Manager	Offers operational support and corporate guidance as well as liaising with the Region	Mike Canal
1	District Manager	Oversees day-to-day operations, lead role in start-up operations, overseeing hiring and training, communicating with the Region	Rob Harris
1	Assistant District Manager	Supervises Route Supervisors, liaises with the Region officials, participates in training	Lance Parcher
1	Equipment Manager	Oversees all shop operations; oversees repairs, training, parts, appearance of trucks, building and yard maintenance, and equipment specifications	John Mattia
4	Route Supervisors	Spot check the routes and drivers, respond to complaints, daily check in with drivers, training, collects driver paperwork	Shawn Sliter John Snow Chris Bateman Jeff Pipher
106	DZ Drivers	Fulfill daily materials collection demands	N/A
1	Shop Foreman	Oversees daily shop operation; oversees repairs, preventative maintenance, service calls, and safety meetings	TBC
3	310T Mechanics	Ensure internal maintenance support	Jonathon Turco Chad Rosinsky TBC
1	Parts Coordinator	Purchases and manages the on-site spare parts inventory	TBC
1	Safety Trainer	Train drivers and ensure continuous adherence to Miller and governmental policies	TBC
1	HR Business Partner	Responsible for Employee Engagement and Employee Compliance. Ensures all Federal, Provincial, Municipal, and internal policies and procedures are adhered to	Marc Poirier
3	Customer Service Representatives/Office Administrators	Address customer service and employee issues, and miscellaneous administrative tasks	Tracey Cassar Stephanie Brunner Samantha Foisey



4. Our Commitment to Niagara

- ◇ Hire staff locally and invest in property in Niagara-on-the-Lake
- ◇ Recently acquired an Anaerobic Digester from the Town of Grimsby and established “Escarpment Renewables”
- ◇ Expand our Organics Processing capabilities in Niagara
- ◇ Establish a commercial business (ICI) to support our residential contract
- ◇ Be involved in community events and support local “good cause” initiatives
- ◇ Provide residents with exceptional customer service



Questions?

Thank you for your time.

All of Miller Waste Systems is excited to bring “Only the Best” to Niagara Region.



From: [Info at S.C. Watson](#)
To: [Norio, Ann-Marie](#); [Zvaniga, Bruce](#); [Ryall, Carolyn](#)
Cc: [Zalepa, Gary](#); [Info at S.C. Watson](#)
Subject: Appear before public Works Re Lament proposed drain
Date: Tuesday, October 06, 2020 5:11:20 AM

CAUTION: This email originated from outside of the Niagara Region email system. Use caution when clicking links or opening attachments unless you recognize the sender and know the content is safe.

Hi Miss Norio, I want to speak to the Public Works Committee regarding the Proposed Lament drain. This drain is in notl and includes the Regions York Rd ditch. The York Rd ditch is also receiving 60 acres of intensified farm land drainage. This has taken place without the necessary permits issued by the Region. Further more the farmer that is draining to York Rd illegally has also illegally diverted the Hwy 405 road drainage onto my property and then into the Region ditch.

All of this water is having damaging effects on the York Rd ditch, damaging private property and bring phagmites and pollution onto Provincially protected lands in the greenbelt.

5 years ago the Transportation group were made aware and the comment was "we don't have a problem with this" WOW. Being landowners of lower elevation we are within our right to protect our lands. I have research the Regions 2017 Complete Streets Design Guidelines and the Regions Model Urban Design Guidelines. An interesting point #6 Preserve farmland and natural resources. Not sure if the staff member 5 years ago was aware of this mandate.

The farm to the north also has a pond on it to irrigate world class grapes making world class wines and your road ditch flows into this pond, pollution. So the Region has turned a blind eye to the farmer illegally draining to York Rd BUT has told another farmer "we don't have a problem with this". My property has the less than 1% of remaining Carolinian forest in notl. The Region is down to 11%. From the NPCA a 30% coverage is ideal for a healthy eco system. The natural resource part. Also this is expensive land the Regions water is having an adverse affect on. We have made it clear that litigation is quite possible for damages as a last resort, like always a practical approach is the first step. That includes the Region taking landowners concerns seriously.

We have invited Region staff for a site visit but we have not received a reply.

Steve Watson

S.C. Watson
info@scwatson.ca



Subject: Regional Road 38 (Martindale Road) Amending Agreement with Engineering Consultant Wood Canada Limited operating as Wood Environment & Infrastructure Solutions

Report to: Public Works Committee

Report date: Tuesday, October 13, 2020

Recommendations

1. That Council **APPROVE** the increase to the current Engineering Agreement between Niagara Region and Wood Canada Limited operating as Wood Environment & Infrastructure Solutions ("**Wood**") by \$190,409, for a new total value of \$1,250,838 (excluding 13% HST); and
2. That Council **AUTHORIZE** the Commissioner of Public Works to execute an amendment to the Engineering Agreement between Niagara Region and Wood incorporating the increase proposed in recommendation 1 above.

Key Facts

- Wood currently has an Engineering Agreement with Niagara Region to undertake the Environmental Assessment, Detailed Design, Contract Preparation and Contract Administration and Inspection for the Reconstruction of Regional Road 38 (Martindale Road) in the City of St. Catharines.
- A change Purchase Order (PO# 0000049746) will be dispatched once Council authorizes the execution of the Amending Agreement and approves the Purchase Order increase.
- The recommended Engineering Agreement amendment is required to accommodate: (1) a change request by the Ministry of Transportation (MTO), a cost sharing partner, to address additional design work on an MTO asset (new overhead sign structure); and (2) Wood's request for additional fees for Contract Administration and Inspection services due to project delays experienced with the pile driving and centre pier construction in late 2019 and early 2020.
- The cumulative value of the Engineering Agreement, inclusive of this proposed amendment, will exceed \$1,000,000 and therefore requires the authorization of Regional Council in accordance with Niagara Region's procurement By-law 02-2016 as amended on February 28, 2019 pursuant to Section 18 (c) and Schedule B.

Financial Considerations

The total value of Wood's Engineering Agreement, including the recommended increase herein, from the initiation of the Environmental Assessment to completion of the construction contract will have a maximum limit of \$1,250,838, comprised of the amounts detailed at Appendix 2, and summarized as follows:

- In 2013, Niagara Region engaged Wood (pursuant to a competitive process 2013-RFP-81) at a cost of \$346,514, to undertake a Municipal Class Schedule "C", Environmental Assessment (EA) and detailed design assignment for Regional Road 38 (Martindale Road) from Highway QEW to Regional Road 77 (Fourth Ave).
- Throughout the design, there were modifications to the original scope in the value of \$189,532; including rehabilitation work of the existing structure to be paid for by the MTO; amendments to address new MTO design standards; construction staging; inclusion of a watermain replacement for Water and Wastewater; and the tendering of two separate construction contracts, as referenced in Appendix 2.
- The Phase 1 construction contract (QEW to Barton St.) is currently under warranty and was administrated and inspected by Niagara Region staff.
- The Phase 2 construction contract (Barton St. to Fourth Ave.) is currently under construction and being administrated and inspected by Wood, at an approved maximum limit of \$351,600 per the per diem rate included in the original 2013-RFP-81. Included in the current Purchase Order is the material testing and Quality Verification Engineering (QVE) at an estimated value of \$168,213. The material testing and QVE are necessary to comply with MTO requirements.

