



THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC WORKS COMMITTEE
AGENDA

PWC 1-2019

Tuesday, January 8, 2019

9:30 a.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

Pages

1. CALL TO ORDER

2. DISCLOSURES OF PECUNIARY INTEREST

3. SELECTION OF CHAIR AND VICE-CHAIR

3.1 Call for Nominations for Committee Chair

3.2 Motion to Close the Nominations for Committee Chair

3.3 Voting for Position of Committee Chair

3.4 Call for Nominations for Committee Vice-Chair

3.5 Motion to Close the Nominations for Committee Vice-Chair

3.6 Voting for Position of Committee Vice-Chair

4. PRESENTATIONS

4.1 Regional Transit Budget
Stephen Kosh, Executive Director, Niagara College Student
Administrative Council, Niagara College

3 - 26

5. DELEGATIONS

6. ITEMS FOR CONSIDERATION

- 6.1 PW 3-2019 27 - 166
Proposed Base Services for Next Collection Contract

Presentations will precede the discussion of this item.

- 6.2 PW 4-2019 167 - 186
Financial Plan for O.Reg. 453/07

Presentations (to be distributed) will precede the discussion of this item.

7. CONSENT ITEMS FOR INFORMATION

- 7.1 PWC-C 1-2019 187 - 195
Emterra Collection Contract Update

- 7.2 PWC-C 2-2019 196 - 217
Inter-Municipal Transit (IMT) Update

A presentation will precede the discussion of this item.

- 7.3 PWC-C 3-2019 218 - 220
2018 U-Pass Agreements

8. OTHER BUSINESS

9. CLOSED SESSION

- 9.1 Confidential Report PW 6-2019 A Trade secret or scientific, technical, commercial, financial or labour relations information supplied in confidence to the municipality - Contract Negotiations with Emterra

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

11. NEXT MEETING

The next meeting will be held on Tuesday, February 19, 2019, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

12. ADJOURNMENT

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

From: Niagara Region Website

Sent: Thursday, 20 December 2018 15:18:10 (UTC-05:00) Eastern Time (US & Canada)

To: Clerks

Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name

Stephen Kosh

Address

135 Taylor Road

City

Niagara on the Lake

Postal

L0S 1J0

Phone

905-641-2252

Email

jmurphy@niagaracollege.ca

Organization

Niagara College

standing committee

Public Works Committee

Presentation Topic

Regional Transit

Presentation includes slides
Yes

Previously presented topic
No

Presentation Details

We would like to request that the Public Works committee support the substantial investment in Regional transit and approve the Regional Transit budget as presented. An effective, integrated regional transit system is essential for the mobility of Niagara College's 11,000+ students; for travelling to our campuses, to part-time employment and to businesses across Niagara, contributing significantly to the economy of our region. For more than 10 years, the Niagara College Student Administrative Council (NCSAC) has operated a U-Pass program for the students of Niagara College, which provides universal access to public transportation in Niagara. Through this program, NCSAC invests significantly in Niagara Regional Transit. Prior to the Regional Transit Pilot Program, there were no Regional buses connecting Niagara Falls, Welland, St Catharines, NOTL and other municipalities in the Niagara Region. The NCSAC contracted buses at its own expense to connect municipalities, since the inception of our U-Pass program. As a result of the Dillon Report released in January 2017 and the triple majority accomplished in the summer of 2017, the NCSAC consolidated its chartered transit service in our latest contract negotiations. This resulted in NCSAC shifting its chartered bus services and financial contribution to Regional Transit to increase frequency on regional routes while supporting the creation of a truly amalgamated transit system with one governance system throughout the Niagara Region. The NCSAC would like to discuss and expand on our substantial investment in Niagara Regional Transit over the past 10 years, and demonstrate the importance of a Regional transit system for Niagara College students.

Video Consent
Yes



Niagara College Transit

Ryan Huckla – NCSAC President

Steve Kosh – NCSAC Executive Director



Presentation Index

- **Brief history of U-Pass transit service**
- **Amalgamated transit**
- **Transit financials**
- **September service issues**

Why Are We Here?

- **To convey the importance of a Regional Transit system in the Niagara Region on behalf of over 11,000 Niagara College students.**
- **Ask the Public Works committee to support the 2019-2020 budget considerations.**

The state of transit until 2017-2018.

Service Area Niagara College U-Pass until 2017-2018

Welland Transit

St Catharines Transit

Niagara Falls Transit

NOTL Transit

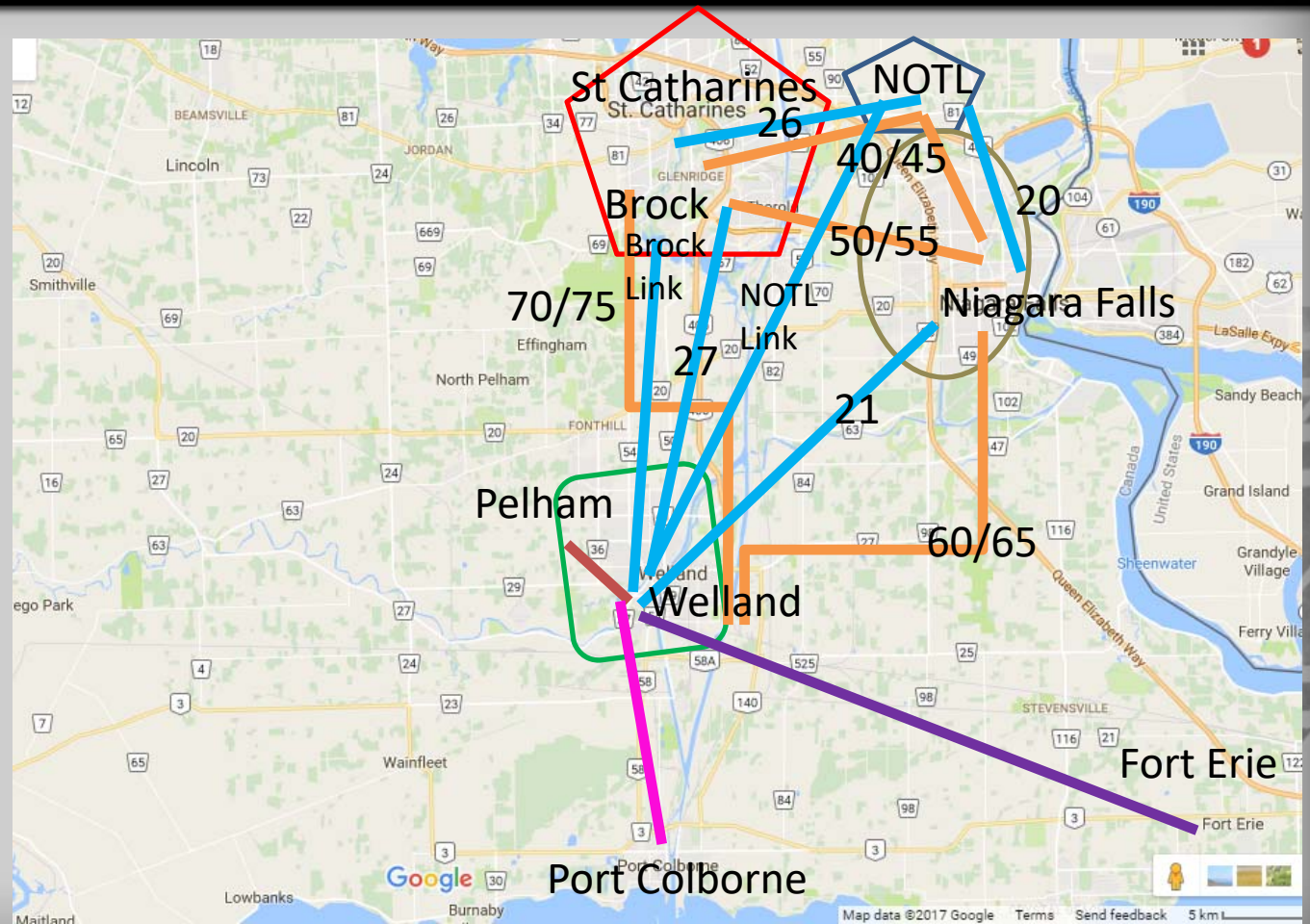
Niagara Regional Transit

Port Colborne

Custom

Pelham

Fort Erie



The state of transit in 2018-2019.

Service Area Niagara College U-Pass until 2017-2018

Welland Transit

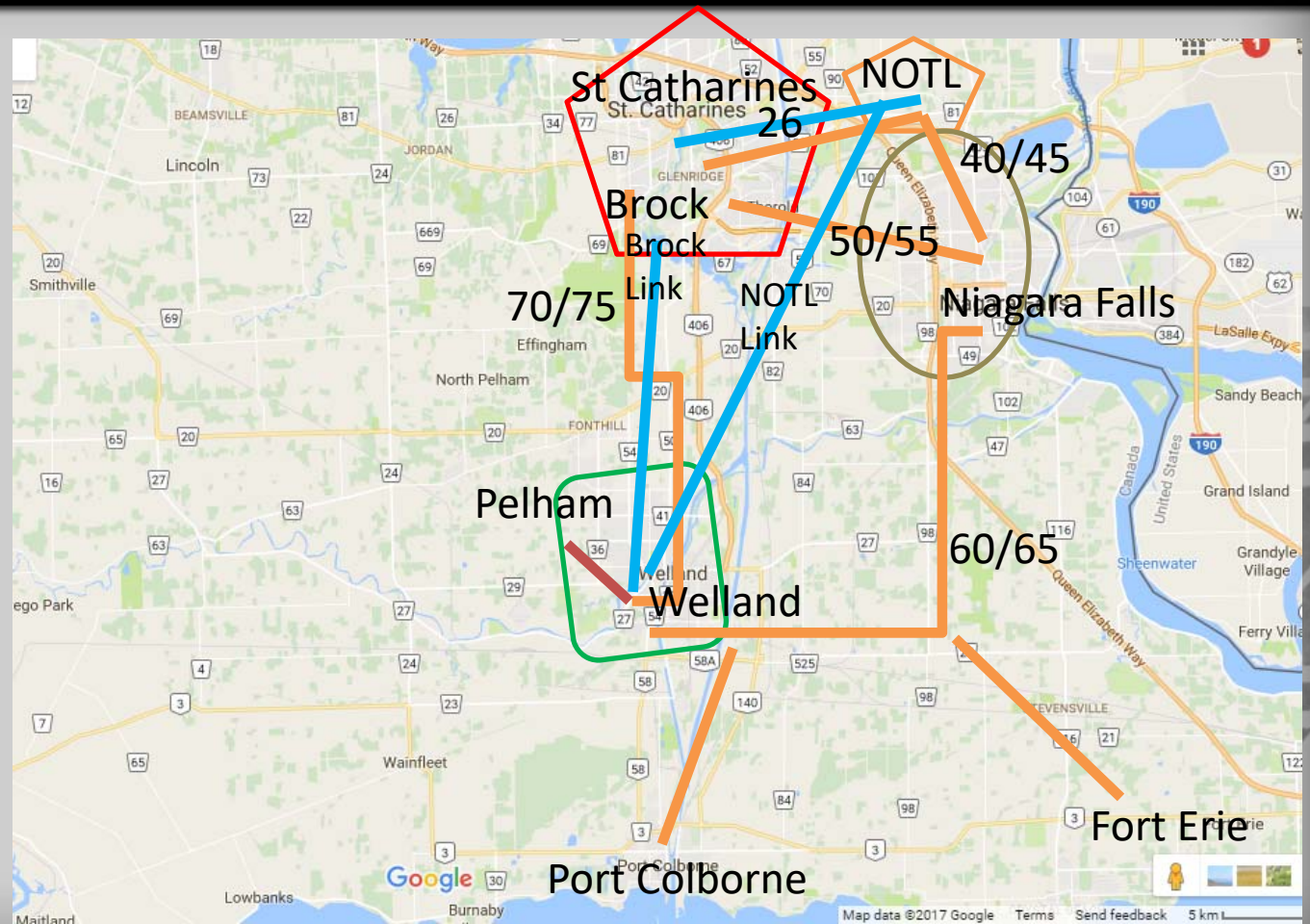
St Catharines Transit

Niagara Falls Transit

Niagara Regional Transit

Pelham

Custom



NCSAC's transit direction!