The recommended Engineering Agreement amendment is required to accommodate the following project changes:

1. a change request from the MTO for the design of an overhead sign structure; including foundation investigation; live loading analysis; and a centre pier batter adjustment for a value of \$49,324; and
2. an additional scope change request from Wood in the amount of \$145,655, for additional QVE, Contract Administration and Inspection services, arising due to

project delays experienced with the pile driving and centre pier construction in late 2019 and early 2020; the additional fees represent an estimate maximum amount of fees from September 2020 to completion of the project, presently estimated at end of 2020.

Included in the maximum limit of \$1,250,838 are the recovery costs from the cost sharing partners on this project at the following estimated values: MTO for a value of \$211,226, and the City of St Catharines for a value of \$56,184. Therefore the total cost to be incurred by Niagara Region as part of Wood's Engineering Agreement, including the recommended increase, amounts to \$983,428.

Staff have confirmed there are sufficient funds in the project budget (10RC0627) to address the total amount of the change PO request. Amounts noted in the Financial Considerations section of this report exclude 13% HST.

Analysis

While sufficient funds remain in the project budget, the proposed increase brings the cumulative value of the Engineering Agreement above \$1,000,000, and therefore requires Regional Council approval pursuant to Section 18(c) and Schedule "B" of Niagara Region's procurement By-law 02-2016 as amended on February 28, 2019.

Niagara Region staff have worked with Wood and the contractor's project teams to find cost savings measures on this project. In order to remain in compliance with MTO's requirements, Niagara Region is presently continuing the material testing and sampling, QVE and inspections on the project. These items are required to ensure proper workmanship by the contractor and ensure the end product meets the MTO's standards.

Niagara Region currently has an agreement with Wood to complete the work in compliance with the MTO requirements. Wood has extensive knowledge of the work required by the Contractor to bring the project to a timely completion, including the construction of the new bridge structure and the rehabilitation of the existing structure on Regional Road 38 (Martindale Rd.) spanning over Highway 406. Wood will continue to provide the required services in compliance with the MTO requirements, and to advise of any contract discrepancies. It is critical to complete the project on a timely basis in order to mitigate increases to overall construction costs, disruption and inconvenience to vehicular traffic.

Alternatives Reviewed

The Project Team reviewed the alternative option of stopping construction to allow a formal procurement to proceed. This would add significant project delay, negatively impact the planned works in 2021, increase construction costs and impact on the users of Martindale Road, as the road will need to remain closed for a longer period and potentially cause conflicts with the planned construction works in 2021, causing Ministry of Labour constructor issues.

Relationship to Council Strategic Priorities

Approving this recommendation by staff will align with Council's Strategic Priority to:

- Support businesses and encourage economic growth,
- Promote a Healthy and Vibrant Community,
- Reasonable Growth and Infrastructure Planning.

Allowing construction to continue will support the economic growth in the Niagara region, providing many quality jobs. The new structures on Regional Road 38 (Martindale Rd.) over Highway 406 will aid in alleviating traffic congestion and provide a more complete pedestrian and cycling network.

Other Pertinent Reports

PW 29-2019 – Award of construction contract to Rankin Construction.

PWC-C 19-2020 - Regional Road 38 (Martindale Road) Bridge Structure Closure memorandum.

Prepared by:

Mike Wilson, PMP, A.Sc.T
Senior Project Manager
Transportation Engineering

Recommended by:

Bruce Zvaniga, P.Eng.
Commissioner of Public Works (Interim)
Public Works Department

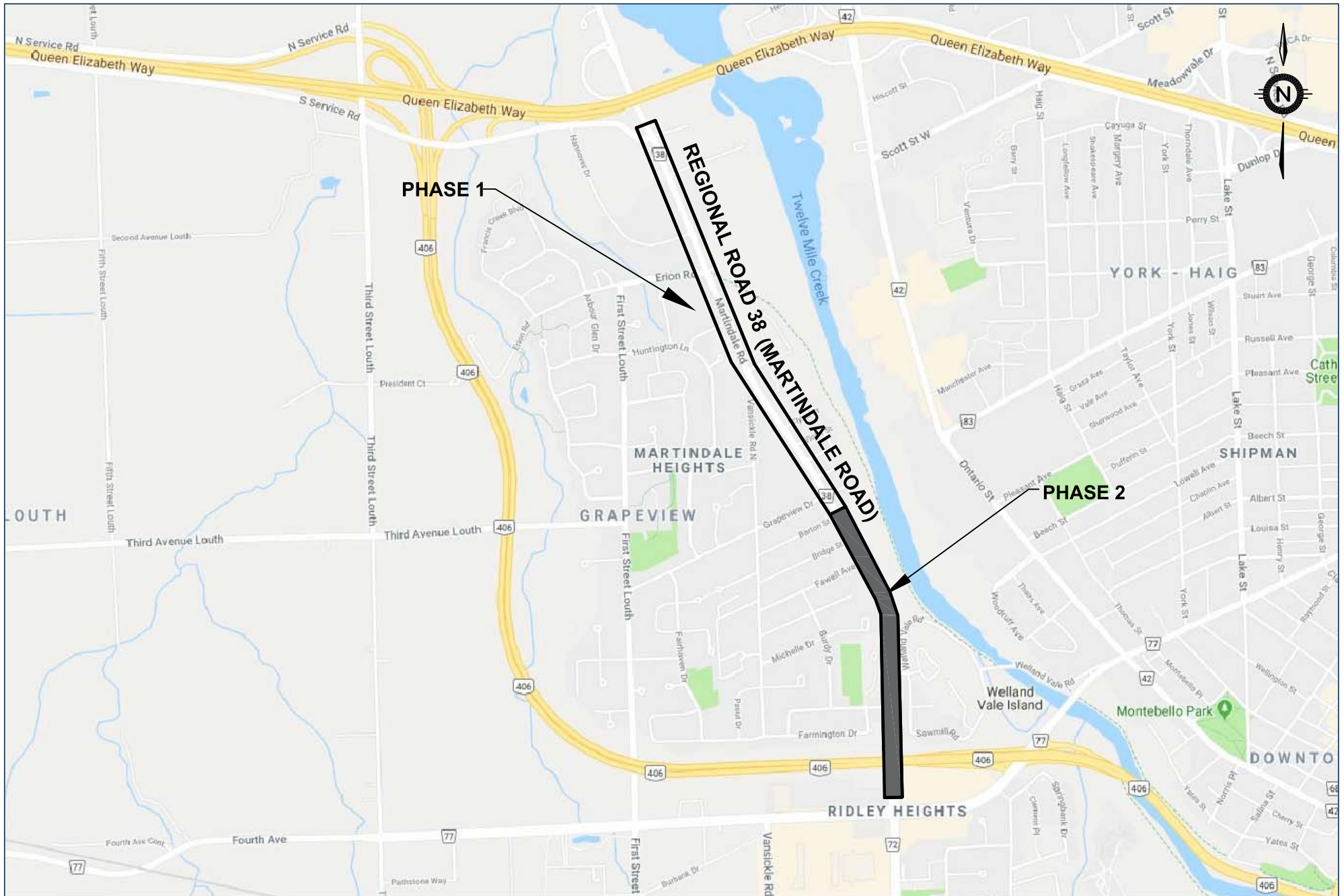
Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Brian McMahon, Program Financial Specialist, Frank Tassone, Associate Director Transportation Engineering, Scott Crocco, Legal Counsel and reviewed by Carolyn Ryall, Director Transportation Services.

Appendices

Appendix 1	Key Plan
Appendix 2	Costing Breakdown



PW 40-2020 APPENDIX 2
Costing Breakdown
Wood Project Costing Breakdown
Regional Road 38 (Martindale Road) Amending Agreement with Engineering Consultant Wood

	Engineering Agreement Costs
<u>Wood's Project Cost (10RC0627)*</u>	
(a) Original Assignment (EA & Detail Design) 2013-RFP-81	\$346,514.00
(b) Addition of Traffic analysis, inc alternatives requested by Councilors	\$35,374.00
(c) Addition of Regional watermain modeling & design	\$4,870.00
(d) Addition of MTO Existing Bridge Rehabilitation Design (MTO Request)	\$86,273.00
(e) MTO Permit, Property expropriation, temporary signal design	\$28,528.00
(f) Update contract to new bridge structure design standards	\$31,283.00
(g) MTO Existing Bridge soffit review (MTO Request)	\$3,204.00
(h) Contract Administration & Inspection	\$351,600.00
(i) Quality Verification Engineering	\$168,213.00
(j) Existing Structure Live loading analysis	\$4,570.00
(k) Hwy 406 Overhead Sign Design (MTO Request)	\$24,949.00
(l) Hwy 406 Overhead Sign Foundation Investigation (MTO Request)	\$15,560.00
(m) Centre Pier Design, Batter design & Traffic Staging	\$4,245.00
(n) Additional Request QVE, CA & Insp conceniding with new construction schedule	\$145,655.00
Total Estimated Wood's Cost	\$1,250,838.00

* All costs shown do not include tax (HST & Non-recoverable)

Subject: Approval of Public Works Single Source Purchase Requests Over \$100,000

Report to: Public Works Committee

Report date: Tuesday, October 13, 2020

Recommendations

1. That a change request to Purchase Order PO71767, assigned to Summa Engineering per tender 2019-T-272 for SCADA Upgrades at Five Landfill Sites, to increase the original pre-tax amount of \$535,544.00 by \$113,595.38 for a new total of \$649,139.38, **BE APPROVED**.

Key Facts

- The purpose of this report is to seek Public Works Committee's approval to proceed with a Purchase Order (PO) Change Request in excess of \$100,000.
- At the Special Council meeting on July 30, 2020, Regional Council instructed staff that, "If any single source [Public Works] procurement [over \$5000] is deemed essential there must be approval first received by the Public Works Committee."
- On August 18, 2020, the CAO provided Confidential Memorandum CONF-C 6-2020 providing key information in response to the July 30, 2020 staff direction. The memo identified that pursuant to a formal competitive procurement process, a change to the resulting contract (via the Change PO process) is required for any additional goods and/or services, which were not part of that formal process (consider Single Source additions). This includes most (if not all) instances where the "work" is underway when a Change PO request initiates.
- At the Council meeting on September 17, 2020, Regional Council approved an increase in the limit to \$100,000 above which approval must first be received by the Public Works Committee.

Financial Considerations

The Change PO request has approved funding in place from either Capital or Operating budgets in the respective divisions in Public Works.

Analysis

Staff within the Public Works Department are currently managing 1259 open active Purchase Orders related to 140 essential infrastructure projects valued at more than \$160 million dollars. These include planning, design, preventative maintenance and construction.

Niagara Region's Procurement By-law 02-2016 as amended February 28, 2019 provides controls and methods that ensure, among other things, that the procurement processes undertaken to procure Goods and/or Services achieves, "best value for the Corporation".

Pursuant to the formal procurement process, which culminates in contract award, there are occasions, when new information identified after award, requires further consideration of how these unforeseen additional requirements will impact the final project deliverable.

This report addresses a request to increase the current purchase order to account for additional work for the installation of fibre line from the main pumping station to three remote pumping wells located a significant distance away to allow for communication back to a main programmable logic controller at the main pumping station.

The original project scope contemplated the installation of the fibre in existing underground conduit installed seven (7) years ago. This approach worked everywhere on-site except for two sections where the conduit appears compromised. Despite repeated attempts, the existing wire could not be removed. Based on this issue, the scope of work was modified by requiring the fibre to be installed overhead on existing hydro lines for one section and via directional drilling for another section (that is remote and otherwise inaccessible). The work requires staff from all of Summa's existing subcontractors in order to successfully implement the work. When this project is complete, all Waste Management leachate pumping stations will meet Water & WasteWater SCADA standards.

- Modification of Construction Methods Due to Constructability Issues \$113,595.38
Total Additional Fee Request (w/o tax): \$113,595.38

Alternatives Reviewed

(i) Do Nothing:

- This alternative does not address the needs of the project and it leaves Operations Staff without line of sight on the remote pumping wells. Furthermore, those same remote pumping wells are not currently interlocked with the leachate pumping station and could cause a spill and impact to the environment resulting in issues with the Ministry of Environment, Conservation and Parks. Due to the current lack of communications, it is also requiring additional staff time to monitor the pumping well operations.
- This alternative could also result in claims due to construction delays.

(ii) Proceed with competitive RFP process:

- This will not address the increased costs and complications of incorporating work by two contractors on a project that is otherwise completed. The existing contractor has the right subcontractors available who are knowledge with respect to the site and the overall project. The only other bidder on this project was \$170,000 more on the base scope of work. Even with this additional work, Summa Engineering will still be \$57,000 less than the only other bidder on the original public tender.