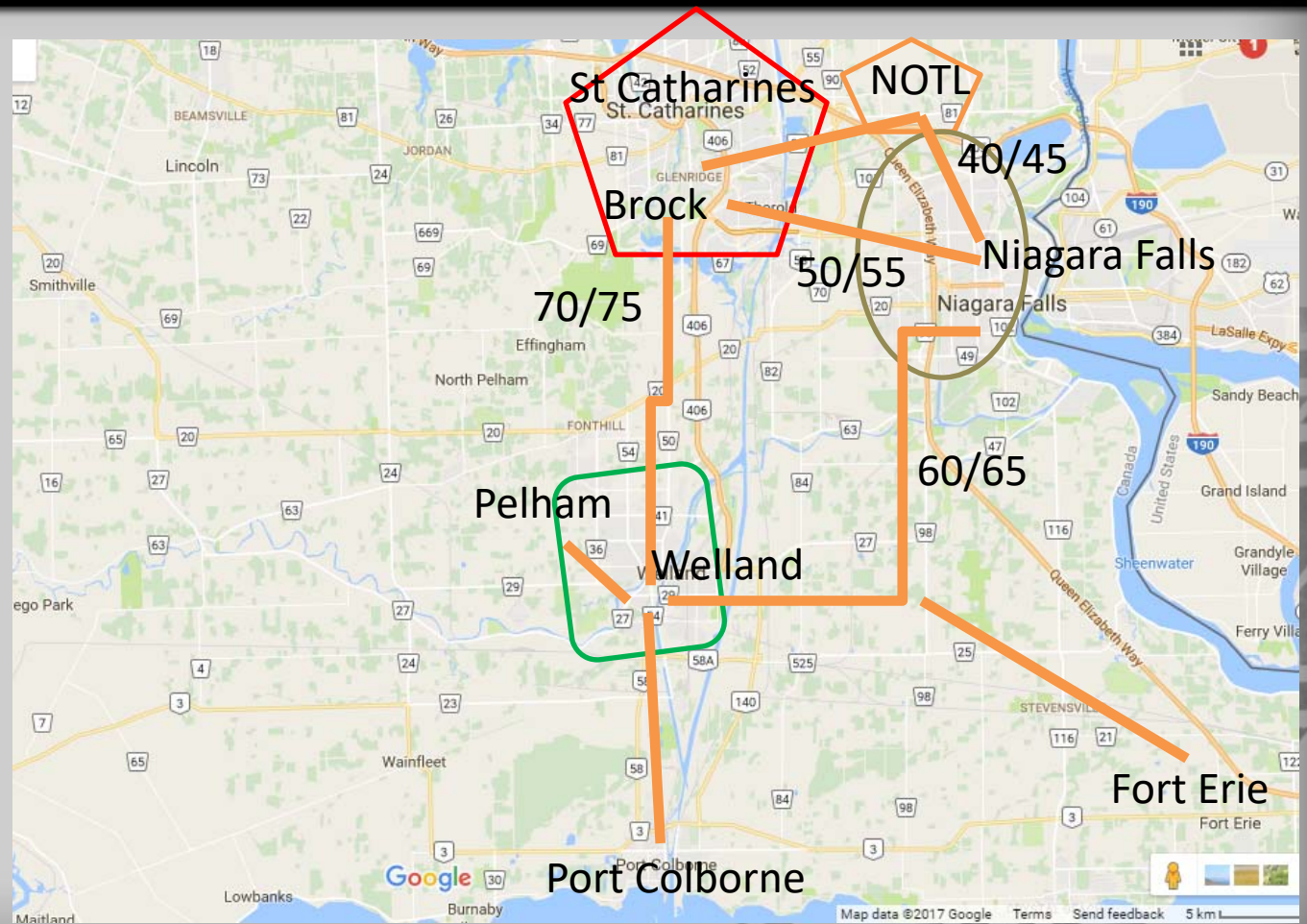
Amalgamated Transit System

Welland Transit

St Catharines Transit

Niagara Falls Transit

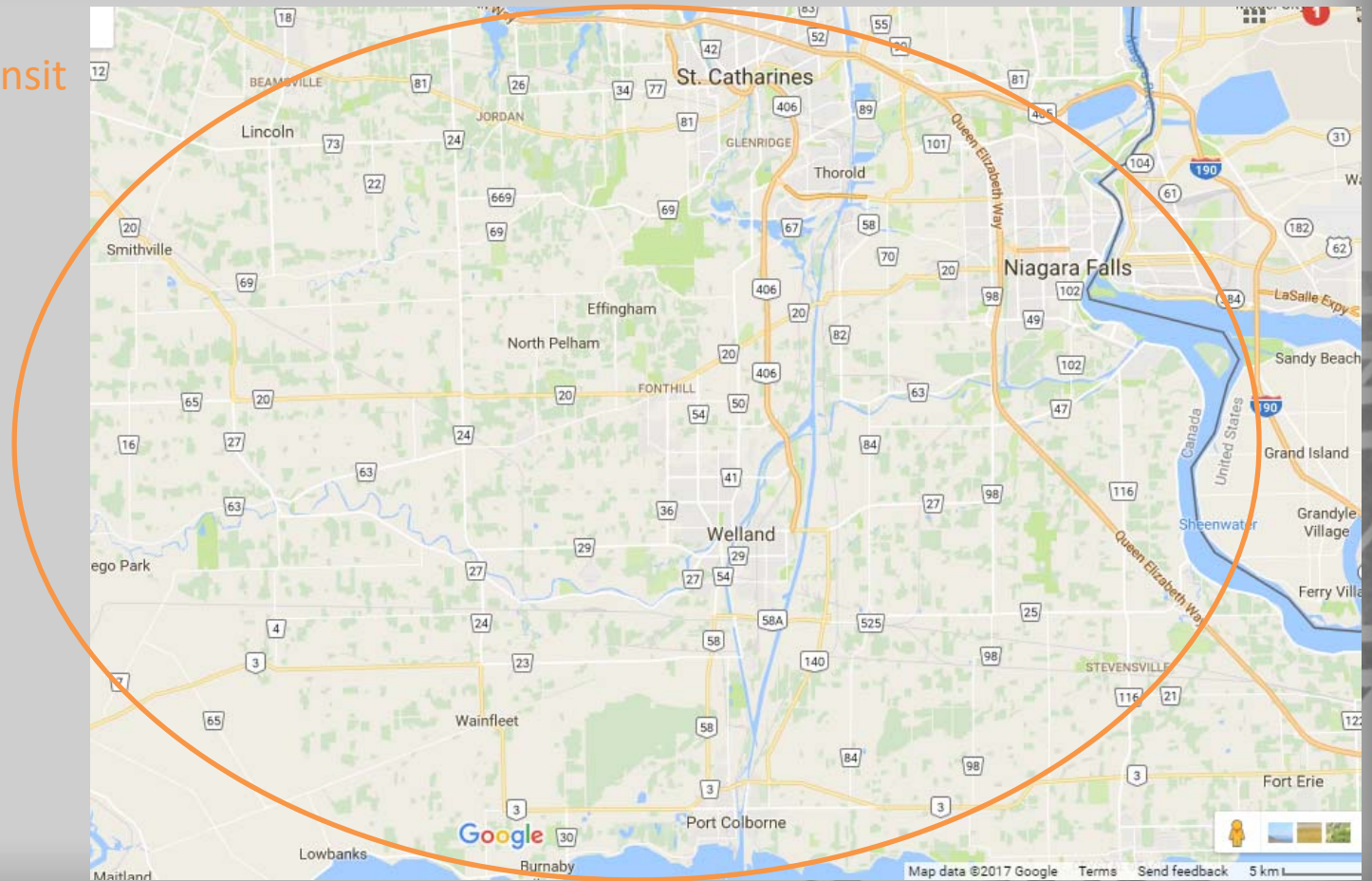
Niagara Regional Transit



Ultimately a truly Regional system!

Amalgamated Transit System

Niagara Regional Transit



Service Area

Other Southern Ontario Colleges



Amalgamated Regional Transit

How do we get there?

- ✓ **Publish Dillon Report (Jan 2017)**
- ✓ **Achieve triple majority (July 2017)**
- ✓ **Start to increase efficiencies in system**
Continue investing in Regional transit

Niagara Falls to Welland Removal of #21

Remove Redundancy

- RR #60/65 previously operated from Niagara Falls hub to Welland hub.
- RR #60/65 now stops at Niagara College Welland Campus.
- #21 contracted route removed.



Corridor Example

Niagara Falls to Welland

Increase Frequency

- RR #60/65 previously operated 14 daily trips
- NCSAC #21 route operated 22 daily trips

Region now offers 42 daily trips



Corridor Example

Niagara Falls to Welland

Achieve Customer Wins

- Customers get 20-30 minute service (rather than current 60 minute service, resulting in increased frequency and greater choice.
- One bus running between the cities, therefore reducing redundancy and route number confusion.



NC Student Financial Contributions

2017-19 Upass Financials from **Audited Financial Statements**

Year Ending	U-Pass Contribution
2017	\$2,132,757
2018	\$2,306,707
2019 estimated	\$4,000,000

Transit Referendum

Successful student referendum in February 2018

- 67% in favour of an increase from \$93.16 to \$140 per semester
- 50% increase in cost

NC Student to Niagara Region

2018-19 Upass Financials from **Audited Financial Statements**

Year Ending	Regional Contribution
2018	\$441,158
2019 <small>estimated</small>	over \$2,000,000

Because of route amalgamations, Niagara College students are able to further contribute to Niagara Region contributions.

Issues in September 2018

September 2018 service issues

- Increased enrollment at Niagara College
- Students required more service
- No buses left in Niagara Region
- NCSAC had to contract private shuttles rather than invest in those dollars in Regional Transit

Future of Transit in Niagara

- **If The Region continues to invest in transit service routes and bus stock, Niagara College students will do the same!**

Thank You

- **Thank you for your time and investment in transit.**



Let's Talk Waste Niagara

Stakeholder Consultation Results

Introduction

- * Metroline has completed data collection using four different surveys with residents and businesses receiving curbside waste collection from Niagara Region:
 - * A random telephone survey of 1,253 residents of low density properties
 - * An online survey of 6,639 residents in low density properties
 - * An online survey of 38 residents in multi-residential properties
 - * An online survey of 166 businesses in the IC&I and mixed use sectors

Research Methodology

- * The fieldwork for this research took place between October 23, 2018 and December 7, 2018
 - * Online surveys were open from October 23 to November 30, 2018
 - * Telephone surveys took place between November 8 and December 7, 2018. This survey used listed landline numbers and random cellular numbers to reach the broadest cross-section possible.
 - * Residents were also provided an opportunity to complete the survey on pen and paper, if they wished, and return it to Niagara Region. A small number of surveys were received and incorporated.

Conclusions/Key Insights

Consultation Included All Municipalities

Municipality	Population Proportion	Telephone survey	Online residential	Multi-Residential	Business
Fort Erie	7.9%	84	452	1	24
Grimsby	5.4%	75	347	4	12
Lincoln	4.6%	75	298	4	5
Niagara Falls	18.8%	183	1,312	4	33
Niagara-on-the-Lake	4.2%	67	274	--	4
Pelham	3.5%	73	329	2	5
Port Colborne	5.2%	75	318	1	14
St. Catharines	30.3%	279	2,053	18	47
Thorold	4.2%	74	293	1	5
Wainfleet	1.6%	75	81	--	3
Welland	11.7%	119	727	3	11
West Lincoln	2.7%	74	155	--	3
Total	100%	1,253	6,639	38	166

Targeted and Broad Outreach to Businesses

(social media/newspapers, media coverage and a letter with an invitation to participate in the survey was mailed to businesses in known to be using Regional curbside garbage collection)

* Where located?

- | | |
|---------------|-----|
| * Inside DBA | 48% |
| * Outside DBA | 52% |

* Type of business?

- | | |
|-----------------------------------------|-----|
| * Industrial, Commercial, Institutional | 53% |
| * Mixed use property | 47% |

* Inside DBA - receive any enhanced collection?

- | | |
|-----------------------------------------------|-----|
| * Can put out more than seven bags/containers | 13% |
| * Have collection more than once a week | 26% |



Waste Collection

Does your household/business put out the following items for curbside collection?

- * Almost all homes and most businesses participate in recycling.
- * About 7 in 10 low-density residential households claim to participate in organics collection, but only about 30% of businesses are participating.

	LDR Telephone	LDR Online	MR Online	ICI/MU Online	
				Inside DBA	Outside DBA
Sample size	1,253	6,639 (Weighted)	38	80	86
Recycling – Blue and/or Grey Box/Cart	99%	99%	95%	86%	97%
Organics – Green Bin/Cart	71%	72%	63%	30%	29%
Appliances/Scrap Metal	26%	27%	--	--	--
Bulky/Large items	35%	46%	--	--	--
Leaf/Yard waste	63%	81%	--	--	--
Brush in spring/fall	50%	63%	--	--	--

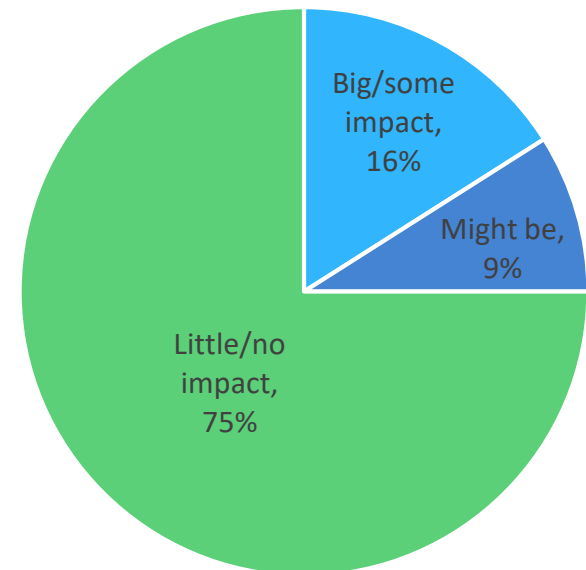


Conclusions/Key Insights

Appliances/Scrap Metal Collection Option – Low Density Residential

- * In the telephone survey, 4 in 5 households in Niagara Region (80%) do not participate in the appliances/scrap metal collection program. Among those who have participated, most only participate about once a year. In the online survey, it was similar, with 75% not participating.
- * Eliminating the curbside appliances/scrap metal collection program would have some impact on about 1 in 5 households in Niagara region. 16% of households in the telephone survey, and 22% in the online survey feel there would be at least some impact.
- * *Conclusion – Given the relatively low participation and impact, it seems this program could be eliminated, providing residents continue to have alternatives of scrap haulers or taking an item to a Regional drop-off depot.*

Impact of stopping appliances/scrap metal collection (Residential)
(Base – Full Sample)

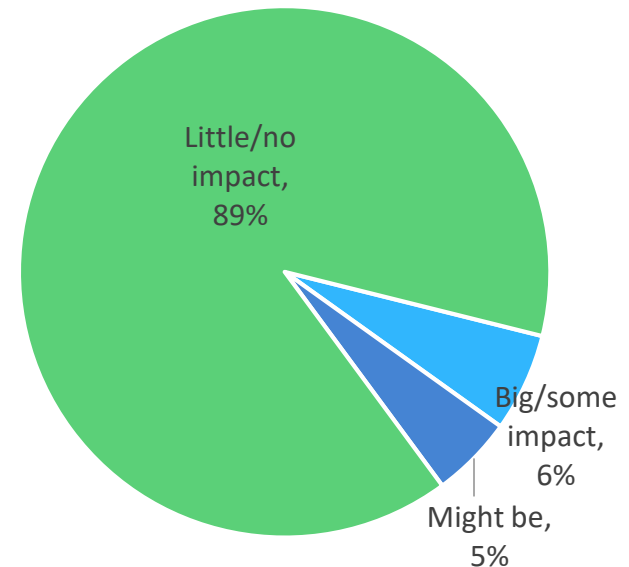


Conclusions/Key Insights

Large Item Collection Option – Low Density Residential

- * In the telephone survey, 29% of households participate in large item collection at least once a year, on average. In the online survey, 44% of households are participating.
- * Only 6% of residents in the telephone survey, and 14% in the online survey, feel a change to limit the number of items to four per collection would have an impact on their household.
- * The vast majority stated there would be little to no impact to them (94% of households in telephone survey, 87% of households in the online survey).
- * *Conclusion - Making a change to the large item collection so that a maximum of four items per collection can be put out will not unduly impact Niagara region residents.*

Impact of stopping bulky/large item collection (Residential)
(Base – Full Sample)



Conclusions/Key Insights

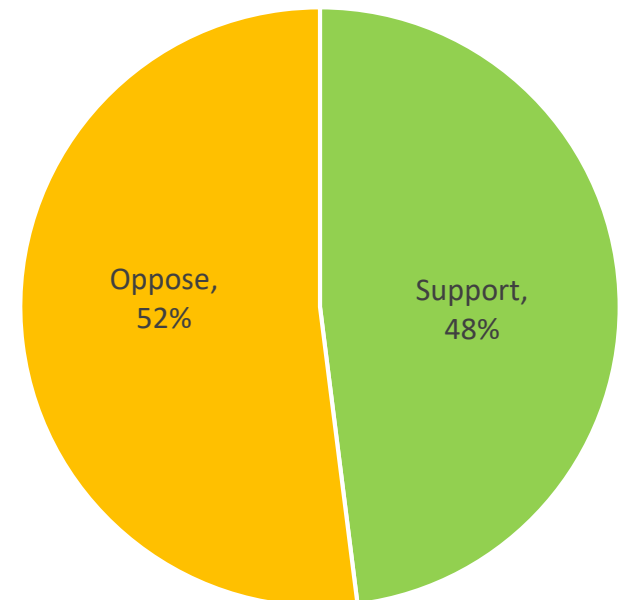
Clear Garbage Bag Option (Residential)

- * Household support for the mandatory use of clear bags in the telephone survey was surprisingly a fairly even split. 48% would support (definitely or probably), and 52% do not support.
- * It's a different picture when looking at the sentiment expressed in the online survey. 27% would support, and 73% oppose.

"I use grocery bags for household garbage and put directly into garbage can. Seems like a waste and I don't want to purchase bags..."

"I do not need anyone to see what I put in garbage. Sewer pipes are not clear plastic because nobody needs to see that either..."

Clear Garbage Bags (Residential)
(Base – Full Sample)



Conclusions/Key Insights

Clear Garbage Bag Option (Businesses)

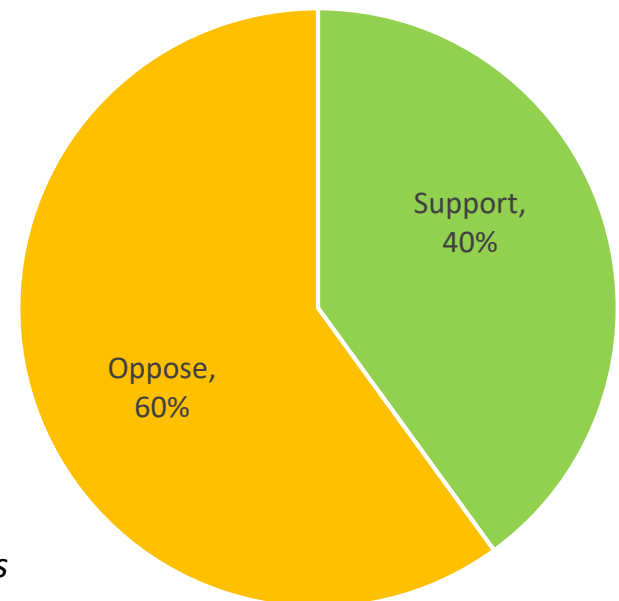
- * In total, we heard from 166 businesses in Niagara region.
- * 40% would support the idea of clear bags, 60% would oppose.

"Black and green bags make it too easy for people to be lazy and not separate a lot of items that likely never need to end up in a landfill. It's encouraging mindfulness when putting your garbage out at the curb..."

"I cannot train my tenants to do this properly. The landlord tenant act does not give me any tools to make them comply..."

"We don't need more government control like the GARBAGE POLICE. Leave some decisions to the citizens and not make this into a Communist Society..."

Clear Garbage Bags (Business)
(Base – Full Sample)



Conclusions/Key Insights

Why Support/Oppose Clear Garbage Bags?

* **Residential**

- * Supporters feel this would help keep unwanted items from the landfill (51%) and encourage people to recycle and use Green Bins (48%)
- * Those opposed don't like the invasion of privacy (40%), and tied to that, they don't want neighbours seeing their garbage (24%). They don't feel Niagara Region needs 'garbage police' (8%).