Relationship to Council Strategic Priorities

- Responsible Growth and Infrastructure Planning

Other Pertinent Reports

- CONF-C 6-2020 Update from Special Council Meeting - July 30, 2020 Closed Session
- PW 42-2020 Approval of Various Single Source Public Works New Purchase Orders and Purchase Order Change Request - September 8, 2020

Prepared and Recommended by:

Bruce Zvaniga, P.Eng.
Commissioner of Public Works (Interim)
Public Works Department

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Dan Ane, Manager Program Financial Support and Bart Menage, Director Procurement and Strategic Acquisitions

Appendices

None.

MEMORANDUM

PWC-C 37-2020

Subject: COVID-19 Response and Business Continuity in Public Works
Date: October 13, 2020
To: Public Works Committee
From: Bruce Zvaniga, P.Eng., Commissioner of Public Works

As reported previously, Public Works has remained focused on keeping the critical public infrastructure operational while responding to the COVID19 pandemic. Departmental staff continue to ensure that the community has: safe drinking water, reliable wastewater systems, recycling and waste collection/disposal, regional specialized and regular transit and a well-maintained regional road system. Public Works staff recognize and are dedicated to the essential role they play ensuring that healthcare, social services, emergency responders and the community-at-large can depend upon the reliable availability of these core municipal services.

Public Works leadership is actively participating in the Municipal Emergency Control Group. Working with all other departments, the Business Continuity Plan and staff redeployment strategy is monitored and adjusted to respond to changing conditions. Public Works staff who have been re-deployed outside of the department delivering essential services are returning to their home positions to address the increased needs in Public Works and to prepare for winter maintenance readiness.

The Department Leadership team continue to actively participating in virtual meetings with their counterparts in the Local Area Municipalities, and provincial committees to share our successes and learn how others have overcome challenges.

The following provides a brief highlight from each of the four (4) divisions on their respective status, service changes, actions taken and future outlook.

Water & Wastewater Services

Current Status of Operations

High quality, safe and reliable water and wastewater services in accordance with health regulations and standards continue to be provided.

Both the Drinking Water and Wastewater Quality Management Systems (QMS) remain active. A Water QMS external audit was completed July 6 to 10 where the Division retained its long standing QMS accreditation. Capital infrastructure projects are deemed essential and continue to be delivered.

Memorandums have been distributed to all W-WW staff and contractors regarding compliance with the new Niagara Region mask by-law.

Service/Operational Change Highlights

- Recreational Vehicle wastewater holding tank disposal service extended to seven (7) days a week at the Niagara Falls Wastewater Treatment Plant and Baker Rd Wastewater Treatment Plant. Both facilities will be open Monday through Saturday 5 - 7 p.m. and all day on Sunday 7 a.m. - 7 p.m.
- Wastewater Treatment Plants are now accepting heavy wine waste as the wine producing season has started.
- The new Niagara-on-the-Lake Wastewater Treatment Plant has started to receive wine waste and septic haulage since the week of September 28.

Significant Initiatives or Actions undertaken

- Developed a full divisional staffing mitigation strategy to deal with any staff shortages that may occur due to COVID-19.
- Developed a W-WW Division Pandemic Re-opening Framework to supplement the Region Re-opening Phase of the Pandemic Response Plan.
- Received license from Health Canada to produce disinfectant spray and hand sanitizer for Regional workplace use during the COVID-19 emergency response to alleviate supply chain shortages when required.
- Cancellation of all non-essential meetings, plant tours, training activities, visitor access.
- Implemented COVID-19 protocols for consultants, contractors and project managers at plant facilities.
- Enhanced focus on the health and well-being of staff operating the essential systems including limiting access to the plant and deferring all non-essential contracted services.
- W-WW training activities resumed in early September. Facility set-ups devoted to classroom(s) with registration numbers suitable for physical distancing practices. Training activities ongoing through 2020 Fall Learning Calendar.

- Assigned maintenance staff to dedicated areas and implemented flexible start and end work locations to avoid both unnecessary travel and exposure.
- One employee per vehicle where possible; If employees need to travel together they are required to wear a mask.
- Setup static sanitation stations in all staffed W-WW facilities and deployed mobile sanitation kits for all fleet vehicles.
- Implemented W-WW tailored weekly COVID-19 spot check reports including regular reporting of facility sanitation supply inventories.
- Adopted changes to ensure no physical interaction on deliveries, courier and lab samples.
- Changes to pickup and handling of uniform laundry.
- Portable washrooms have been setup at Wastewater and Water facilities to accommodate contractors, couriers and sewage haulers.
- Face shields, half mask respirators and surgical masks are being used as a form of source protection for staff where certain activities do not allow for proper physical distancing or as required per Niagara Region face covering by-law (By-law 2020-46).
- Meeting room max occupancy signage, screening signage, screening protocol and limited door access have been implemented at all Water-Wastewater buildings. Daily reports of staff well-being and screening are being provided to management for recording and documentation purposes.
- Screening protocol for all vendors and contractors also implemented at all worksites.
- Constructors at various worksites have put into place proper distancing, working measures and PPE for the well-being of all staff.
- Accepting digital signatures for MECP form approvals.
- Capital project delivery through all phases continuing with proper protocols for consultants, contractors as well as for internal staff in place.
- Collaborating with Corporate Communications to develop strategies for Public outreach/engagement to satisfy the requirements of the MECP.
- Reducing production of hand sanitizer and sanitizing spray due to increased availability of commercial supplies.
- Increasing sampling as MECP regular relief expired August 30.
- Increasing by-law inspections and sampling while maintaining staff safety.

Operational Outlook

1 month

- Implementing phased W-WW Pandemic Re-Opening Plan in accordance with Public Health advisement and direction from the Region's Emergency Operations Centre.
- Developing 2021 Operational and Capital Budgets.

3 months

- Implementing phased W-WW Pandemic Re-Opening Plan in accordance with Public Health advisement and direction from the Region's Emergency Operations Centre.

6 months

- The focus continues to be on the maintenance of all key components, the sustainable supply of key chemicals and materials and most importantly on the well-being of the staff managing these essential systems.

Transportation Services

Current Status of Operations

Essential bridge, culvert and roadway works, forestry, traffic control, pavement markings and signage are critical services which continue to be provided.

Design, construction management and environmental assessments continue from engineering staff and consultants.

Staff continue to monitor all material shipments, supplies and construction contracts experiencing delays to understand larger impacts to ongoing construction project schedules.

Service/Operational Changes

- Dispatch is providing 24 hour support with all calls received by the Region; in particular directing residents for COVID-19 to Public Health and by-law enforcement (Local and Regional) seven days a week.
- Earlier in assessing the separation of staff in field operations, the normal weekday shift and management oversight had been split into two groups scheduled to not

physically interact with each other. As a result, the hours of operation were stretched from 5 a.m. - 9:30 p.m. with the support of the union and management.

- Since the implementation of two (2) shifts, management have continued to review staffing levels and needs. Due to the number of redeployments to Long Term Care (LTC) and EMS in support of the pandemic, vacancies, plus sick time, management reassessed the two shifts and converted back to one shift per day from 7 a.m. - 3 p.m. Management is continuing to assess service levels against staffing needs and safety protocols and will adjust accordingly.

Significant Initiatives or Actions undertaken

- Separation of field staff in vehicles where possible is being administered. Vehicle assignment to specific staff with the responsibility to clean / maintain on a daily basis.
- Face masks and shields have been ordered for additional staff protection in certain circumstances.
- Staff continue to monitor supplies out of Fleet stores such as wipes, hand sanitizer, N95 masks and are supporting other Divisions with resources as required.
- Screening signage, screening protocol and limited door access have been implemented at all yards and the service center. Daily reports of staff well-being and screening are being provided to management for recording and documentation purposes.
- Screening protocol for all vendors and contractors also implemented at yards and service centers.
- Constructors at various worksites have put into place proper distancing, working measures and PPE for the well-being of all staff.
- Updated protocols based on provincial regulations/guidelines for working on construction sites has been sent to Heavy Construction Association of the Region of Niagara to notify their members that they must adhere to these measures.
- IT equipment to assist with working from home has been provided where applicable.
- A number of Transportation Staff have already been trained and redeployed to assist other Departments where needed. In assisting with the redeployments to LTC, Staff manufactured personal screening barriers for screener positions at entry points of the homes as an additional safety measure.
- In meeting essential service levels throughout the pandemic, management continue to review staffing; in particular the redeployment numbers and will be phasing the return of Transportation staff throughout Q4. Key operations (i.e. Winter Operations)

will require staff to be recalled for training and availability to meet legislated service level requirements in keeping Niagara's roads safe.

Operational Outlook

1 month

- Essential and critical project interpretation based on Provincial announcements will affect the delivery of projects and levels of service to residents of Niagara region. This continues to be under review. The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.

3 months

- Essential and critical project interpretation based on Provincial announcements will affect the delivery of projects and levels of service to residents of Niagara region. This continues to be under review. The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.

6 months

- Contractors have shared their concern that once non-essential work can recommence, there will be shortage within the trades due to demand. Contracts are continuing to be monitored by staff with regards to any shortages (supplies and trades) and updates will be highlighted.

Waste Management Services

Current Status of Operations

Restrictions to the curbside collection program and at the landfill sites/drop off depots have been lifted with minor restrictions still in place as noted below.

The processing of recyclable materials is being maintained. Storage capacity has become an issue. Staff have applied, and have been granted by the Ministry of Environment, Conservation and Parks to work on Sundays and during the hours of 11 p.m. - 6 a.m. to process the backlog of recyclables. When necessary, unprocessed recyclables have been shipped to other recycling facilities for processing resulting in additional costs and loss of revenue.

An online tool was successfully implemented in June to provide residents the ability to purchase garbage tags, CFC stickers and recycling and organic bins on line. Garbage

tags and CFC stickers are mailed to the residents. For recycling and organic bins, payment is made on line and residents can pick up the bins at one of the Regional distributions centres. Some local municipalities have begun to sell or distribute recycling boxes and green bins, by appointment.

Strategic initiatives are continuing such as the MRF Opportunity Review, implementation of new collection contracts and services levels, construction projects, and operational tenders. Staff continue to participate in stakeholder consultation sessions regarding the Blue Box program and other programs transitioning over to a Producer Responsibility model.

Service/Operational Changes

Landfill Service Changes

Preferred methods of payment are debit and credit, using the tap option.

Compost Giveaway

Compost giveaway was scheduled September 14 to 26, 2020.

Some /Green Bin Distribution Locations Remain Closed

For more information on [waste management services](https://www.niagararegion.ca/waste), visit <https://www.niagararegion.ca/waste>.

Community Events

Presentations, sites tours and special events recycling have been postponed until further notice. Unstaffed booths have been set up across Niagara to promote new collection services which are commencing October 19, 2020. Staff have engaged in booths at farmer markets from August to early October, and are complying with Public Health protocols.

Significant Initiatives or Actions undertaken

- Screening signage, screening protocol and limited door access have been implemented at all facilities. Daily reports of staff well-being and screening are being provided to management for recording and documentation purposes.

- Screening protocol for all vendors and contractors has also been implemented at all facilities and sites.
- Installation of a portable washroom and hand washing station for commodity drivers to avoid visitors entering the Recycling Centre.
- Staggering breaks and lunch to reduce amount of people taking breaks at one time at the Recycling Centre.
- Increased cleaning being completed at night and during the day (i.e. between lunch breaks and in high traffic areas).
- Installed plexi-glass between sorters on the processing line, and at the scale houses located at the landfill sites/drop off depots.
- Staff are travelling in separate vehicles to maintain physical distancing per health guidelines.
- On-road staff working from home to start and end their day due to lack of public washroom availability, and to reduce the need to enter their work location.

Operational Outlook

1 month

- Staff continue to work with new collection contractors in preparation of the new waste collection contracts commencing October 19, 2020.
- Communication campaign for new waste collection service levels continues. The collection guide, which is an all encompassing publication.
- After the commencement of the new waste collection contracts, staff will be working to address any major concerns and provide residents with information to fully participate in the curbside programs.
- The Humberstone Landfill Operations tender will be issued.
- RFP will be issued for the division's Long-term Strategic Plan.
- 2021 operational budgets are being finalized.
- Draft Blue Box Final Regulations expected from the Province

3 months

- 2021 work plan will be developed
- Recommendations brought forth as a result of the NRFP MRF Opportunity Review

6 months

- Work to continue to on strategic initiatives
- Preparation for the start of the new Humberstone contract

Niagara Region Transit/Specialized Transit & GO Implementation

Current Status of Operations

Niagara Region Transit (NRT) is operating at a modified version of the “Saturday” level of service:

- All Express routes were eliminated (40a, 40b, 45a, 45b, 60a, 65a, 70a, 75a) effective March 23
- 7:00 a.m. - 9:00 p.m. operating hours effective May 4 (typically 7:00 a.m. - 11:00 p.m.)
- Hourly service (60 minutes) on Routes 22, 25, 40, 45, 50, 55, 60, 65, 70 & 75

Niagara Specialized Transit (NST) is operating at the normal level of service, except for trips whose origins or destinations are to/from a location with reported cases of COVID-19 are not being provided. Reducing hours of operation is not a necessity in this case as Niagara Region only pays for trips delivered, rather than an hourly rate. Overall, NST trip requests are significantly reduced, however NST continues to deliver all requested trips within the capacity available. Ridership has continued to show small signs of recovery.

NRT OnDemand service operates in Grimsby, Lincoln, Pelham, Wainfleet and West Lincoln from Monday to Saturday, 7 a.m. - 10 p.m.