* **Business**

- * Supporters here also feel it would keep unwanted items from the landfill (30%). They see that it would be safer for the collectors (10%), but only 8% feel it would encourage businesses to recycle/use Green Bins/Carts
- * Those opposed are concerned about their privacy (36%) and don't see a need for 'garbage police' (11%)

❖ *Conclusion: While there is some support for the mandatory use of clear bags, those opposed are quite vocal about their concerns and it could become an issue. We do not recommend making clear garbage bags mandatory.*



Conclusions/Key Insights

Every-Other-Week Garbage Collection Option (Residential)

	Niagara Region		Hamilton (1)		Waterloo Region (2)	
	Telephone (n=1,253)	Online (n=6,639)	Telephone (n=800)	Online (n=1,468)	Telephone (n=511)	Online (n=7,087)
A big impact	27%	37%	34%	44%	25%	18%
Some impact	21%	21%	20%	19%	29%	24%
Might or might not be an impact	7%	9%	6%	8%	7%	10%
Not much of an impact	19%	17%	18%	13%	22%	24%
No impact	26%	16%	22%	16%	17%	24%
Impact Ratio (Big/Some vs. Not much/no impact)	+3%	+25%	+14%	+34%	+15%	-6%

- * 48% of residents in the telephone survey say there would be at least some impact to them in a change to Every-Other-Week (EOW) garbage collection. Typically these are households of at least three people.
- * *Conclusion: Residents are fairly evenly split on how EOW garbage collection would impact their household. In Waterloo Region, the impact ratio was higher for the telephone survey and they elected to begin EOW garbage collection, and with a similar score in Hamilton, council elected not to proceed.*

^[1] City of Hamilton Waste Management Services Public Engagement Survey, Metroline Research Group Inc., 2016

^[2] Region of Waterloo Waste Survey, Metroline Research Group Inc., 2014

Conclusions/Key Insights

Every-Other-Week Garbage Collection Option (Business)

	Total (n=86)	ICI (n=35)	MU (n=51)
A big impact	52%	43%	66%
Some impact	22%	26%	17%
Might or might not be an impact	8%	10%	6%
Not much of an impact	8%	10%	6%
No impact	9%	12%	6%
Impact Ratio (Big/Some vs. Not much/no impact)	+57%	+47%	+71%

- * We heard from 86 businesses located outside DBA zones. There would be significantly more perceived impact to their operation in a switch to EOW garbage collection.
- * *Conclusion: Businesses outside DBA zones have a perceived need to continue having weekly pickup, but they are not fully utilizing the diversion programs.*

Reviewing the Options

Business

IC&I and MU Inside DBA Container Limits

- Slight majority could manage a reduction to four garbage bags/containers (58%)
- Less than half feel there would be a significant impact on their business/property

IC&I and MU Inside DBA Enhanced Collection Frequency

- We had a small sample, but they were on the same page.
- Reducing frequency of collection by one day per week would be a challenge for these businesses

MU Outside DBA Container Limits

- Only one-third could manage reducing from six (6) to four (4)
- 60% feel there would be an impact on their business

IC&I and MU Outside DBA every- other-week garbage collection

- Less than 40% could manage every-other-week collection
- About three-quarters (74%) say their business/property will be impacted by this change

Mandatory clear garbage bag option

- Only 40% supported this option and those opposed are definitely negative and vocal



Reviewing the Options

Residential

Scrap metal/appliances option

- Not widely used, will not cause a big impact on households, and alternative options exist

Bulky/large items option

- Not widely used, and is being reduced not removed, will not cause a big impact on household

Mandatory clear garbage bag option

- There is some support, but those opposed are quite concerned about privacy and a 'big brother' or 'garbage police' mentality

Every-other-week garbage collection

- Support from residential is mixed, and impacts mostly larger families. Waterloo Region proceeded with less support, Hamilton did not. Businesses do not support this.

Proposed Collection Service Options for Niagara Region's Next Collection Contract

Public Works Committee Meeting

January 8, 2019

Proposed Collection Service Options

- Background
- Rationale for Options
- Base Garbage Collection Service Options
- Targeted Stakeholder Consultation
- Broad-Based Stakeholder Consultation
- Recommendations



Background

- Niagara Region's next garbage, recycling and organics collection contract is set to begin by March 8, 2021.
- Provides an opportunity to complete a service delivery review to improve program effectiveness (i.e. increase diversion) and efficiencies (i.e. mechanisms to reduce or avoid costs).
- On April 12, 2018, Regional Council approved proposed base collection services to be included in the stakeholder consultation and engagement process.
- Purpose of the report is to seek Council's approval of the proposed base collection services being recommended for inclusion in Niagara Region's next collection RFP, based on the results of input received during the stakeholder consultation and engagement phase, subject to input from LAMs.

Rationale for Options

- Standardize garbage container (bag/can) limits across all Industrial, Commercial, and Institutional (IC&I) and Mixed-Use (MU) properties, which use the Region's base curbside garbage collection service;
- Increase participation in Region's diversion programs;
- Results of curbside audits and other collection monitoring/measurements, which illustrate service usage/need;
- Improve program communication and services provided to residents and businesses; and
- Best practices and/or major trends in Niagara's 13 municipal comparators (e.g. every-other-week garbage collection).

Base Garbage Collection Service Options

- 1) Every-other-week (EOW) garbage collection for **all sectors** outside DBAs, as a base service:
 - Weekly collection of recycling and organics to continue
 - Garbage container limit for all properties would double and/or
- 2) Mandatory use of clear bags for garbage, with the option of allowing an opaque privacy bag to be placed inside the clear bag:
 - The clear bag program will be for **all sectors** (both inside and outside DBAs), as a base service.

Key Drivers – EOW Garbage and Clear Bags

- extend existing landfill site capacity;
- contract cost avoidance (EOW garbage collection);
- increase participation and capture rates in diversion programs:
 - *Nearly 50% of low density residential garbage is organic waste and only 48% use the residential Green Bin program*
 - *IC&I and MU audits show diversion programs underutilized*



Base Garbage Collection Service Options

- 3) Establishment of a 4 item limit per residential unit, per collection, for large item collection at LDR properties, as a **base** service.
- 4) Discontinuation of appliances and scrap metal collection at LDR properties.

Key drivers: Contract cost avoidance for services with limited usage.

- *99% of properties using the large item service set out 4 items or less and 92% of the total bookings were for 4 or less items*
- *Appliances and scrap metal:*
 - *Tonnages have decreased by 94% since 2007*
 - *Items can be recycled, at no cost, at the Region's Drop-off Depots, or by scrap metal haulers/dealers*
 - *Only 6% of properties are using the service*

Base Garbage Collection Service Options

- 5) Change the weekly garbage container limits for IC&I and MU properties located inside DBAs from 7 containers to 4 containers per property, as a base service.
- 6) Change the weekly garbage container limit for MU properties located outside DBAs from 6 containers to 4 containers per property, as a base service.

Key Drivers: Standardize base garbage collection limits across similar sectors to improve service delivery and program communication, increase participation and capture rates in diversion programs, potentially avoid contract costs for a service level, which is not needed.

- *Average number of garbage containers placed out per week:*
 - *IC&I and MU properties inside the DBA is 2.1 and 2.0*
 - *MU properties outside the DBA is 2.4*

Targeted Stakeholder Consultation

Stakeholders	Consultation Activities and Comment
Regional Departments and ABCs	<ul style="list-style-type: none"> • Planning and Development Services Department noted the proposed options align with and support policy 4.2.9.1 d) i) of the Growth Plan, which relates to waste management; also reviewed the proposed container limit changes pertaining to MU properties inside and outside DBAs and anticipate that smaller MU developments would not be affected by the proposed change in container limits. • Economic Development indicated their work generally revolves around larger industrial companies, which would not use the Region's curbside garbage collection service, and would not be impacted by the proposed collection options. • Niagara Regional Housing did not support of EOW garbage collection, or mandatory use of clear bags for garbage
Waste Management Advisory Committee	<ul style="list-style-type: none"> • Supported all proposed options

Targeted Stakeholder Consultation

Stakeholders	Consultation Activities and Comment
<ul style="list-style-type: none"> • Business Improvement Associations • Chambers of Commerce • Niagara Industrial Association • Venture Niagara 	<ul style="list-style-type: none"> • 15 meetings held in Aug. / Sept. • 2 follow-up emails requesting feedback and letters sent for distribution to members with proposed options, link to survey, open house/community booth info etc. • Six organizations provided comment, of which only Pelham Business Association supported the proposed DBA options
<ul style="list-style-type: none"> • Destination Marketing Organizations (DMOs) 	<ul style="list-style-type: none"> • Met with Tourism Niagara on behalf of 5 DMOs in Sept. • Letter - Sept. 18 for each tourism agency describing proposed options, audit data, info about survey and public events etc. • Follow-up email with link to project website, survey and request for feedback • No comment received

Broad Based Stakeholder Consultation

Medium	Outreach Description
Letters	<ul style="list-style-type: none">• 1,369 businesses <u>inside</u> Designated Business Areas (DBAs); 1,980 businesses <u>outside</u> DBAs; 125 multi-residential properties Oct 22• Contained proposed options, link to survey, open house/community booth info and invitation to contact Region
Web	<ul style="list-style-type: none">• Project webpage on Niagara Region website and webpage banner Oct 23 to Nov 30
	<ul style="list-style-type: none">• LAM provided with P&E for websites that had link to project webpage Oct 22
Social Media	<ul style="list-style-type: none">• Facebook paid advertisement with link to project webpage; Twitter post on Niagara Region Twitter with link to project webpage; Facebook posts with details Oct 25 - Nov 28

Broad Based Stakeholder Consultation

Medium	Outreach Description
Newspaper: Print Ads Invitation to participate in stakeholder consultation with link to project webpage	<ul style="list-style-type: none"> Niagara This Week Oct 25, Nov 1,8,15,22
	<ul style="list-style-type: none"> St. Catharines Standard Oct 27, Nov 10
	<ul style="list-style-type: none"> Welland Tribune, Niagara Falls Review Nov 3
	<ul style="list-style-type: none"> News Now Nov 15, Nov 22
Newspaper: Online Ads (same content as print ads)	<ul style="list-style-type: none"> 24 hour ad - St. Catharines Standard, Welland Tribune, N.F. Review websites Oct 30, Nov 6,13, 20
	<ul style="list-style-type: none"> 24 hour ad - Niagara This Week website Nov 24
	<ul style="list-style-type: none"> 1 week ad - News Now website Nov 22-29
	<ul style="list-style-type: none"> 2 week ad - Niagara Independent website Nov 19-30
	<ul style="list-style-type: none"> Big Box Takeover- St. Catharines Standard, Welland Tribune, N.F. Review Oct 30, Nov 5,11,20

Broad Based Stakeholder Consultation

Medium	Outreach Description
Media Coverage Overview of proposed options and rationale. Reference to project webpage, survey and events	<ul style="list-style-type: none">• Media release Oct 24• Radio interview on 610 CKTB Newstalk Nov 5• Television coverage on Cogeco YourTV; accessible online and aired daily on YourTV Nov 5-30• Articles - St. Catharines Standard/Niagara Falls Review, Voice of Pelham, Erie Media Oct 28, Nov 5, 7, 23
Post Cards Invitation to participate in consultation. List of key options and link to survey/webpage	<ul style="list-style-type: none">• 100-200 post cards available at each Local Area Municipal office and Regional HQ and landfill sites; distributed at every community booth and open house Oct 23 –Nov 30

Broad Based Stakeholder Consultation

Method	Responses
On-line Survey - Closed midnight, November 30, 2018	<ul style="list-style-type: none"> • LDR: 6,639 completed • MR: 38 completed • IC&I and MU: 166 completed
Random Telephone Survey – Completed December 7, 2018	<ul style="list-style-type: none"> • LDR only: 1,253 completed
Community Booths - Oct 30 –Nov 26 Table and poster boards with proposed options. Attendees completed on-line surveys and staff responded to questions and comments.	<ul style="list-style-type: none"> • One booth in each LAM • In malls, arenas, community centres and libraries • Approx. 450 visitors in total at booths
Open Houses - Various dates from Nov 1-Nov 28 Presentation with question and answer period. Attendees completed on-line surveys and staff responded to questions and comments.	<ul style="list-style-type: none"> • One open house in each LAM • Total of 67 attendees

Broad Based Stakeholder Consultation

Method	Responses
Facebook Comments Comments posted through Niagara Region's Facebook advertisement were responded to by staff and tracked	<ul style="list-style-type: none">• 1,467 comments were posted between Oct. 25 and Nov. 30
Waste Info-Line Calls, Emails and Web Submissions	<ul style="list-style-type: none">• 36 comments were recorded between Oct. 29 and Nov. 28• 2 additional comments were received in June
Additional Email, Phone Call and In-Person Comments Emails, calls and comments provided in-person from residents and business owners that did not provide an address but requested a response were recorded.	<ul style="list-style-type: none">• 20 comments received between Oct. 26 and Dec. 2• 7 additional calls received in June

Recommendations

Based on results of the stakeholder engagement and consultation process, the following key recommendations are being made, for LAM comment:

- a) Include Pricing for EOW Garbage Collection
 - best practices and experience with EOW garbage collection in Niagara's municipal comparator group and the potential for significant cost avoidance and increased diversion

Recommendations

b) Four-Item Limit on Large Items, per Collection

- reflects actual usage statistics and responses from a majority of survey respondents

c) Discontinuation of Appliances and Scrap Metal Collection

- reflects actual usage statistics and responses from a majority of survey respondents

d) Change Weekly IC&I and MU Base Garbage Container Limits Inside DBAs

- based on actual usage statistics and responses from a majority of base service user on-line survey respondents, although 5 organizations representing DBAs did not support and 1 supported this change

Recommendations

- e) Change Weekly MU Base Garbage Container Limits Outside DBAs
- based on actual usage statistics and to achieve a standardized base collection service across all similar sectors (in combination with option d) above), reduce service and contract complexity, improve program communication across the region and increase diversion efforts
 - IC&I sector outside the DBAs has had 4 container limit per property, as a base service since March 2011, but only one-third of MU on-line survey respondents felt they could manage if this change was made

Conclusion/Next Steps

- Regional staff are attending LAM Committee/Council meetings to provide a presentation on the proposed collection service options and/or address any questions.
 - **Please contact Andrea Metler as soon as possible to schedule a date (andrea.metler@niagararegion.ca) .**
 - Letter issued to Clerks of each LAM (May 2018) and to each PWO (June 2018) requesting:
 - i. Municipal comments on proposed options; and
 - ii. Confirmation of enhanced services (if applicable) to be included in next contract.
- Original deadline Feb. 1, 2019 extended to Feb. 20, 2019**
- Regional staff are engaging LAM PWO on the proposed base and enhanced services
 - Report back to PW Committee

Subject: Proposed Base Services for Next Collection Contract

Report to: Public Works Committee

Report date: Tuesday, January 8, 2019

Recommendations

1. That, based on the results of the stakeholder engagement process, the Request for Proposals for Niagara Region's next garbage, recycling and organics collection RFP **BE APPROVED** to be issued with the following, subject to final comments from Local Area Municipalities:
 - a) Pricing for the following garbage collection frequency options:
 - i) Every-other-week (EOW) garbage collection for all residential properties and for those Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located outside Designated Business Areas (DBAs), as a base service (weekly recycling and organics to continue, and current garbage container (bag/can) limits would double for affected sectors, on an EOW basis), and
 - ii) Status quo – weekly base garbage collection service.
 - b) Establishment of a four (4) item limit per residential unit, per collection, for large item collection at Low-Density Residential (LDR) properties, as a base service.
 - c) Discontinuation of appliances and scrap metal curbside collection at LDR properties, as a base service.
 - d) Change the weekly garbage container (bag/can) limits for Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located inside Designated Business Areas (DBAs) from seven (7) containers to four (4) containers per property, as a base service.
 - e) Change the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property, as a base service.
2. That Report PW 3-2019 and Council's resolutions, along with the Metroline stakeholder consultation report, when finalized, **BE CIRCULATED** to the Local Area Municipalities, for their review, and comments to be provided by February 1, 2019 or no later than February 20, 2019.

3. That staff **BE DIRECTED** to provide a follow-up report on the position of the Local Area Municipalities on the base and enhanced services to be included in the next garbage, recycling and organics collection contract Request for Proposals.

Key Facts

- Niagara Region's next garbage, recycling and organics collection contract is set to begin by March 8, 2021.
- The preparation for the next collection contract provides an opportunity to complete a service delivery review to improve program effectiveness (i.e. increase diversion of waste from disposal) and efficiencies (i.e. mechanisms to reduce costs and changes to service to reflect usage).
- On April 12, 2018, Regional Council approved WMPSC-C 9-2018, which identified the proposed base collection services options to be included in the stakeholder consultation and engagement process.
- The purpose of this report is to seek Council's approval of the proposed base collection services being recommended for inclusion in Niagara Region's next collection RFP, based on the results of input received during the stakeholder consultation and engagement phase, subject to further input from Local Area Municipalities (LAMs).
- Niagara Region is consulting with LAMs on the proposed base collection service changes and to confirm which enhanced collection services they would like included in the next collection RFP.

Financial Considerations

It is estimated that without any changes to the existing collection service levels to be provided in Niagara Region's next contract, the annual contract cost could be greater than \$25 million in 2021. This is based on an average of the bids received for the current collection contract, plus annual escalation of 1.9%. Factors such as, but not limited to, the increase in minimum wage and driver shortages will more than likely impact pricing.

The primary financial implications of implementing the proposed recommendations include:

- Final consideration of inclusion of EOW garbage collection in the next collection contract would occur after pricing is received for this option. As a point of reference:
 - In response to Niagara Region's last collection contract RFP, excluding one submission anomaly, on average bidders priced a cost reduction of approximately \$1.2 million annually for EOW garbage collection.
 - Region of Waterloo's implementation of EOW garbage collection in their 2017 contract resulted in an annual contract savings of approximately \$1.5 million.

- Elimination of Niagara Region's annual contract cost to provide appliance and scrap metal curbside collection, which currently is approximately \$130,000.
- Incremental cost avoidance for the proposed weekly large item and garbage container limit changes, which would likely be offset by incremental increases in the organics and recycling collection costs, based on anticipated increased participation in diversion programs.
- Extended site life for open Regional landfills, and more revenue generating capacity from the reduction of divertible materials being landfilled by residents and other service users who are participating in the curbside recycling and organics collection programs.
- Cost avoidance/cost reduction in the landfill contract with Walker Environmental due to an increase in the diversion of waste from disposal.
- Increased tonnages of food and organic waste collected at the curb from improved participation and capture rates would result in increased processing contract costs, unless the tonnages are offset by food waste avoidance and other reduction initiatives.
- Reduced methane emissions due to the reduction of organics being landfilled will result in less leachate generated, thereby reducing costs associated with care and control of these landfill sites.

Analysis

A) BACKGROUND

Current Collection Contracts:

Niagara Region's current collection contracts with Halton Recycling Ltd., doing business as Emterra Environmental, and Waste Connections of Canada Inc. expire March 7, 2021. Niagara Region recently awarded a new collection contract for the municipalities of Lincoln and West Lincoln to Canadian Waste Management Inc. from January 2, 2019 until March 7, 2021. These contracts include provision of base and enhanced collection services, which are defined as follows:

i) Base Collection Services

Niagara Region currently provides base collection services (i.e. weekly garbage, recycling, and organics) to all property types, including IC&I and MU properties located inside and outside DBAs, in all 12 Local Area Municipalities (LAM). Each LAM pays a proportional share of this cost, based on their total household units, as a percentage of the Region's total household units.

Appendix 1 provides a comparison of the current vs. proposed base collection services for each property type.

ii) Enhanced Collection Services

Niagara Region also provides enhanced collection services (i.e. street litter, front-end garbage, additional garbage container limits, increased garbage or recycling collection frequency, etc.), at the request of each LAM. Each LAM directly pays for the cost associated with providing their enhanced collection services. Each LAM was requested to verify which enhanced collection services they would like included as part of Niagara Region's next collection RFP.

Appendix 2 provides a detailed comparison of the current vs. previous enhanced collection services provided in each LAM.

Current Residential Diversion Rate:

Over the past seven years, Niagara Region's residential diversion rate has increased from 42% (2010) to 56% (2017), however this rate may be plateauing. In preparation for the next contract, Niagara Region is investigating options to increase participation in the recycling and organics diversion programs, such as EOW garbage collection and mandatory use of clear garbage bags. Experience in other Ontario jurisdictions demonstrates that EOW garbage collection is an effective mechanism to increase diversion. It is a best practice in Ontario and the highest residential diversion rate primarily attributable to EOW was in York Region (66% in 2016). While Niagara has achieved its 2016 residential diversion target of 56%, additional mechanisms are needed to achieve the 2020 target of 65%. These mechanisms also include improved recognition of waste reduction and reuse efforts, which traditionally are more difficult to measure.

Estimated Landfill Capacity:

At the time of this report, approval for the Humberstone Landfill expansion is expected to be finalized before the end of 2018. This landfill expansion will provide capacity for an estimated 25 years or more, based on serving the southern Niagara municipalities. The current remaining capacity at the Niagara Road 12 Landfill is 48 years, based on serving the municipalities of Pelham, Grimsby, Lincoln and West Lincoln. Niagara Region's current disposal contract with Walker Environmental for the remaining Niagara municipalities ends in February 2031, or just over 12 years.

In order to ensure long term disposal capacity is available, Niagara Region staff are:

- i) Initiating the RFP for the Long Term Waste Management Strategic Plan in 2019-2020.
- ii) Participating in the Municipal Mixed Waste Processing (MWP) Working Group, which has the objective to "identify collaboration opportunities and specific information needs, actions and timelines, in order to determine the feasibility of jointly implementing waste management policies, programs and/or facilities", which includes alternative technology facilities.
- iii) Continuing to engage other neighbouring municipalities in discussions related to available capacity at their current/future alternative waste management technology

facilities and future needs that could be addressed by partnering on alternative technologies.

B) PROPOSED BASE COLLECTION OPTIONS

The following proposed base collection options were included as part of the stakeholder consultation and engagement phase for Niagara Region's next collection contract:

- 1) Change the weekly garbage container (bag/can) limits for IC&I and MU properties located inside DBAs from seven (7) containers to four (4) containers per property.
 - 2) Change the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property.
 - 3) Every-other-week (EOW) collection for garbage only (weekly recycling and organics to continue) for all sectors outside DBAs:
 - Current garbage container limits would double for all sectors (i.e. LDR properties would be allowed to set out two (2) garbage containers, on an EOW basis).
- and/or
- 4) Mandatory use of clear bags for garbage, with the option of allowing an opaque privacy bag to be placed inside the clear bag:
 - The clear bag program will be for all sectors (both inside and outside DBAs).
 - 5) Establishment of a four (4) item limit per residential unit, per collection, for large item collection at LDR properties, and, if requested by LAMs, as an enhanced collection service at eligible Multi-Residential (MR) and MU properties.
 - 6) Discontinuation of appliances and scrap metal collection at LDR properties.

Rationale for Proposed Base Collection Options:

The following rationale was taken into consideration when determining which collection options were recommended for consultation:

- 1) Increasing participation and capture rates in the Region's recycling and organics diversion programs and extending existing landfill site capacity;
 - Nearly 50% of low density residential garbage is organic waste and only 48% use the residential Green Bin program;
 - IC&I and MU audits show diversion programs underutilized.
- 2) Benchmarking collection services, based on the best practices and/or major trends observed from the service levels provided at Niagara's 13 municipal comparators that would result in financial, environmental and/or social benefit e.g. contract cost avoidance and increased diversion through the implementation of EOW garbage collection.
- 3) Reflecting actual service usage based on results of curbside audits and other collection monitoring/measurements and contract cost avoidance for services with limited usage:
 - 99% of properties using the large item service set out 4 items or less and 92% of the total bookings were for 4 or less items.
 - Appliances and scrap metal:
 - Tonnages have decreased by 94% since 2007;

- Items can be recycled, at no cost, at the Region’s Drop-off Depots, or by scrap metal haulers/dealers;
 - Only 6% of properties are using the service.
- 4) Standardizing base garbage collection limits across similar sectors to improve service delivery and program communication, increase participation and capture rates in diversion programs, potentially avoid contract costs for a service level which is not needed and reduce contract complexity – this specifically includes consistent base garbage collection container (bag/can) limits for the IC&I and MU sectors inside and outside DBAs;
- Average number of garbage containers placed out per week:
 - IC&I properties inside DBAs was 2.1;
 - MU properties inside DBAs was 2.0;
 - MU properties outside the DBA is 2.4.
 - Proposed four (4) garbage container limit should meet the set-out needs of the IC&I and MU properties, based on these audit results, particularly if diversion services are utilized. IC&I properties outside DBAs already have a base four (4) garbage container limit in place.

The associated rationale for each proposed base collection option and the curbside set-out audit data for the IC&I and MU sectors are included in more detail in Appendix 3.

C) STAKEHOLDER CONSULTATION AND ENGAGEMENT PHASE

The stakeholder consultation and engagement phase was referred to as “Let’s Talk Waste Niagara”.

Stakeholder consultation and engagement began in May 2018 and was carried out in two phases:

- 1) Targeted Stakeholder Consultation
- 2) Broad-based Community Consultation

1) Targeted Stakeholder Consultation:

Various stakeholder groups were targeted for consultation to provide input on the proposed collection options being considered for Niagara Region’s next contract. These stakeholder groups included:

- a) Regional Departments and Agencies, Boards and Commissions (ABCs) (i.e. Niagara Region’s Planning and Development Services Department, Niagara Regional Housing, and Niagara Region’s Economic Development);
- b) Waste Management Advisory Committee (WMAC);
- c) Organizations Representing Businesses (i.e. Business Improvement Associations, Chambers of Commerce, Niagara Tourism Agencies, and Niagara Industrial Association);
- d) LAMs (i.e. municipal staff and Councillors).

The formal input on the proposed collection options was received from the following targeted stakeholder groups:

a) Regional Departments and ABCs:

i) Niagara Region's Planning and Development Services:

Niagara Region's Planning and Development Services noted the proposed options align with and support policy 4.2.9.1 d) i) of the Growth Plan, which relates to waste management. Staff also reviewed the proposed container limit changes pertaining to MU properties inside and outside DBAs, to ensure alignment with broader Corporate initiatives, including the objectives of Growth Management policies. Based upon their review, it was anticipated that smaller MU developments would not be affected by the proposed change in container limits.

ii) Niagara Regional Housing:

Niagara Regional Housing reviewed the relevant proposed collection options and indicated they would not be in support of EOW garbage collection, or mandatory use of clear bags for garbage at their properties.

iii) Niagara Region's Economic Development:

Niagara Region's Economic Development indicated that their work generally revolves around larger industrial companies, which would not use the Region's curbside garbage collection service, and would not be impacted by the proposed collection options.

b) Waste Management Advisory Committee (WMAC)

A meeting was held with members of the WMAC on November 21, 2018 to discuss the proposed collection options and obtain their formal comments. The WMAC members voted all in favour or majority in favour of all of the proposed collection options.

c) Organizations Representing Businesses (ORBs):

Meetings were held with representatives from each of Niagara's local Business Improvement Associations (including LAM staff), Chambers of Commerce, Niagara Tourism Agencies, Niagara Economic Development Corporation, and Niagara Industrial Association, during the months of July, August and September. The dates of these meetings can be found in Appendix 5.

The purpose of these meetings was to:

- Discuss the proposed collection options;
- Obtain their preliminary input on these options;
- Obtain their input on how to further engage their members; and,
- Request their formal comments on the proposed collection options by November 30, 2018.

The following ORBs provided formal comments on the proposed collection options for the next contract:

- Queen Street BIA, Niagara Falls
- Victoria Centre BIA, Niagara Falls
- St. Catharines Downtown Business Association
- Port Dalhousie Business Association
- Grimsby Downtown Improvement Association
- Pelham Business Association

A copy of the ORB's comments were provided to the respective LAM, for their consideration, and are included in Appendix 4.

Based on the comments received, there was limited support for the mandatory use of clear bags for garbage, or the reduction in the garbage container limits for IC&I and MU properties inside the DBAs.

d) Local Area Municipalities (LAMs)

Correspondence on the proposed collection options and enhanced collection services was sent to LAM Clerks and Public Works Officials (PWO) in May 2018, for their review and comment.

Niagara Region made presentations on the proposed collection options at several PWO meetings during 2018. In addition, Region staff offered to attend LAM Committee or Council meetings to make a presentation. As of December 19, Region staff were requested to present at the following LAM Committee or Council meetings:

- Grimsby Council (December 17, 2018)
- Niagara-on-the-Lake Council (January 7, 2019)
- Lincoln Council (January 14, 2019)
- Niagara Falls Council (January 15, 2019)
- Fort Erie Council (January 21, 2019)
- West Lincoln Council (January 21, 2019)
- Welland General Committee (January 22, 2019)

Town of Grimsby

Town of Grimsby Council, at its December 17, 2018 meeting, approved the eight recommendations, which were included in Report DPW18-42:

- 1) Implement EOW garbage collection for all residential properties and for those IC&I and MU properties located outside the Grimsby DIA area, as a base service.
- 2) Do not implement clear garbage bags.
- 3) Establish a four-item limit for large item collection, per residential unit.
- 4) Provide large-item collection at MR buildings with 7 or more residential units and MU properties with 1 or more residential unit.
- 5) Discontinue appliances and scrap metal curbside collection at LDR properties.
- 6) Reduce the number of garbage bags/containers for IC&I and MU properties inside the DIA area from 7 to 4 per week, as a base service.
- 7) The Town's enhanced service and extra payment for collection inside the Grimsby DIA area remain at two collection days per week but changed to Tuesdays and Fridays and that the number of garbage bags/containers be reduced from 12 per pick-up day to 6 per pick-up day (12 per week), resulting in the Town's Enhanced service payment being reduced from 17 bags/containers per week to 8.
- 8) The number of garbage bags/containers for MU properties outside the Grimsby DIA area be reduced from 6 to 4 per week, or 8 containers under EOW garbage collection, as a base service.

Formal comments from the remaining LAMs on the proposed base collection options and which enhanced services are to be included in Niagara Region's next contract are requested by February 1, 2019 or no later than February 20, 2019.

2) Broad-based Community Consultation:

In addition to targeted stakeholder consultation, a broad-based community consultation was undertaken with the following stakeholder groups:

- LDR households;
- MR property owners, groups and associations (i.e. property management companies);
- IC&I and MU property owners

This broad-based community consultation included the following activities and approaches:

- a) Promotion & Outreach;
- b) Surveys;
- c) Public Open Houses and Community Booths;
- d) Social Media; and
- e) Waste Management Info-Line and Website.

a) Promotion & Outreach:

The following mediums were used during the last week of October and the entire month of November to promote community consultation on the proposed collection options:

- (i) Niagara Region's Website

- (ii) Social Media (i.e. Facebook paid ads and posts and Twitter posts) with a link to the “Let’s Talk Waste” webpage;
- (iii) Letters sent to IC&I, MU and MR properties, which use Region’s curbside garbage;
- (iv) Newspaper Advertisements (i.e. print and on-line);
- (v) Media Coverage (i.e. Cogeco YourTV, 610 CKTB, newspaper articles);
- (vi) Postcards (Regional and Municipal offices)

Details on each of the various promotional mediums can be found in Appendix 5.

b) Surveys:

A Request for Proposal was awarded to Metroline Research Group to undertake quantitative research to determine whether there was sufficient support for recommending the proposed collection options. The following surveys were completed:

- (i) On-line surveys were completed by 6,639 LDR households, 38 MR and 166 IC&I and MU properties (86 outside DBAs and 80 inside DBAs);
- (ii) Telephone survey of 1,253 LDR households;

Based on preliminary results, as of December 17, 2018, strong support for the following options occurred:

- Establishment of a four (4) item limit per residential unit, per collection, for large item collection at LDR properties, as a base service.
- Discontinuation of appliances and scrap metal curbside collection at LDR properties, as a base service.

However, no clear LDR support for EOW garbage collection or mandatory use of clear garbage bags was demonstrated in the survey results:

- LDR households were roughly split on supporting EOW garbage collection with slightly more leaning towards continuing their weekly collection.
- Opposition to the mandatory use of clear garbage bags was apparent, particularly from the on-line survey (73% of LDR households opposed).

In order to determine the order of preference for clear garbage bags versus EOW garbage collection (or both), all survey respondents were asked to make a program choice. The below table highlights the results from all stakeholder groups, with the exception of IC&I and MU inside DBAs who would not receive EOW garbage collection, and in many cases receive enhanced services.

	LDR		MR	IC&I and MU Outside DBAs
	Telephone	On-line	On-line	On-line
Clear Bag	33%	17%	29%	36%
EOW	27%	33%	13%	15%

	LDR		MR	IC&I and MU Outside DBAs
Both Clear Bag and EOW	21%	12%	18%	7%
Neither ¹	19%	38%	40%	42%

1. In the telephone survey, LDR households could not see the option of 'neither' and the interviewer worked to obtain a choice, which is why this option has a much lower response than in the on-line surveys.

In the case of the IC&I and MU sectors:

- Majority of those property owners (58% of 43 respondents) receiving base garbage collection inside the DBAs indicated they can manage if the container limit is reduced from seven (7) containers to four (4);
- Majority of those property owners (65% of 43 IC&I respondents and 74% of 35 MU respondents) outside the DBAs support continuing the current level of service.