Service/Operational Changes

The "Rear door boarding" policy enacted on March 23 to temporarily limit driver contact and respect physical distancing has been lifted. Through Inter-Municipal Transit Working Group (IMTWG) coordination, Niagara's transit providers have installed plexi-glass bio-barriers across the entire fleet of vehicles to protect bus operators. With these bio-barriers in place, reinstatement of front door boarding was able to begin on June 29, and collection of fares on July 2.

Hourly service on Routes 40 and 45 was reinstated to relieve capacity pressures on Routes 50 and 55 and to support the re-opening of the Outlet Collection at Niagara.

NRT OnDemand, a dynamic, ridesharing service, was launched on August 17 in Grimsby, Lincoln, Pelham, Wainfleet and West Lincoln. It does not operate on a fixed route or schedule; rather, riders are able to request trips in real-time through the NRT

OnDemand app (available on IOS or Android) or over the phone by selecting a pick-up point and destination.

Barriers have been installed on NRT OnDemand vehicles between the driver and rider to reduce the potential spread of COVID-19. Mandatory mask usage will also be required as per the Region's Face Covering By-law.

Information about [NRT OnDemand](https://niagararegion.ca/transit/on-demand/default.aspx), including links to download the app, as well as additional information on the service, fares and service area boundaries, can be found on the Region's website <https://niagararegion.ca/transit/on-demand/default.aspx>.

Significant Initiatives or Actions undertaken

- All NRT, and NST fleet vehicles have been professionally cleaned/disinfected/sanitized well beyond regular protocols, and Aegis antimicrobial spray was applied to all interior surfaces. This work was completed by the local transit service providers as they manage and operate the NRT fleet as part of their own.
- Due to the low volume of trips, BTS has made every effort to deliver trips with only a single occupant in each vehicle, although this has not been formalized as a public policy.

Operational Outlook

1 month

- NRT staff continue to review ridership data closely in order to determine appropriate levels of service.
- The IMTWG has received provincial guidelines, however those guidelines did not address vehicle capacity. Through discussion with other transit properties in Ontario, Niagara's transit providers are on target to allow for an increased capacity to 100% effective September 7.
- Work continues with our post-secondary partners to review projected enrollment and transit ridership for the Fall 2020 semester at both Brock University and Niagara College. With the percentage of enrolled students on campus undetermined at this time, transit staff are developing scenarios for meeting needs that arise from the campus sites where typically, very significant volumes of students use transit.
- Staff continues to work with Brock University and the Brock University Student Union to maintain the U-Pass Program for the 2020-2021 academic year.

Niagara College terminated the U-Pass agreement in response to COVID-19 and thus students will be purchasing monthly passes in September.

3 months

- Possible further service adjustments based on ridership and in reaction to any provincial changes. Staff will continue to work with the IMTWG in reviewing the available data to ensure that adequate service is being provided while being mindful of the financial challenges faced by each municipality.
- The Niagara Transit Governance Study report will be complete by summer 2020. Introduction of the final report to LNTC with recommendation on a new governance model by the Project Team and study consultants will be done in consultation with the CAO Working Group and the LNTC Chair.

6 months

- The IMTWG will begin working towards the implementation of a new fare payment technology through the funding provided by the Investing in Canada Infrastructure Program (ICIP). Due to the complexity of the program, an implementation date in 2021 is most likely. Staff will continue to provide updates once a timeline has been established and at the major milestones.

As both the Province and Region move through the recovery process, staff at each of Niagara's transit providers will continue to collaborate in monitoring service levels, processes, and policies to ensure the safety of the residents and employees remain a priority and that decisions are made and communicated jointly wherever possible.

Respectfully submitted and signed by,

Bruce Zvaniga, P.Eng.
Commissioner of Public Works (Interim)

MEMORANDUM

PWC-C 38-2020

Subject: Update on Public Education Campaign and Contract Implementation

Date: Tuesday, October 13, 2020

To: Public Works Committee

From: Susan McPetrie, Waste Management Services Advisor and Jennifer Wilson, Waste Management Supervisor

The purpose of this memorandum is to provide an update on the progress of the public education campaign that is currently underway to raise awareness of the collection service level changes that will occur with the commencement of the new waste collection contracts on October 19, 2020. This memorandum also provides an update on the status of activities related to the implementation of the new curbside collection contracts in October.

Overview of Campaign Implementation Phases

As outlined in PWC-C 14-2020 and PWC-C 29-2020, implementation of the campaign began in June and will continue until November 2020. The campaign was designed to be delivered in three phases:

Phase 1: The Pre-Change Campaign – June to September 21, 2020

The focus of this phase is on educating the public about the upcoming changes and why the changes are being made, particularly through direct mail communication pieces to all residents and businesses in Niagara.

Phase 2: The Build-Up - September 21 to October 19, 2020

In the month before the waste collection changes take effect, outreach and communication activities will ramp up, to encourage residents to prepare for every-other-week garbage collection by picking up a Green Bin and downloading the waste collection mobile application, currently in development.

Phase 3: The Launch and Post-Launch - October 20 to November, 2020

The final phase of the campaign will feature messages focusing on compliance and illegal dumping, while at the same time recognizing and expressing appreciation to residents and businesses that have embraced and adapted to the changes.

The memorandum, PWC-C 29-2020 outlined the campaign activities completed in June and July and the following sections will summarize activities completed in August and up to September 17, 2020, results and upcoming activities. Appendix A contains a full, detailed list of these completed and upcoming activities.

Summary of Campaign Activities Completed Between August and September 17, 2020

Since the beginning of August, a range of promotional activities have been implemented to increase the visibility and reach of the campaign messages. Although COVID-19 restrictions have presented challenges to in-person outreach, unstaffed banner displays with take-away postcards containing information on the upcoming collection changes have continued to be set up at twenty-five (25) locations throughout the region. There have also been staffed displays provided at eight (8) local farmers' markets.

Advertisements indicating that starting October 19, Blue/Grey Boxes and Green Bins will be collected weekly and garbage will be collected every other week were installed on five (5) buses and fifteen (15) billboards. These advertisements will all be in place until October 18. Visitors to Regional landfill sites will also see these messages on outdoor banners set up at the sites and will be offered take-away postcards at the scale house. There are also seven (7) Regional Waste Management vehicles with magnets advertising that changes are coming October 19.

In addition to a series of radio advertisements that are running daily until October 18th, regular print advertisements are running in Niagara's weekly and daily newspapers. Online promotion has included social media posts, programmatic advertisements and digital advertisements with Metroland Media.

Appendix B provides some examples of graphics and messages used in campaign.

Following these communication tactics, there has been continued calls about the collection changes to Niagara Region's Waste Info-Line. There were 55 calls in August compared to 56 calls in July. Applications for diaper exemptions and for waste related to

medical conditions continue to be submitted with 356 received from August 1 to September 16, 2020.

Green Bin distribution data continues to suggest that residents are beginning to prepare for the start of every-other-week garbage collection in October. Between August and September 16, 2020, 2,032 Green Bins have been delivered to distribution sites. This is a 68% increase in Green Bin distribution compared to the same time period in 2019.