A more detailed description of results is provided below.

(i) On-line Surveys:

On-line surveys were developed to obtain formal input from various stakeholder groups (i.e. LDR, MR, IC&I and MU) on the proposed collection options. These on-line surveys were open to all residents and businesses receiving Niagara Region's curbside garbage collection service.

A total of 6,639 on-line surveys were completed by LDR households, 38 on-line surveys by MR households, and 166 on-line surveys by IC&I and MU properties. There were no controls to limit the regions or populations for survey participants. However, Metroline monitored and deleted any duplicate survey submissions.

The highlights of the on-line survey results for each sector are included below.

- LDR:
 - 43% would be able to manage with EOW garbage collection;
 - 62% would not support mandatory use of clear bags for garbage;
 - 33% would choose the option of EOW garbage collection; 17% clear bags; 12% both EOW and clear bags; and 38% neither option;
 - 72% would not be impacted with placing a maximum limit of four large items per weekly collection;
 - 61% would not be impacted with the elimination of curbside collection of appliances/scrap metal
- MR:
 - 37% would be able to manage with EOW garbage collection;

- 42% would not support mandatory use of clear bags for garbage;
 - 13% would choose the option of EOW garbage collection; 29% clear bags; 18% both EOW and clear bags; and 40% neither option
 - IC&I and MU Inside DBAs (Base Collection):
 - 58% could manage if the weekly base container limit was reduced from seven to four containers;
 - 46% of IC&I and 49% of MU properties would not support mandatory use of clear bags for garbage
 - IC&I and MU Inside DBAs (Enhanced Collection):
 - 66% feel they need to maintain their current container limits;
 - 87% feel they need to continue with their current frequency of collection
 - IC&I and MU Outside DBAs (Base Collection):
 - 66% of MU properties could manage if the weekly base container limit was reduced from six to four containers;
 - 35% of IC&I and 26% of MU properties would be able to manage with EOW garbage collection
 - 38% of IC&I and 63% of MU properties would not support mandatory use of clear bags for garbage
- (ii) Telephone Survey:
Metroline conducted a random telephone survey of residents living in LDR properties. In total, 1,253 surveys were conducted, which can be considered statistically accurate to within +/-2.8%, 19 times out of 20 (95% Confidence Interval). The sample was divided between the 12 LAMs, with minimum of 75 surveys was completed in each.

The highlights of the telephone survey results are included below:

- LDR:
 - 46% would be able to manage with EOW garbage collection;
 - 38% would not support mandatory use of clear bags for garbage;
 - 27% would choose the option of EOW garbage collection; 33% clear bags; 21% both EOW and clear bags; and 19% neither option;
 - 89% would not be impacted with placing a maximum limit of four large items per weekly collection;
 - 75% would not be impacted with the elimination of curbside collection of appliances/scrap metal

Additional details on the LDR on-line and telephone survey results can be found in Appendix 8.

c) Public Open Houses and Community Booths:

Niagara Region conducted one public open house and one community booth event in each of Niagara's 12 LAMs during the month of November. The dates and locations of these events can be found in Appendix 6.

The purpose of these events was to engage participants on the proposed collection options and request their input on the proposed collection options through completion of the on-line survey. There were over 500 participants that attended these various events held across the region.

The majority of comments received were related to the options for EOW garbage collection and mandatory use of clear garbage bags. Participants attending the community booths and open houses were divided about every-other-week garbage collection. While approximately half of the participants expressed their support, there were some specific concerns that were repeated throughout the consultation process. There was less support for clear bags, with the majority of participants expressing opposition to this option.

A minority of the feedback and conversations at these events dealt with the options to introduce a four-item limit on large item collection and the discontinuation of appliances and scrap metal curbside collection, but of those commenting, there was a high level of support to implement these changes.

Appendix 4 provides a summary of the more commonly-repeated concerns raised during these events.

d) Social Media:

Facebook was the primary social media platform used by stakeholders to comment on the proposed collection options for the next contract. The majority of comments were related to the proposed options for the mandatory use of clear garbage bags and every-other-week garbage collection. Of all the comments documented that were related to every-other-week garbage collection, 22% of comments were in support of this proposed option. For clear garbage bags, 10% of comments related to this option were supportive.

Overall, the majority of commenters used this platform as a means of communicating their concerns. The comments posted on the Region's paid Facebook advertisement were reviewed, categorized and tallied. As of November 30, 2018, there were 1,467 Facebook comments were posted.

Appendix 4 provides a summary of the ten most frequently reported concerns, in order of the frequency that they appeared in the comments section.

e) Comments from Niagara Region's Waste Management Info-Line and Website:

A total of 65 comments/inquiries on the proposed collection options were received and responded to by staff through Niagara Region's Waste Management Info-Line, Website or by email in either June, October, or November.

D) OVERVIEW OF KEY RECOMMENDATIONS

1. Base Collection Service Changes

As a result of the stakeholder engagement and consultation process, the following key recommendations are being made:

a) EOW Garbage Collection

Based on best practices and experience with EOW garbage collection in Niagara's municipal comparator group (municipalities with populations greater than 300,000) and the potential for significant cost reduction, it is recommended that this option be included for pricing in the next collection contract RFP, for comparison with weekly garbage collection frequency. Although there was no clear stakeholder support and Niagara Regional Housing expressed opposition to this option, municipalities who have implemented this change note that residents do adapt and increase their diversion efforts, as a result.

EOW garbage collection would apply to all residential properties and those Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located outside Designated Business Areas (DBAs), as a base service (weekly recycling and organics to continue, and current garbage container (bag/can) limits would double for affected sectors, on an EOW basis).

b) Limit on Large Item Collection

Establishment of a four (4) item limit per residential unit, per collection, for large item collection at LDR properties, as a base service is recommended, based on actual usage statistics and responses from a majority of survey respondents.

c) Discontinuation of Appliances and Scrap Metal

Discontinuation of appliances and scrap metal curbside collection at LDR properties, as a base service is recommended based on actual usage statistics and responses from a majority of survey respondents.

d) Weekly Base Garbage Container Limits Inside DBAs

Changing the weekly garbage container limits for IC&I and MU properties located inside Designated Business Areas (DBAs) from seven (7) containers to four (4) containers per property, as a base service, is recommended, based on actual usage statistics and responses from a majority of base service user on-line survey respondents. Although the base garbage container limit would decrease, eligible IC&I and MU properties inside the DBAs have unlimited organics and recycling collection once weekly, but currently

these diversion programs are underutilized. It should be noted that of the six (6) ORBs that provided formal comment, only one (1) supported this change.

e) Weekly Base Garbage Container Limits Outside DBAs

Changing the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property, as a base service, is recommended, based on actual usage statistics and to achieve a standardized base collection service across all similar sectors (in combination with option d) above). This will reduce service and contract complexity and improve program communication across the region. This change is also expected to result in increased diversion efforts, as the current unlimited recycling and organics program for all eligible IC&I and MU properties are currently underutilized. The IC&I sector outside the DBAs has had four (4) container limit per property, as a base service since March 2011. However, it should be noted that out of the 43 MU survey respondents, only one third felt they could manage if this change was made.

While the initial list of all proposed options is supported by WMAC and Niagara Region's Planning and Development Services noted the options align with and support policy 4.2.9.1 d) i) of the Growth Plan, which relates to waste management, one of the options is not recommended for implementation based on the general lack of support from survey respondents. The use of mandatory clear garbage bags will continue to be monitored for potential future implementation but based on existing data from Ontario jurisdictions, EOW garbage collection is expected to have more of a positive financial and diversion performance impact.

In order to address the concerns and comments received on the proposed options being recommended for inclusion in the next collection contract, Appendix 7 proposes potential solutions to minimize impact of the change(s) on the service user. This appendix will continue to be developed and expanded, as required.

2. Enhanced Collection Service Changes

Niagara Region is requesting that LAMs confirm existing or new enhanced services that should be provided as part of the next collection contract. There are three areas that should be specifically addressed:

- a) In those LAMS that provide enhanced garbage collection service to DBAs, Regional staff have been engaged in discussions with Local Public Works Officials on one or more of the following proposals for the IC&I and MU sectors, based on usage of current garbage collection service and underutilization of the diversion programs:
- Reducing DBA garbage container limits;
 - Reducing frequency of DBA garbage collection; and
 - Increasing recycling and/or organics collection service to align with frequency of garbage collection.

- b) Provision of enhanced bulky goods collection to those households in MR buildings with seven (7) or more residential units (garbage limit of a maximum of 12 containers per week with no tags) and MU properties with one (1) or more residential unit (garbage limit of a maximum of seven (7) containers per week outside the DBA and a maximum of six (6) containers per week inside the DBA), that receive the Region's curbside base garbage collection and/or to those MR building receiving enhanced Regional containerized front end garbage collection service:
- These properties must be participating in the Region's diversion programs (i.e. recycling and organics) in order to qualify to receive this service.
 - This service would be provided in a manner that is parallel to the approved service for the LDR sector.
- c) Verification if any municipality would like to include a per stop price for in-ground public space recycling and litter bins and/or for in-ground IC&I, MR and/or MU properties (all streams), as an enhanced service under provisional items.

3. Contract Service Improvements

As outlined in Report WMPSC-C 9-2018, staff will be pursuing the following service improvements in the next collection contract RFP:

- a) Potential changes to how the Region collects leaf and yard waste (L&YW) and brush at LDR households, which would be a seamless change to residents:
- In addition to the current service level, the Region would obtain pricing to provide an additional four weeks of dedicated L&YW and branch collection in the spring and the fall seasons, in the urban areas only, or potentially expanding a dedicated L&YW and brush collection to approximately ten (10) months of the year in urban areas;
 - This change would result in lower organics processing costs by separating L&YW material from green bin material, thereby removing this material from the GORE system;
 - This change would result in increased organics collection costs associated with providing these additional L&YW and branch collection service;
 - Staff will need to complete a cost-benefit analysis to determine whether the organics processing cost savings outweigh the increased collection costs before determining whether to proceed with these changes.
- b) Elimination of a current restriction that impacts IC&I properties with private garbage collection. Currently, these properties, which would otherwise have been eligible to receive curbside garbage collection, are restricted from using this service.
- These properties must be participating in the Region's diversion programs (i.e. recycling and organics), in order to qualify to receive the curbside garbage collection service.

E) NEXT STEPS

The Region is requesting receipt of the following from LAMs by February 1, 2019 or no later than Feb 20, 2019:

- Comments/position on proposed base collection service options;
- Verification of current or additional enhanced services - this would include:
 - Services to IC&I and MU properties inside DBAs;
 - Provision of enhanced large item collection service to MR and MU residential units, in a manner parallel to the service provided to the LDR sector (i.e. if LDR has a 4 item limit per unit per collection day, this would also apply to MR and MU residential units);
 - Inclusion of a per stop price for in-ground public space recycling and litter bins and/or for in-ground IC&I, MR and/or MU properties (all streams), as an enhanced service under provisional items.

The milestones for the collection contract RFP development are outlined below:

- Report to Public Works Committee (PWC) and Council on results of stakeholder consultation and engagement (PWC January 8, 2019 and Council January 17, 2019);
- Receipt of each LAM's position on base and enhanced services (no later than February 20, 2019);
- Council approval of service levels to be included and RFP development initiated (Q2 to Q3 2019);
- RFP issuance (early Q4 2019);
- Award of new collection contract (Q1 2020);
- One year for successful bidders to order/receive their fleet of collection vehicles (Q1 2020 to Q1 2021);
- Start of new contract (March 8, 2021).

Alternatives Reviewed

Niagara Region investigated the option of switching over to cart-based collection for the next collection contract. Under the Province's Environmental Plan, waste diversion programs, such as the Blue Box Program, may be moving to the producer responsibility model. As a result, Niagara Region would no longer be responsible for providing collection and processing of Blue Box materials. This would be the responsibility of the Blue Box industry stewards. Therefore, at this time, staff did not believe implementing major program changes was advisable.

Also, based on the experiences of other municipalities that implemented a cart-based collection program, this option was not recommended for further consideration for the following reasons:

- 1) Significant capital costs to purchase and distribute the carts

- 2) On-going annual maintenance and replacement costs associated with the carts
- 3) Higher contamination rates of the recycling and organics streams associated with the use of carts. As a result, there would be a decrease in the Region's revenues and difficulty with marketing the recyclables.
- 4) Additional costs associated with retrofitting Niagara Region's Materials Recycling Facility from the current two-stream operation to a single-stream operation, if all recyclables are collected in one cart.

Based on the results received during the stakeholder consultation and engagement phase, the following proposed collection option is not being recommended for implementation, as part of Niagara Region's next collection contract:

- 1) Mandatory use of clear bags for garbage, with the option of allowing an opaque privacy bag to be placed inside the clear bag

Relationship to Council Strategic Priorities

The recommendation to approve the proposed base collection services for Niagara Region's next collection contract supports Council's Strategic Priority of Investment, Innovation and Entrepreneurship.

Other Pertinent Reports

- CWCD 357-2018 Let's Talk Waste Niagara – Stakeholder Consultation and Engagement Activities for the Proposed Waste Collection Options
- CWCD 216-2018 Fact Sheet – Consultation and Engagement Strategy for Proposed Service Level Collection Options Under Consultation
- WMPSC-C 9-2018 Stakeholder Consultation and Engagement on Proposed Collection Service Changes for Next Collection Contract
- WMPSC-C 34-2017 Schedule for the Next Regional Waste, Recycling and Organics Collection Contract
- PW 42-2014 A Matter of the Security of the Property of the Municipality – Bulky/White Goods Collection Service for Multi-Residential and Mixed-Use Properties
- WMPSC-C 44-2013 Bulky/White Goods Collection Service for Multi-Residential and Mixed-Use Properties
- WMPSC-C 2-2013 Large Item Collection Service for Multi-Residential Buildings and Mixed-Use Properties
- PW 47-2012 Consultation Results on Proposed Clear Bag Pilot for Industrial, Commercial and Institutional Properties
- WMPSC 24-2011 Clear Bag for Garbage Pilot for Industrial, Commercial and Institutional Properties

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Appendices

Appendix 1 - Comparison of Current vs. Proposed Base Collection Services	Page 20
Appendix 2 - Comparison of Current vs. Previous Enhanced Collection Services	Page 24
Appendix 3 - Rationale for Proposed Collection Options for Next Contract	Page 29
Appendix 4 - Stakeholder Comments on Proposed Base Collection Options	Page 46
Appendix 5 - Stakeholder Consultation and Engagement Process	Page 55
Appendix 6 - Summary of Stakeholder Consultation and Engagement Events	Page 63
Appendix 7 - Addressing Concerns Related to Proposed Collection Options	Page 64
Appendix 8 – LDR Telephone and On-line Survey Results	Page 67

Appendix 1 - Comparison of Current vs. Proposed Base Collection Services

Property Type	Current Base Collection Service Level	Proposed Base Collection Service Level
Low-Density Residential (1 to 6 units): single-family, townhouse, semi-detached, duplex, triplex, fourplex, fiveplex, sixplex, cottages	• Weekly garbage, 1 bag/can limit per residential unit	• Every-other-week garbage, 2 bag/can limit per residential unit, and/or • Mandatory use of clear garbage bags
	• Weekly, unlimited Blue/Grey Boxes	• Weekly, unlimited Blue/Grey Boxes
	• Weekly, unlimited Green Bins	• Weekly, unlimited Green Bins
	• Large items, with no limit per collection, per residential unit	• Large items, with 4 item limit per collection, per residential unit
	• Appliances and scrap metal, with no limit per collection, per residential unit	• No appliances and scrap metal collection
	• Weekly Leaf & Yard Waste (L&YW) and 8 brush collections per year	• Weekly L&YW and 8 brush collections per year • Additional 4 weeks of dedicated L&YW and brush collections in the spring and the fall seasons, in urban areas only
Multi-Residential (7 or more units): • apartments, cottages, condominiums and rentals, nursing and retirement homes, mixed-use, rooming/boarding houses	• Weekly garbage, 1 bag/can limit per residential unit, maximum 12 bags per building	• Every-other-week garbage, 2 bag/can limit per residential unit, maximum 24 bags per building and/or • Mandatory use of clear garbage bags
	• Weekly, unlimited Blue/Grey Boxes or Carts	• Weekly, unlimited Blue/Grey Boxes or Carts
	• Weekly, unlimited Green Bins or Green Carts (by request)	• Weekly, unlimited Green Bins or Green Carts (by request)

Property Type	Current Base Collection Service Level	Proposed Base Collection Service Level
	• No large item collection	• Provision of large item collection to properties receiving Region's curbside base or enhanced garbage collection (ELOS provided only)
	• No appliances and scrap metal collection	• No appliances and scrap metal collection
	• No L&YW or brush collection	• No L&YW or brush collection
Mixed Use Buildings – <u>Inside</u> DBA	• Weekly garbage, maximum 7 bag/can limit per property	• Weekly garbage, maximum 4 bag/can limit per property and/or • Mandatory use of clear garbage bags
	• Weekly, unlimited Blue/Grey Boxes or Carts	• Weekly, unlimited Blue/Grey Boxes or Carts
	• Weekly, unlimited Green Bins/Carts	• Weekly, unlimited Green Bins/Carts
	• No large item collection	• Provision of large item collection to residential units only, which receive Region's curbside base or enhanced garbage collection (ELOS provided only)
	• No appliances and scrap metal collection	• No appliances and scrap metal collection
	• No L&YW or brush collection	• No L&YW or brush collection
Mixed Use Buildings – <u>Outside</u> DBA	• Weekly garbage, maximum 6 bag/can limit per property	• Weekly garbage, maximum 4 bag/can limit per property • Every-other-week garbage collection, maximum 8 bag/can limit per property (if container limit decrease approved) and/or • Mandatory use of clear garbage bags

Property Type	Current Base Collection Service Level	Proposed Base Collection Service Level
	• Weekly, unlimited Blue/Grey Boxes or Carts	• Weekly, unlimited Blue/Grey Boxes or Carts
	• Weekly, unlimited Green Bin/Carts	• Weekly, unlimited Green Bin/Carts
	• No large item collection	• Provision of large item collection to residential units only, which receive Region's curbside base or enhanced garbage collection (ELOS provided only)
	• No appliances and scrap metal collection	• No appliances and scrap metal collection
	• No L&YW or brush collection	• No L&YW or brush collection
IC&I Properties – <u>Inside</u> DBA	• Weekly garbage, maximum 7 bag/can limit per property	• Weekly garbage, maximum 4 bag/can limit per property and/or • Mandatory use of clear garbage bags
	• Weekly, unlimited Blue/Grey Boxes or Carts	• Weekly, unlimited Blue/Grey Boxes or Carts
	• Weekly, unlimited Green Bin/Carts	• Weekly, unlimited Green Bin/Carts
	• No large item collection	• No large item collection
	• No appliances and scrap metal collection	• No appliances and scrap metal collection
	• No L&YW or brush collection	• No L&YW or brush collection
IC&I Properties– <u>Outside</u> DBA	• Weekly garbage, maximum 4 bag/can limit per property	• Every-other-week garbage, maximum 8 bag/can limit per property and/or • Mandatory use of clear garbage bags • Elimination of restriction on curbside garbage collection for

Property Type	Current Base Collection Service Level	Proposed Base Collection Service Level
		IC&I properties receiving private garbage collection
	• Weekly, unlimited Blue/Grey Boxes or Carts	• Weekly, unlimited Blue/Grey Boxes or Carts
	• Weekly, unlimited Green Bin/Carts	• Weekly, unlimited Green Bin/Carts
	• No large item collection	• No large item collection
	• No appliances and scrap metal collection	• No appliances and scrap metal collection
	• No L&YW or brush collection	• No L&YW or brush collection

Appendix 2 – Comparison of Current vs. Previous Enhanced Collection Services

Municipality	2004-11 Collection Contract	2011-21 Collection Contract
Fort Erie	Street Litter Receptacle Collection	
	<ul style="list-style-type: none"> Once-per-week collection (Jarvis and Ridge Road) 	<ul style="list-style-type: none"> Twice-per-week collection (Jarvis St, Ridge Rd and Niagara Blvd. Once-per-week collection (Crystal Beach DBA) Once-per-week collection (Garrison Rd.)
Grimsby	Street Litter Receptacle Collection	
	<ul style="list-style-type: none"> Twice-per week collection 	<ul style="list-style-type: none"> Three days-per-week collection Once-per-week collection on Windward Dr.
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> One additional garbage collection day per week in the downtown core Maximum of 12 garbage containers per property per collection day in the downtown core 	<ul style="list-style-type: none"> One additional collection day per week in the downtown core Maximum of 12 garbage containers per property per collection day in the downtown core
Lincoln	Containerized Waste Collection	
	<ul style="list-style-type: none"> Once-per-week collection 	<ul style="list-style-type: none"> Once-per-week collection
	Weekly (Blue and Grey) Recycling Cart Collection	
	<ul style="list-style-type: none"> Once-per-week (Monday) 	<ul style="list-style-type: none"> Every municipality with a Designated Business Area receives weekly recycling collection as part of base collection service
Niagara Falls	Street Litter Receptacle Collection	
	<ul style="list-style-type: none"> Seven days-per-week, year-round collection in Mainline business district Chippawa area collected on Thursday by residential truck and Sundays, mid-May to mid-October, as part of Mainline business district 	<ul style="list-style-type: none"> Seven days-per-week, year-round collection in Mainline business district Chippawa DBA collected once-per week. One additional day per week collection from mid-May to mid-October Collection once-per-week for street litter receptacles outside the Mainline

Appendix 2 – Comparison of Current vs. Previous Enhanced Collection Services

Municipality	2004-11 Collection Contract	2011-21 Collection Contract
	Containerized Waste Collection	
	<ul style="list-style-type: none"> Once or twice per week (Monday and/or Thursday) 	<ul style="list-style-type: none"> Multi-residential buildings with varying collection frequency
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> All tourist/commercial business (lodging and food outlets only) on the Mainline receive an increase to 20 garbage containers per property, between July 1 to Labour Day 	<ul style="list-style-type: none"> All tourist/commercial businesses (lodging and food outlets only) on the Mainline receive an increase from seven to fifteen garbage containers per property, between the Victoria Day weekend and Labour Day
	Old Corrugated Cardboard Collection	
	<ul style="list-style-type: none"> Once-per-week collection (over two days-Thursday and Friday) 	<ul style="list-style-type: none"> No collection of old corrugated cardboard
Niagara-on-the-Lake	Special Set-out Collection for Physically-Challenged Residents	
	<ul style="list-style-type: none"> Set-out and collection service of standard limit garbage, organics and recycling containers 	<ul style="list-style-type: none"> Included in base collection services
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> Two additional garbage collection days per week in the downtown core Maximum of 20 garbage containers per property for each collection day 	<ul style="list-style-type: none"> Two additional garbage collection days per week in the downtown core Maximum of 20 garbage containers per property for each collection day
	Old Corrugated Cardboard Collection	
	<ul style="list-style-type: none"> Weekly cardboard collection from commercial properties in the Queen Street Commercial Area, two days per week: Monday and Thursday 	<ul style="list-style-type: none"> Two days of curbside collection of cardboard from commercial properties in the Queen Street Commercial Area
	Weekly (Both Streams) Recycling Cart Collection	
	<ul style="list-style-type: none"> Once-per-week collection 	<ul style="list-style-type: none"> Every municipality with a Designated Business Area receives weekly recycling collection as part of base collection service

Appendix 2 – Comparison of Current vs. Previous Enhanced Collection Services

Municipality	2004-11 Collection Contract	2011-21 Collection Contract
Pelham	Street Litter Receptacle Collection	
	• Once-per-week collection	• Twice-per-week collection
	Containerized Waste Collection	
	• Once-per-week collection	• Once-per-week collection, with the exception on one property receiving twice-per-week collection
	Weekly (Both Streams) Recycling Cart Collection	
	• Once-per-week collection (Thursday)	• Every municipality with a Designated Business Area receives weekly recycling collection as part of base collection service
Port Colborne	Special Set-out Collection for Physically-Challenged Residents	
	• Set-out and collection service of standard limit garbage, organics and recycling containers	• Included in base collection services
	Street Litter Receptacle Collection	
	• No street litter receptacle collection	• There are street litter receptacles (OMG bins) that require separate collection of Grey and/or Blue Box materials. The recycling from the compartmentalized bins are collected separately and at the same frequency as garbage containers
	Additional Curbside Waste Collection	
Port Colborne	• Daily garbage collection at Port Colborne Hospital (Monday-Friday). No container limit. • Additional garbage container limits at group homes, schools, Home Hardware	• No additional curbside waste collection as part of enhanced services
	Old Corrugated Cardboard Collection	
	• Once-per-week collection (Thursday)	• Every municipality with a Designated Business Area receives weekly recycling

Appendix 2 – Comparison of Current vs. Previous Enhanced Collection Services

Municipality	2004-11 Collection Contract	2011-21 Collection Contract
		collection as part of base collection service
St.Catharines	Street Litter Receptacle Collection	
	<ul style="list-style-type: none"> • Seven days-per-week, including all parks, sports facilities and recyclables from OMG bins 	<ul style="list-style-type: none"> • Four days-per-week collection for Downtown St.Catharines • Seven days-per-week, from May 1 to October 31 inclusive, and one (1) day per week, from November 1 to April 30 inclusive in Port Dalhousie • Once-per-week collection for all other street litter receptacles located on city streets, in front of schools, in sports facilities, parks, cemeteries, and recreational and community centres
	Containerized Waste Collection	
	<ul style="list-style-type: none"> • Variable frequency - multi-residential/Downtown IC&I properties and pullout service 	<ul style="list-style-type: none"> • Variable frequency - multi-residential properties
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> • Six additional collection days per week in the downtown core, over and above the Base Level of Service 	<ul style="list-style-type: none"> • Three additional collection days per week in the downtown core, over and above the Base Level of Service • Maximum of 7 garbage containers per property per collection day in the downtown core
	Old Corrugated Cardboard Collection	
		<ul style="list-style-type: none"> • Communal front-end cardboard containers shared by businesses in the downtown collection area
	Weekly (Both Streams) Recycling Cart Collection	
	<ul style="list-style-type: none"> • Once-per-week collection (Monday or Thursday) 	<ul style="list-style-type: none"> • Every municipality with a Designated Business Area receives weekly recycling collection, as part of base

Appendix 2 – Comparison of Current vs. Previous Enhanced Collection Services

Municipality	2004-11 Collection Contract	2011-21 Collection Contract
		collection service
	Special Set-out Collection for Physically-Challenged Residents	
	<ul style="list-style-type: none"> Set-out and collection service of standard limit garbage, organics and recycling containers 	<ul style="list-style-type: none"> Included in base collection services
Thorold	Street Litter Receptacle Collection	
	<ul style="list-style-type: none"> Three days-per-week collection 	<ul style="list-style-type: none"> Three days-per-week collection
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> Two additional collection days per week in the downtown core 	<ul style="list-style-type: none"> Two additional collection days per week in the downtown core
	Additional Blue Box Collection	
	<ul style="list-style-type: none"> Additional weekly collection of Blue Box recyclables for all commercial properties located within the City of Thorold's BIA. 	<ul style="list-style-type: none"> Additional weekly collection of Blue Box recyclables for all commercial properties located within the City of Thorold's BIA.
Welland	Containerized Waste Collection	
	<ul style="list-style-type: none"> No containerized waste collection 	<ul style="list-style-type: none"> Once-per-week collection (condo properties)
West Lincoln	Containerized Waste Collection	
	<ul style="list-style-type: none"> Once-per-week collection 	<ul style="list-style-type: none"> Once or twice-per-week collection depending on location
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> No additional curbside waste collection 	<ul style="list-style-type: none"> One additional collection day per week in the downtown core Maximum of 7 garbage containers per property per collection day in the downtown core

Appendix 3 - Rationale for Proposed Collection Service Options for Next Contract

Proposed Collection Service Options:

- 1) **Change the weekly garbage container (bag/can) limits for IC&I and MU properties located inside Designated Business Areas (DBA) from seven (7) containers to four (4) containers per property, as a base service.**

Pros	Cons
<p>1) Fairness & equity: <u>Base Collection Service:</u></p> <ul style="list-style-type: none"> based on the 2018 curbside audits: <ul style="list-style-type: none"> average # of garbage containers placed out per week by <u>IC&I</u> properties <u>inside</u> DBAs was 2.1. in 2018, audits were completed in: Grimsby, Welland (Downtown and North End), Port Colborne (Main St. and Downtown), Lincoln (Beamsville and Vineland), Pelham, Thorold, St. Catharines (Downtown and Port Dalhousie), Fort Erie (Ridgeway, Bridgeburg, and Crystal Beach), and Niagara Falls (Queen, Main St., Lundy's Lane, Clifton Hill and Chippawa) DBAs. based on the 2016 and 2018 curbside audits: <ul style="list-style-type: none"> average # of garbage containers placed out per week by <u>MU</u> properties <u>inside</u> DBAs was 2.0. in 2016, audits were completed in: Fort Erie (Ridgeway, Bridgeburg, and Crystal Beach), Welland (Downtown and North End), and Port Colborne (Main St. and Downtown) DBAs. in 2018, audits were completed in: Grimsby, Lincoln (Beamsville and Vineland), Pelham, Thorold, St. Catharines (Downtown and Port Dalhousie), and Niagara Falls (Queen, Main St., Lundy's Lane, Clifton Hill and Chippawa) DBAs. the proposed 4 garbage container limit should meet the set-out needs of the IC&I and MU properties, based on these audit results, particularly if diversion services are 	<p>1) Potential illegal dumping:</p> <ul style="list-style-type: none"> if garbage container limits are decreased, there is potential for businesses and residents to illegally dump items. <p>2) Potential for increased number of complaints from business owners, MU property owners and residents due to reduced container limit:</p> <ul style="list-style-type: none"> business owners may potentially complain about this reduction in container limit being provided to their property.

Pros	Cons
<p>utilized.</p> <ul style="list-style-type: none"> the proposed 4 garbage container limit will align with the existing 4 garbage container limit for IC&I properties located outside DBAs, and the proposed limit for IC&I and MU properties located inside DBAs. it will encourage participation in diversion programs, which are under-utilized. <p><u>Enhanced Collection Service:</u></p> <ul style="list-style-type: none"> based on the 2014 garbage set-outs at enhanced <u>IC&I</u> properties: <ul style="list-style-type: none"> Grimsby (12 garbage container limit, twice per week) – average # of garbage containers placed out per set-out: 3.6 West Lincoln (7 garbage container limit, twice per week) – average # of garbage containers placed out per set-out: 2.5 Thorold (7 garbage container limit, three times per week) – average # of garbage containers placed out per set-out: 4.5 based on the 2015 garbage set-outs at enhanced Niagara Falls <u>IC&I</u> and <u>MU</u> properties: <ul style="list-style-type: none"> Main Street, Lundy's Lane and Queen Street DBAs – average # of garbage containers placed out per set-out: 5.2 (IC&I) and 2.9 (MU) audits were completed during the summer months, when the 15 garbage container limit was in effect for food and lodging outlets (1 collection per week). It is a 7 garbage container limit elsewhere, once/week. based on the 2018 garbage set-outs at enhanced <u>IC&I</u> and/or <u>MU</u> properties: <ul style="list-style-type: none"> Grimsby (12 garbage container limit, twice per week) – average # of garbage containers placed out per set-out: 1.6 (MU) West Lincoln (7 garbage container limit, twice per week) – average # of garbage containers placed out per set-out: 1.7 (MU) 	

Pros	Cons
<ul style="list-style-type: none"> - Thorold (7 garbage container limit, three times per week) – average # of garbage containers placed out per set-out: 1.9 (MU) - NotL (20 garbage container limit, three times per week) – average # of garbage containers placed out per set-out: 6.0 (IC&I) and 6.8 (MU) - St. Catharines (7 garbage container limit, four times per week) – average # of garbage containers placed out per set-out: 2.7 (IC&I) and 1.5 (MU) 	

2) Change the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property, as a base service.

Pros	Cons
<p>1) Fairness & equity: <u>Base Collection Service:</u></p> <ul style="list-style-type: none"> • based on the 2014 curbside audit: <ul style="list-style-type: none"> - average # of garbage containers placed out per week by MU properties outside DBAs: 2.4 • the proposed four (4) container limit would meet the set-out needs of the MU properties, based on these audit results. • the proposed four (4) container garbage limit will align with the existing four container garbage limit for IC&I properties located outside DBAs, and the proposed limit for IC&I and MU properties located inside DBAs. • it will increase diversion, with less reliance on landfill. 	<p>1) Potential illegal dumping:</p> <ul style="list-style-type: none"> • if garbage container limits are decreased, there is potential for businesses and residents to illegally dump items. <p>2) Potential for increased number of complaints from business owners, due to reduced container limit:</p> <ul style="list-style-type: none"> • business owners, MU property owners and residents may potentially complain about this reduction in container limit being provided to their property.