Upcoming Campaign Activities

Campaign activities will continue as the start date of the new collection contract approaches. Key tactics that will take place in the upcoming months include outreach to businesses through presentations for organizations representing businesses (i.e. Business Improvement Associations and Chambers of Commerce), a reminder letter to all businesses and ICI/MU/MR property owners, dedicated e-blasts to Chambers of Commerce and in-person delivery of Designated Business Area collection guides. Collection Guides will be mailed out directly to low-density residential properties and apartments with 2-6 units.

Print advertisements will continue in the weekly and daily newspapers, along with continued social media posts. New animated and live videos have been created to promote messages about the upcoming changes, increasing diversion and reducing illegal dumping. These will be posted online and on social media.

Other new tactics include bus shelter advertisements, takeover advertisements on the Weather Network, radio and YourTV interviews and media events. Refer to Appendix A for a detailed list of upcoming campaign activities.

Contract Implementation Update

Since January, Niagara Region has continued to meet regularly with GFL and (Contractor's) to discuss various aspects of the implementation of the upcoming waste collection contract (Contract) transition on October 19th. The sections below provide a high level update on major items/tasks.

GFL & Miller Yards

GFL's office and yard is located at 411 Glendale Avenue in St. Catharines, which is the current yard of Emterra Environmental (Emterra). GFL only has access to the upper

floor of the operations building at this time, renovations are near complete and the compressed natural gas (CNG) rails have been installed for fuelling trucks. Technical Standards and Safety Authority (TSSA) testing and sign off on the CNG rails is scheduled to occur during the first week of October.

The Miller yard, located at 335 Townline Road in Niagara-on-the-Lake, is currently undergoing renovations to the parking lot. Work is scheduled to be completed October 1, 2020.

Collection Vehicles

GFL has confirmed two (2) of 31 trucks have arrived and they are being equipped with cameras and GPS system. The remaining fleet (27 vehicles) are expected to arrive by the end of September through to the second week of October. As previously communicated, GFL is still reporting delays of four (4) collection vehicles due to COVID-19, which are scheduled to arrive just before and after the Contract start date. In lieu of the delayed vehicles, GFL will support their Niagara fleet with six (6) additional vehicles from within the company to ensure a successful Contract transition. GFL's collection vehicles will be fueled with CNG. GFL and its sign contractor are presently working on creating proofs for decal installation.

Miller has confirmed 25 of the 61 trucks have arrived in Niagara. Miller and their sign contractor are presently working on decal installation. Miller has recently informed Niagara Region that the manufacture of five (5) side load collection vehicles is delayed due to COVID-19. The five (5) delayed trucks are scheduled to arrive during the first few weeks of the Contract. Miller will replace the delayed collection vehicle with five (5) new, 2020 Miller trucks from its company fleet until the new trucks arrive. The four (4) additional rear load vehicles that were ordered following the confirmation of enhanced services, are expected to arrive after the commencement of the contract. These vehicles are expected within two to four weeks after contract commencement. Miller will use vehicles from their company fleet until the new vehicles arrive.

As both Contractors will be using existing fleet resources to supplement their Niagara fleet, until they have full truck compliment, there will be a period of approximately one (1) month when some of the collection vehicles will be painted the Contractor's respective colours. These temporary trucks will not be compliant with Contract requirement which stipulates, brand new, freshly painted white trucks.

Collection Routes

No collection day changes will be occurring in Area Two (Miller). In Area One (GFL), all of Wainfleet will be collected on Monday and in Pelham, the area currently collected on Wednesday will be collected on Monday, effective October 19, 2020.

As previously communicated, Wainfleet, Pelham, Thorold, West Lincoln, St. Catharines, NOTL, and Fort Erie will receive garbage collection on Week One (1), during October 19-23, 2020, of every-other-week collection.

Lincoln, Grimsby, Niagara Falls, Welland and Port Colborne will begin to receive every-other-garbage collection on Week Two (2) - October 26-30. Residents and businesses in these municipalities will not receive garbage collection during the week of October 19. No local municipality will be divided between week 1 and week 2, allowing for clear communication to residents and businesses.

Staffing

Both collection contractors have hired their Operations Managers, whom have been working cooperatively with Niagara Region staff as part of the Contract implementation process. Both Contractors will have their customer service office set up one week prior to the start of the Contract. Customer service staff will be available for residents to schedule large item collection during the week of October 12 -16.

GFL has indicated 100% fulfillment of their staffing plan, where all staff are full-time employees. GFL has an agreement with two agencies that will assist with hiring temporary staff for dedicated leaf and yard collection and to address any gaps in staffing. GFL has a staff orientation session scheduled for October 17, 2020. GFL has committed to becoming a member of the Ontario Living Wage association in early October.

Miller has indicated 90% fulfillment of their staffing plan. Miller continues to issue job offers, as the contractor works to have 100% of the staff hired as Miller employees. Temporary staff will be hired for leaf and yard waste collection and to address any gaps in the staffing plan. Miller has staff orientation sessions scheduled for September 19 and 20.

Regional staff have attended orientation sessions on Saturday September 19 and Sunday September 20 to support Miller with staff training. Staff will also attend GFL's orientation on Saturday, October 17, 2020.

Enhanced Containerized Waste Collection

Miller and GFL are coordinating with the current collection contractors to facilitate the removal and replacement of front-end dumpsters as part of the collection Contract transition. The contractors are working cooperatively to ensure the service transition is successful and that the properties receiving this service experience no service interruptions. The enhanced in-ground containerized waste collection has been subcontracted to a third party by Miller and GFL. This is a new service and Niagara Region is communicating with the local area municipalities to finalize collection days and schedule.

Next Steps

Niagara Region staff have scheduled meetings with both Contractors right up to the start date of the Contracts. Niagara Region will have resources on the road during the first two weeks of the new Contract to assist residents and businesses with the service level changes.

Respectfully submitted and signed by

Susan McPetrie
Waste Management Services Advisor

Jennifer Wilson
Waste Management Supervisor

Appendix A: List of Completed and Upcoming Campaign Activities

Campaign Activities Completed Between August 1, 2020 and September 17, 2020:

August 17:

- Magnets were placed on seven (7) Regional Waste Management vehicles that travel across the region to advertise that changes are coming starting October 19, 2020. These magnets will remain on the vehicles until the new collection contract starts.

September 2:

- Banners were placed at Regional landfill sites and take-away postcards were available at the scale houses to educate residents attending these sites of the upcoming changes. These will remain on display and be available until after the start of the new service levels changes.