3) Every-other-week (EOW) collection for garbage only (weekly recycling and organics to continue) for all sectors outside DBAs, as a base service. Current garbage container limits would double for all sectors (i.e. LDR properties would be allowed to set out two (2) garbage containers, on an EOW basis).

Pros	Cons
1) Municipal best practice/trend:	1) Potential illegal dumping:

Pros	Cons
<ul style="list-style-type: none"> approximately 70% of the municipal comparators (Barrie, Durham, Halton, Markham, Ottawa, Toronto, Vaughan, Peel and Waterloo) provide EOW garbage collection service. Residents have adapted to this change. <p>2) Increased waste diversion:</p> <ul style="list-style-type: none"> waste diversion rates increased between 6% (Peel) and 16% (Durham) for these municipal comparators. This depended on whether they introduced other diversion programs (i.e. organics) at the same time as EOW garbage. <p>3) Potential contract savings:</p> <ul style="list-style-type: none"> annual contract savings for the municipal comparators ranged between \$200,000 (Barrie), Waterloo (\$1.5 million), and \$12 million (Peel), depending on size of the contract and any other contract changes that were implemented (i.e. EOW, carts, etc.). <ul style="list-style-type: none"> However, Peel staff reported a one-time initial cost to implement three stream cart collection of \$35 million (based on 325,000 single-family homes), with an estimated annual maintenance and replacement cost of \$1 to 3 million. avoided Walker disposal costs, if there is a decrease in the volume of garbage collected. <p>4) Regional disposal capacity:</p> <ul style="list-style-type: none"> preservation of existing Regional disposal capacity, if the volume of garbage landfilled decreases. <p>5) Fairness & equity:</p> <ul style="list-style-type: none"> based on the 2015-16 waste composition study, Niagara's LDR properties set out an average of 0.9 garbage containers per 	<ul style="list-style-type: none"> if residents/businesses are not provided with weekly garbage collection service, there is potential for them to illegally dump items. <p>2) Potential increased number of complaints, due to reduction in service:</p> <ul style="list-style-type: none"> Residents/businesses may complain about this reduction in garbage collection service being provided to their property.

Pros	Cons
week.	

4) Mandatory use of clear bags for garbage, with the option of allowing an opaque privacy bag to be placed inside the clear bag. The clear bag program will be for all sectors (both inside and outside DBAs), as a base service.

Pros	Cons
<p>1) Increased waste diversion:</p> <ul style="list-style-type: none"> studies completed by Ontario's Stewardship Effectiveness & Efficiency Fund report that "<i>clear bag programs are successful in decreasing the amount of recyclables being landfilled or incinerated, and have shown that mandatory by-laws and clear bags result in maximum participation and diversion</i>". implementing clear bags resulted in a 6% increase in Markham's 2014 diversion rate, for a total diversion rate of 81%. residents are motivated to recycle due to social pressure. <p>2) Enforcement/safety:</p> <ul style="list-style-type: none"> increases awareness of what is placed in the garbage, due to visibility of bag contents. eliminates (or minimizes) the option of concealing hazardous or other non-acceptable materials (e.g. recyclables and organics) in the garbage. facilitates education and enforcement of Niagara's Waste Management By-law, where necessary. <p>3) Fairness & equity:</p> <ul style="list-style-type: none"> clear bags are currently being used for diapers by those Niagara residents operating daycares out of 	<p>1) Perception of invasion of privacy:</p> <ul style="list-style-type: none"> residents using clear bags may complain it is an invasion of their privacy. <ul style="list-style-type: none"> this concern is partially addressed by allowing the use of an opaque bag inside the clear bag. IC&I business groups, who participated in the Region's 2012 consultation sessions for a clear garbage bag pilot, expressed privacy concerns, as well. <p>2) Potential illegal dumping:</p> <ul style="list-style-type: none"> residents and businesses opposing the use of clear garbage bags may potentially illegally dump their garbage. <p>3) Collection issues:</p> <ul style="list-style-type: none"> if a clear bag is placed inside a reusable container, enforcement may become more difficult if driver dumps the contents of the container directly into truck, as opposed to pulling the clear bag out of the container to look at it. the IC&I business groups expressed concerns about the aesthetics of uncollected bags, which would contain non-acceptable materials, being left in downtown or tourist areas. <p>4) Other Municipal programs:</p>

Pros	Cons
<p>their households, or families with at least two children under the age of four years old.</p> <ul style="list-style-type: none"> – these residents may feel the program ensures equal treatment for all households. 	<ul style="list-style-type: none"> • clear bag pilots were implemented in two comparator municipalities (Durham and Markham), however only Markham implemented a full program. • Durham decided not to implement a region-wide clear bag program in 2014, due to a lack of information on the effectiveness of the clear bag in reducing the amount of garbage collected.

5) Establishment of a four (4) item limit per unit per collection for large item service at LDR, MR and MU properties.

Pros	Cons
<p>1) Municipal best practice/trend:</p> <ul style="list-style-type: none"> • average large item limit is three per residential unit for those municipalities with weekly collection, and four per residential unit with bi-weekly collection. <p>2) Potential contract savings:</p> <ul style="list-style-type: none"> • municipalities that implemented collection limits on the number of large items reported contract savings. <p>3) Fairness & equity:</p> <ul style="list-style-type: none"> • provides a standardized collection limit for all properties. • Niagara residents set out an average of fewer than 2 large items per collection in 2018. 	<p>1) Potential illegal dumping:</p> <ul style="list-style-type: none"> • if residents are limited in the amount of large items that can be collected, there is potential for them to illegally dump items. <p>2) Potential increased number of complaints from residents, due to reduction in service:</p> <ul style="list-style-type: none"> • residents may complain about this reduction in service being provided to their property.

6) Discontinuation of appliances and scrap metal collection at LDR properties.

Pros	Cons
<p>1) Municipal best practice/trend:</p> <ul style="list-style-type: none"> • approximately half of municipal comparators (Barrie, Hamilton, 	<p>1) Potential illegal dumping:</p> <ul style="list-style-type: none"> • if residents are not provided with service, there is potential for them

Pros	Cons
<p>London, Ottawa, Peel and Windsor) do not provide appliance collection service.</p> <p>2) Potential contract savings:</p> <ul style="list-style-type: none"> • municipalities that eliminated this collection service realized a contract savings. In Peel, this was a net annual savings of \$100K. • Niagara's current annual cost to collect these items is \$126K (or \$2,032 per tonne due to the reduced tonnage). • many appliances and scrap metal items are scavenged before municipal contractors can collect them. <ul style="list-style-type: none"> – for the first two months of 2018, Emterra reported that approximately 60% of the items scheduled for collection were “not out” and were potentially scavenged. • appliance and scrap metal tonnages collected in 2017 were 94% lower than what was collected in 2007. <p>3) Fairness & equity:</p> <ul style="list-style-type: none"> • residents have the option to recycle these items, at no cost, at the Region's drop-off depots or a scrap metal dealer, as well as call a scrap metal hauler to collect them. 	<p>to illegally dump items.</p> <ul style="list-style-type: none"> • Barrie reported an increase in illegal dumping when bulky/white goods collection service was discontinued; however it was not sustained (approximately six months). • Peel provided its residents with advanced notice of this discontinuation of service and options for collection, so they did not see any significant increase in illegal dumping. <p>2) Potential increased number of complaints from residents, due to elimination of this service:</p> <ul style="list-style-type: none"> • residents may complain about the elimination of this service. • those municipalities that discontinued collection (Barrie, Hamilton, Ottawa and Peel) reported a minimal reaction from their residents.

Audit Results

Base Collection Service Audit Results

Weekly Average Garbage Containers Set Out by IC&I Properties Inside the DBA (Base Collection Area)

Municipality	Audit Year	Average Number of IC&I Properties Participating in Regional Collection Service	Average % of Participating IC&I Properties Using Regional Garbage Collection Service Inside DBA	Average Number of Garbage Containers Per Set-Out	Average % of IC&I Properties Exceeding Garbage Container Limit
Fort Erie	2018	56	88%	1.6	0%
Grimsby	2018	9.0	89%	1.2	0%
Lincoln	2018	18	83%	2.1	3%
Niagara Falls	2015	94.5	87%	2.7	6%
Pelham	2018	34	85%	2.3	3%
Port Colborne	2018	72	88%	2.2	3%
St. Catharines	2018	56	71%	1.7	0%
Thorold	2018	2	100%	1.8	0%
Welland	2018	68	91%	2.0	3%

**Weekly Average Garbage Containers Set Out by MU Properties Inside the DBA
(Base Collection Area)**

Municipality	Audit Year	Average Number of MU Properties Participating in Regional Collection Service	Average % of Participating MU Properties Using Regional Garbage Collection Service Inside DBA	Average Number of Garbage Containers Per Set-Out	Average % of MU Properties Exceeding Garbage Container Limit
Fort Erie	2016	63.5	95%	2.6	7%
Grimsby	2018	2	50%	1.0	0%
Lincoln	2018	21	90%	2.1	5%
Niagara Falls	2015	63	98%	1.8	3%
Pelham	2018	19	79%	2.8	0%
Port Colborne	2016	53	92%	2.5	1%
St. Catharines	2018	16	75%	1.6	0%
Thorold	2018	0	0%	0	0%
Welland	2016	54.5	91%	2.8	3%

**Weekly Average Recycling and Organics Containers Set Out by IC&I Properties
Inside the DBA (Base Collection Area)**

Municipality	Audit Year	Average % of Participating IC&I Properties Using Regional Recycling Collection Service Inside DBA	Average Number of Recycling Containers Per Set-Out	Average % of Participating IC&I Properties Using Regional Organics Collection Service Inside DBA	Average Number of Organics Containers Per Set-Out
Fort Erie	2018	66%	1.9	11%	1.8
Grimsby	2018	56%	1.5	22%	0.8
Lincoln	2018	72%	1.9	17%	1.0
Niagara Falls	2015	61%	2.0	11%	1.3
Pelham	2018	62%	3.1	12%	1.0
Port Colborne	2018	72%	1.6	6%	0.6
St. Catharines	2018	73%	1.5	16%	1.5
Thorold	2018	50%	0.5	0%	0.0
Welland	2018	65%	2.1	9%	2.4

**Weekly Average Recycling and Organics Containers Set Out by MU Properties
Inside the DBA (Base Collection Area)**

Municipality	Audit Year	Average % of Participating MU Properties Using Regional Recycling Collection Service Inside DBA	Average Number of Recycling Containers Per Set-Out	Average % of Participating MU Properties Using Regional Organics Collection Service Inside DBA	Average Number of Organics Containers Per Set-Out
Fort Erie	2016	72%	2.0	16%	0.8
Grimsby	2018	100%	1.8	0%	0.0
Lincoln	2018	52%	2.4	19%	1.1
Niagara Falls	2015	46%	1.3	11%	1.0
Pelham	2018	84%	2.5	32%	0.5
Port Colborne	2016	67%	1.9	19%	1.5
St. Catharines	2018	69%	1.5	13%	1.0
Thorold	2018	0%	0.0	0%	0.0
Welland	2016	72%	2.3	17%	1.0

2014 Weekly Average Garbage Containers Set Out by IC&I Properties Outside the DBA (Base Collection)

Municipality	Average % of IC&I Properties Using Regional Collection Service Outside DBA	Average Number of Containers Per Set-Out	Average Number of IC&I Properties Exceeding 4 Garbage Container Limit	Average % of IC&I Properties Exceeding 4 Garbage Container Limit
Fort Erie	41%	1.7	12	7%
Grimsby	46%	1.8	6	7%
Lincoln	47%	1.7	10	5%
Niagara Falls	43%	1.8	28	7%
Niagara-on-the-Lake	62%	1.3	11	3%
Pelham	37%	1.8	3	6%
Port Colborne	42%	2.1	9	8%
St. Catharines	41%	1.9	35	7%
Thorold	26%	1.7	7	11%
Wainfleet	44%	1.5	1	2%
Welland	39%	1.7	10	6%
West Lincoln	46%	1.4	3	3%
Regional Average:	44%	1.7	11	6%

2014 Weekly Average Garbage Containers Set Out by MU Properties Outside the DBA (Base Collection)

Municipality	Average % of MU Properties Using Regional Collection Service Outside DBA	Average Number of Containers Per Set-Out	Average Number of MU Properties Exceeding 6 Garbage Container Limit	Average % of MU Properties Exceeding 6 Garbage Container Limit
Fort Erie	71%	1.7	1	1%
Grimsby	85%	1.5	0	0%
Lincoln	79%	1.6	1	2%
Niagara Falls	70%	2.0	2	2%
Niagara-on-the-Lake	62%	1.6	0	0%
Pelham	67%	1.7	1	5%
Port Colborne	86%	1.6	0	0%
St. Catharines	69%	1.9	4	2%
Thorold	70%	1.1	0	0%
Wainfleet	70%	1.4	0	0%
Welland	74%	2.0	2	2%
West Lincoln	74%	1.5	0	0%
Regional Average:	72%	1.8	1	1%

2014 Weekly Average Recycling and Organics Containers Set Out by IC&I Properties Outside the DBA (Base Collection)

Municipality	Average % of Participating IC&I Properties Using Regional Recycling Collection Service Outside DBA	Average Number of Recycling Containers Per Set-Out	Average % of Participating IC&I Properties Using Regional Organics Collection Service Outside DBA	Average Number of Organics Containers Per Set-Out
Fort Erie	33%	1.6	7%	1.0
Grimsby	35%	1.8	11%	0.7
Lincoln	41%	1.8	11%	0.8
Niagara Falls	32%	1.7	7%	0.8
Niagara-on-the-Lake	58%	1.9	28%	0.8
Pelham	27%	1.6	12%	0.9
Port Colborne	31%	2.0	8%	1.3
St. Catharines	29%	1.8	9%	0.9
Thorold	21%	1.6	6%	0.7
Wainfleet	37%	1.7	7%	0.8
Welland	28%	1.8	7%	1.4
West Lincoln	34%	1.5	10%	0.7
Regional Average:	34%	1.7	11%	0.9

**2014 Weekly Average Recycling and Organics Containers Set Out by MU
Properties Outside the DBA (Base Collection)**

Municipality	Average % of Participating MU Properties Using Regional Recycling Collection Service Outside DBA	Average Number of Recycling Containers Per Set-Out	Average % of Participating MU Properties Using Regional Organics Collection Service Outside DBA	Average Number of Organics Containers Per Set-Out
Fort Erie	68%	2.0	23%	0.9
Grimsby	76%	1.8	29%	1.3
Lincoln	70%	2.3	27%	0.9
Niagara Falls	50%	1.9	18%	0.7
Niagara-on-the-Lake	54%	2.0	16%	0.6
Pelham	73%	1.7	17%	0.9
Port Colborne	66%	1.6	17%	1.0
St. Catharines	57%	1.8	17%	0.8
Thorold	70%	1.4	35%	0.8
Wainfleet	56%	1.4	7%	0.5
Welland	63%	1.7	19%	1.1
West Lincoln	59%	1.7	15%	0.8
Regional Average:	61%	1.8	20%	0.8

Enhanced Collection Service Audit Results

Weekly Average Garbage Containers Set Out by IC&I Properties Inside the DBA (Enhanced Collection Area)

Municipality	Audit Year	Average # of IC&I Properties Participating in Regional Collection Service	Average % of Participating IC&I Properties Using Regional Garbage Collection	Average # of Garbage Containers Per Set-Out	Average % of IC&I Properties Exceeding Garbage Container Limit
Grimsby	2014	38	88%	3.6	0%
Niagara Falls	2015	147	82%	5.2	6%
NOTL	2018	30	80%	6.0	21%
St. Catharines	2018	77	52%	2.7	0%
Thorold	2014	62.5	94%	4.5	2%
West Lincoln	2014	38	95%	2.5	0%

Weekly Average Garbage Containers Set Out by MU Properties Inside the DBA (Enhanced Collection Area)

Municipality	Audit Year	Average # of IC&I Properties Participating in Regional Collection Service	Average % of Participating IC&I Properties Using Regional Garbage Collection	Average # of Garbage Containers Per Set-Out	Average % of IC&I Properties Exceeding Garbage Container Limit
Grimsby	2018	18	89%	1.6	0%
Niagara Falls	2015	21	95%	2.9	3%
NOTL	2018	17	100%	6.8	12%
St. Catharines	2018	71	94%	1.5	0%
Thorold	2018	30	92%	1.9	0%
West Lincoln	2018	12	100%	1.7	0%

**Weekly Average Recycling and Organics Containers Set Out by IC&I Properties
Inside the DBA (Enhanced Collection Area)**

Municipality	Audit Year	Average % of Participating IC&I Properties Using Regional <u>Recycling</u> Collection	Average # of Recycling Containers Per Set-Out	Average % of Participating IC&I Properties Using Regional <u>Organics</u> Collection	Average # of Organics Containers Per Set-Out
Grimsby	2014	64%	2.6	7%	1.6
Niagara Falls	2015	55%	2.4	6%	4.4
NOTL	2018	57%	2.9	7%	6.0
St. Catharines	2018	52%	2.6	10%	2.4
Thorold	2014	54%	2.2	6%	0.9
West Lincoln	2014	78%	1.8	7%	0.8

**Weekly Average Recycling and Organics Containers Set Out by MU Properties
Inside the DBA (Enhanced Collection Area)**

Municipality	Audit Year	Average % of Participating MU Properties Using Regional <u>Recycling</u> Collection	Average # of Recycling Containers Per Set-Out	Average % of Participating MU Properties Using Regional <u>Organics</u> Collection	Average # of Organics Containers Per Set-Out
Grimsby	2018	78%	0.9	0%	0.0
Niagara Falls	2015	57%	1.1	14%	0.6
NOTL	2018	59%	2.3	0%	0.0
St. Catharines	2018	55%	2.5	7%	2.6
Thorold	2018	67%	1.1	3%	3.5
West Lincoln	2018	67%	1.8	0%	0.0

Appendix 4 - Stakeholder Comments on Proposed Base Collection Options

Consultation and engagement with stakeholders commenced in May of 2018 to obtain input on the proposed base collection options. The following sections summarize the results of the comments provided by stakeholders throughout the consultation process. Not all stakeholders that staff engaged with provided formal comments on the proposed collection options. In addition, the results of the on-line and telephone survey are contained in a separate appendix. The following section summarizes the formal comments provided from the following stakeholders:

- Regional Departments and Agencies, Boards and Commissions
- Waste Management Advisory Committee
- Organizations Representing Business (ie. Business Improvement Associations, Chambers of Commerce, Tourism Agencies and Industrial Associations)
- Local Area Municipalities
- Residents and Business Owners (excluding feedback provided through the on-line and telephone surveys)

1.0 Regional Departments and Agencies, Boards and Commissions (ABCs):

Staff from the following Regional Departments and ABCs provided input on the proposed base collection options.