August 2 and ongoing:

- With current COVID-19 restrictions, there have been challenges in arranging community outreach. Unstaffed booths have been scheduled at a mix of business types, such as grocery stores, hardware stores and pharmacies, in Local Area Municipalities (LAM), where available. Banner displays and take-away postcards will be set up for three (3) or four (4) days to provide information to residents on the upcoming collection changes.
- The displays will be set up in at least two different locations in each local municipality, except Wainfleet. In Welland, Niagara Falls and St. Catharines, the displays will be provided at four (4) different business locations.
- From August to September 15, twenty-five (25) unstaffed displays were held in different locations in eleven (11) LAMs. The last booth is scheduled to be completed on September 24, 2020.

August 13 and ongoing:

- Staffed booths were set up at various farmers' markets throughout Niagara region. Although an attempt was made to attend farmers' markets in all LAMs, due to COVID-19, not all were operating.
- From August to September 15, eight (8) staffed booths were attended in Pelham, Niagara-on-the-Lake, Niagara Falls, St. Catharines, Wainfleet and Welland. The last staffed booth at a farmers market is scheduled to be completed on September 23.

August 24:

- Bus advertisements indicating that starting October 19th, Blue/Grey Boxes and Green Bins will be collected weekly and garbage will be collected every other week were installed on five (5) buses in St. Catharines, Welland and Niagara Falls. These ads will run until October 18th.

August 24

- Metroland Media digital display and banner ads to raise awareness of the coming changes and direct residents to the website for more information. Ads will run on websites for the St.Catharines Standard, Niagara Falls Review and Welland Tribune until October 18th.

September 7:

- A series of five radio advertisements were developed to educate residents about the upcoming changes and the new Niagara Region Waste App. These ads are running on Bell Media until October 18th.

September 7:

- Billboard advertisements were installed on fifteen (15) locations in Fort Erie, Niagara Falls, Port Colborne, St.Catharines, Thorold and Welland. The billboards remind residents that starting on October 19, 2020, Blue/Grey Boxes and Green Bins will be collected weekly with garbage being collected every other week. These billboards run until November 1st.

September 7:

- Several print advertisements in the weekly and daily newspapers educating residents about the upcoming changes. These include in-kind advertisements provided through Resource Productivity and Recovery Authority. Print advertisements will continue until November 25 and in addition to educating residents on the upcoming changes will also include messaging on how to get and use a Green Bin and every-other-week garbage collection.

September 8 and 9:

- Staff participated in a virtual vendor fair for post-secondary students hosted by Brock University to educate students living in off-campus housing of Niagara Region's waste management programs and upcoming changes.

September 16:

- Scrolling ads have been placed on the YourTV channel reminding viewers that every-other-week garbage collection begins on October 19th and that they can prepare by downloading the Niagara Region Waste app and purchasing a Green Bin. An announcement with this information has also been posted on the YourTV community messages webpage. These messages will run until October 18th.

September 17:

- A media release and social media posts formally launched Niagara Region's online collection calendar, updated disposal search tool, and mobile application (Niagara Region Waste App). The Niagara Region Waste App is available for download through Apple's App Store and Google Play.

August 5, 12, 20, and 26; September 1, 2, 9, 15, and 17:

- Posts on Niagara Region's Facebook and Twitter accounts reflected upcoming waste collection contract changes. Topics have included information on the display booths, how to get a Green Bin, what goes in the Green Bin, the rationale for every-other-week garbage, a Green Bin contest and the new mobile app.
- The Facebook posts have received upwards of 165 comments on a single post and with over 335 shares.

Upcoming Campaign Activities

- Webinar presentations to organizations representing businesses (i.e. Business Improvement Associations, Chambers of Commerce etc.);
- Twenty (20) bus shelter ads;
- Interviews on YourTV;
- A second reminder letter to all businesses and ICI/MU/MR property owners;
- Letters to all properties that will experience a collection day change (a subset of residents in Wainfleet and Pelham);
- Direct mail out of Collection Guides to all low-density residential properties and apartments with 2- 6 units;
- New animated video segments promoting Green Bin use, diversion and the upcoming collection changes posted online and on social media;

- New series of hosted video segments demonstrating Green Bin and recycling tips and dispelling common myths about participation posted online and on social media;
- Continued print advertisements in weekly and daily newspapers with messages on the upcoming changes including large item collection limits and discontinuation of metal household items, preparing for every-other-week garbage collection and illegal dumping;
- Media events with new collection contractors to provide introduction and overview of upcoming changes in collection services.
- Preparation of outreach materials for school aged children (i.e. presentations and videos);
- Dedicated e-blasts to the Greater Niagara Chamber of Commerce and the South Niagara Chambers of Commerce;
- Takeover ads on the Weather Network;
- In-person delivery of Designated Business Area collection guides to businesses;
- Advertisement in Business Link magazine;
- New illegal dumping videos posted online and on social media; and
- Ongoing social media posts with key campaign messages.

Appendix B: Examples of Recent Campaign Tactics



Figure 1: Example of a bus ad currently running in Niagara Falls, St.Catharines, and Welland



Figure 2: Example of a campaign billboard advertisements

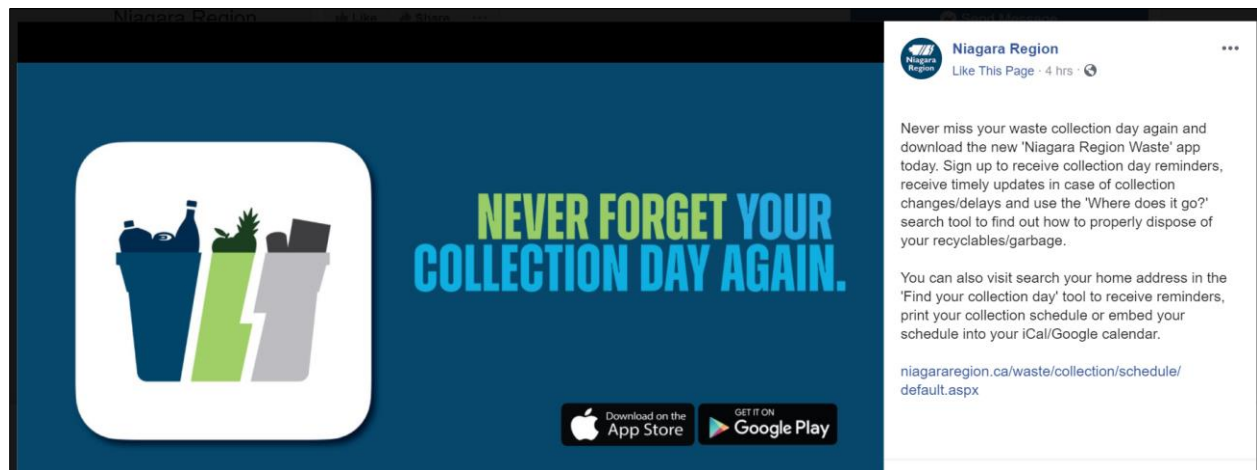


Figure 3: Facebook post on September 17th promoting the launch of the new Niagara Region Waste app