1.1 Planning and Development Services

Planning and Development Services reviewed the proposed container limit changes pertaining to MU properties inside and outside DBAs, to ensure alignment with broader Corporate initiatives, including the objectives of Growth Management policies. The following comments were provided by Pat Busnello, Manager Development Planning:

“the proposed reduced limit would not affect larger mixed-use developments that already exceed the current container limits and require private garbage collection”

“recent curbside audits referenced in Appendix A of Report WMPSC-C 9-2018 indicate the average number of garbage containers placed out weekly by mixed-use properties was below the proposed limit. The report therefore, indicates that the needs of mixed-use properties are expected to be met based on the audit results, particularly if diversion services are utilized. As

such, it is generally not anticipated that smaller mixed-use developments would be affected by the proposed change.”

Lindsey Savage, Planner with Community and Long Range Planning provided comments on the alignment of the proposed collection options with the new Growth Plan for the Greater Golden Horseshoe, which took effect on July 1, 2017:

- “The proposed changes to waste collection services align with and support policy 4.2.9.1 d) i) of the Growth Plan, which requires municipalities to develop and implement official plan policies and other strategies in support of integrated waste management, including through enhanced waste reduction, composting and recycling initiatives. In addition, a new Regional Official Plan is under development which will include policies supporting integrated waste management, in conformity with the Growth Plan.”

1.2 Economic Development

Valerie Kuhns, Economic Development Manager with Economic Development indicated that their work generally revolves around larger industrial companies, which would not use the Region’s curbside garbage collection service, and would not be impacted by the proposed collection options

1.3 Niagara Regional Housing

Cameron Banach, Manager Housing Operations with Niagara Regional Housing reviewed the relevant proposed collection options and indicated they would not be in support of EOW garbage collection, or mandatory use of clear bags for garbage at their properties.

2.0 Waste Management Advisory Committee (WMAC)

At the November 21, 2018 WMAC meeting, members voted all in favour or majority in favour of all base collection options.

3.0 Organizations Representing Business

Meetings were held with representatives from each of Niagara’s Business Improvement Associations, Chambers of Commerce, Niagara Tourism Agencies, Niagara Economic Development Corporation, and Niagara Industrial Association, during the months of August and September.

The following ORBs provided formal comments on the proposed collection options for the next contract:

- **Grimsby Downtown Improvement Association:**
 - Do not support reducing base container limit from seven (7) cans/bags to four (4) cans/bags per week.
 - Do not support mandatory use of clear garbage bags due to concern about enforcement and mixed-use properties.
 - Do not support reducing enhanced container limit without knowing the associated cost savings.
- **Niagara Falls - Queen Street Business Improvement Association:**
 - Do not support reducing base container limit from seven (7) cans/bags to four (4) cans/bags per week.
 - Do not support mandatory use of clear garbage bags.
- **Niagara Falls - Victoria Centre Business Improvement Association:**
 - Request reduction in container limit for enhanced collection service from fifteen (15) cans/bags weekly to seven (7) cans/bags weekly.
 - Do not support mandatory use of clear garbage bags. Support would be contingent on seeing a report on how the contractor will educate its staff on the proper materials that go into the proper containers/bags.
 - Request collection start time change to 5 a.m., instead of 7 a.m.
- **Pelham Business Association:**
 - Support all proposed collection options
- **Port Dalhousie Business Association:**
 - Expressed concern that proposed options would make collection more onerous and/or costly for businesses.
 - Also have concerns about storing garbage in the hot summer months.
- **St. Catharines Downtown Business Association:**
 - Do not support reducing base container limit from seven (7) cans/bags to four (4) cans/bags per week.
 - Do not support mandatory use of clear garbage bags due to concern about enforcement and mixed-use properties.
 - Request for increased organics/recycling collection and review of days and times of collection for the enhanced collection area. Also request continued front-end cardboard collection bins.

Based on these comments, there was very limited support for the mandatory use of clear bags for garbage, or the reduction in the garbage container limits for IC&I and

MU properties inside the DBAs. The exception was the Pelham Business Association, which supported all proposed options.

4.0 Local Area Municipalities (LAMs)

Formal comments from the LAMs on the proposed collection options and which enhanced services to be included in Niagara Region's next contract are being requested by February 1, 2019.

5.0 Residents and Businesses

The primary method for collecting input from residents and businesses on the proposed collection options was through the on-line survey. Residents of low density residential properties were also targeted for feedback through a telephone survey.

Individuals that wanted to provide comments and feedback in addition to or as an alternative to the surveys were able to do so through a number of options. While this feedback cannot be included in the statistical analysis as representative of the population, it can be considered as part of the anecdotal findings to support the overall findings.

Residents and business owners provided additional comments by posting on Facebook, calling the Waste Info-Line, sending emails, providing web submissions and/or speaking with staff in-person at open house and community booth events. These comments are summarized in the subsections below.

5.1 Facebook

Facebook was the primary social media platform used by members of the public to comment on the proposed collection options for the next contract. The majority of comments were related to the proposed options for the mandatory use of clear garbage bags and every-other-week garbage collection. Of all of the comments documented that were related to every-other-week garbage collection, 22% of comments were in support of this proposed option. For clear garbage bags, 10% of comments related to this option were supportive.

Overall, the majority of commenters used this platform as a means of communicating their concerns. The comments posted on the Region's paid Facebook advertisement were reviewed, categorized and tallied. The ten most frequently reported concerns are listed below in order of the frequency that they

appeared in comment section. As of November 30, 2018, 1,467 Facebook comments were posted.

Most Common Comments (by % of most posted comments)

1. Concern about odours from products that cannot be placed in the Green Bin (i.e. diapers and raw meat packaging) increasing with every-other-week garbage collection (16%)
2. Concern about privacy with the use of clear garbage bags for personal items (i.e. incontinence products, feminine hygiene products, prescription bottles, bills) and that one opaque bag is not sufficient to contain all of these items (12%)
3. Concern that services are decreasing, but residents will not receive an associated decrease in taxes (10%)
4. Concern about a potential increase in pests (i.e. rats, raccoons, squirrels, coyotes, maggots) if garbage is collected every-other-week (10%)
5. Concern that mandatory use of clear garbage bags is adding unnecessary plastic waste to the landfills (8%)
6. Requests for Region to use carts, bigger containers and/or containers with lids (7%)
7. Complaints about current service, including missed collection (7%), late collection (7%) and generally displeased with service (4%)

Facebook Analytics for “Lets Talk Waste” Campaign:

• **Impressions: 271,397**

- The number of times any content from the “Niagara Region” Facebook page entered a person’s screen.

• **Link clicks: 6,633**

- The number of clicks on links within the “Lets Talk Waste” Facebook paid ad that led to the Niagara Region “Lets Talk Waste” webpage.

• **Reach as per analytics: 78,784**

- Number of people who had a paid post from the Niagara Region Facebook page enter their screen.

- **Reach with organic: 112,159**
 - Number of people who had an unpaid post from Niagara Region Facebook page enter their screen.
- **Cost per click: 2.44%**
 - The actual price paid for each click in the “Lets Talk Waste” Facebook paid ad campaign.
- **Total engagements: 19,733**
 - Includes all actions that people take involving the “Lets Talk Waste” Facebook paid ad while it was running. Post engagements can include actions such as reacting to, commenting or sharing the ad, or clicking on a link.
- **Reactions as per analytics: 367**
 - On the “Lets Talk Waste” Facebook paid ad itself, Facebook only reports direct reactions on those people who the ad was delivered to. So if a Facebook user received the ad and reacted, that is counted as one reaction per analytic. But if the Facebook user’s friend saw their feed (but did not receive the ad) reacted, it is not counted.
- **Comments as per analytics: 331**
 - On the “Lets Talk Waste” Facebook paid ad itself, Facebook only reports direct comments on those people who the ad was delivered to. So if a Facebook user received the ad and commented, that is counted as one comment per analytic. But if the Facebook user’s friend saw their feed (but did not receive the ad) commented, it is not counted.
- **All reactions: 561**
 - This is the total number of reactions on the “Lets Talk Waste” Facebook paid ad. This provides a better picture of the total engagement.
- **All comments: 1,467**
 - All comments (including replies) on the “Lets Talk Waste” Facebook paid ad.
- **Shares: 358**
 - The number of times Facebook users shared the “Lets Talk Waste” Facebook paid ad to their Facebook profile or a different Facebook page.
- **Amount spent: \$2,456.23**

5.2 Open Houses and Community Booths

A public open house, with a presentation was held in each of the twelve municipalities in Niagara. Staffed community booths with informational displays were also held in a public space in each municipality. The community booths were very

well attended with approximately 450 attendees and open house attendance was lower with 67 attendees, perhaps due to poor weather conditions.

The majority of the comments heard were related to the options for every-other-week garbage collection and mandatory use of clear garbage bags. Members of the public visiting the booths and open houses were divided about every-other-week garbage collection. While approximately half of the people that talked to staff at events expressed support, there were some specific concerns that were repeated throughout the consultation process. There was less support for clear bags, with the majority of participants expressing opposition to the option. A minority of the feedback and conversations at these events dealt with the options to introduce a four-item limit on bulky item collection and the discontinuation of scrap metal collection, but of those commenting there was a high level of support to implement the changes. The key concerns about the proposed options heard at these stakeholder consultation events are listed below.

Most Common Comments (listed in no particular order)

1. Concern about odours from products that cannot be placed in the Green Bin (i.e. diapers and raw meat packaging) increasing with every-other-week garbage collection
2. Concern that illegal dumping will increase as a result of every-other-week garbage collection and/or mandatory use of clear garbage bags.
3. Concern about privacy with the use of clear garbage bags for personal items (i.e. incontinence products, feminine hygiene products, prescription bottles, bills) and that one opaque bag is not sufficient to contain all of these items
4. Concern about the additional expense of having to purchase clear bags and/or privacy bags and potential issues with the quality and availability of clear garbage bags
5. Concern about storing additional garbage bags due to every-other-week garbage collection and/or clear garbage bags that are left behind due to unacceptable materials.
6. Concerns about the ability of collectors to monitor and enforce clear garbage bag contents

7. Concern about how residents will transport scrap metals and large appliances to the drop-off depots.
8. Concern about a potential increase in pests (i.e. rats, raccoons, squirrels, coyotes, maggots) if garbage is collected every-other-week
9. Concern that mandatory use of clear garbage bags is adding unnecessary plastic waste to the landfills
10. Complaints about current service, including missed collection, late collection, and generally displeased with service

6.0 Waste Info-Line, Emails, Web Submissions

Residents and business owners interested in providing the Region with additional comments were able to do so by calling the Waste Info-Line, sending an email or submitting their comments through the Region's website. Comments from individuals that provided an address were recorded in CityView, Waste Management's customer service software. These comments were categorized based on support or opposition to the proposed options. Comments from individuals that did not provide an address recorded in a public comment tracking sheet, separate from the CityView program. As of December 2, 2018, 38 comments were recorded in CityView and 27 additional comments without associated addresses were recorded in the spreadsheet public comment tracking sheet.

6.1 CityView

Due to the self-selected nature of the input and the small number of comments recorded, the CityView data cannot be considered representative of the viewpoints of the broader population. The comments do provide anecdotal insight into some of the key attitudes that residents and business owners have towards the proposed collection options.

The majority (74%) of individuals that commented were contacting the Region to express concern over one or more of the proposed collection options. The key concerns expressed in the comments align with those provided through Facebook and at the open houses/community booths. Individuals opposed to every-other-week garbage collection were concerned about potential odours and pests. Comments related to clear bags were focused on privacy issues. There were also

concerns from multi-residential and mixed-use property owners about tenants not complying with the diversion programs and thus presenting a challenge for both the every-other-week and clear garbage bag options.

Of the 38 comments recorded, 26% were in favour of one or all of the proposed options. In particular, 16% were in favour of every-other-week garbage collection. Other comments provided included suggestions for alternative options, including collection from alternating sides of the road and communal collection areas.

6.2 Additional Comments

The additional comments from residents and business owners that did not provide an address align with the comments provided through Facebook, at public consultation events and in CityView. The most frequent comments were concerns about odours and pests related to every-other-week garbage collection and privacy issues associated with clear garbage bags.

Appendix 5 - Stakeholder Consultation and Engagement Process

An extensive public consultation and engagement process was undertaken to obtain stakeholder input on the proposed base collection options for the next collection contract. The consultation began in May 2018 was carried out in two phases: targeted stakeholder consultation and broad-based community consultation. Targeted stakeholder consultation involved direct communication with specific stakeholder groups to provide information and gather feedback on the proposed collection options. Broad-based community outreach was completed to reach residents and businesses eligible for Regional curbside collection services to inform them about the proposed collection options and encourage participation in the on-line survey, which was the principle mechanism for collecting public input and feedback.

A summary of both phases of the consultation is described below.

1. Targeted Stakeholder Consultation and Engagement

1.1. Regional Departments and Agencies, Boards and Commissions (ABCs):

- The following Regional Departments and ABCs were contacted to discuss proposed options and invite questions, comments and input into the process:
 - Planning and Development Services Department
 - Economic Development
 - Niagara Regional Housing

1.2. Waste Management Advisory Committee (WMAC)

- At the November 21, 2018 meeting of the WMAC, members were provided with a presentation on the proposed collection options and an opportunity for questions and comments.
- Members were provided with an opportunity to vote on each proposed service option.

1.3. Organizations Representing Business

1.3.1. Business Improvement Associations (BIAs), Chambers of Commerce, Industrial Associations

- Waste Management staff met with each of Niagara's BIAs, Chambers of Commerce and the Niagara Industrial Association in August and September of 2018 to provide a presentation on the proposed service options. The purpose of these meetings was to discuss the proposed collection options, obtain preliminary input on these options, obtain input on how to further engage their members and to request formal comments

by November 30, 2018. The meeting dates and representatives that attended the meetings are listed in the tables below.

- Waste Management staff sent follow-up emails to each organization after the meetings on October 9, 2018 and November 22, 2018 to request formal feedback.
- Those organizations were also provided with letters for distribution to their membership on October 24, 2018. The letters contained information about the proposed options and stakeholder consultation process as well as a link to the on-line survey and open house/community booth dates and locations.
- The following four organizations confirmed they would reach out to members on behalf of the Region to encourage participation in the consultation process:
 - St. Catharines Downtown Association, Queen Street Niagara Falls BIA, Downtown Welland BIA, Grimsby Downtown Improvement Association

Business Improvement Associations

LAM Represented	Organization/Representative	Meeting Date
Fort Erie	<ul style="list-style-type: none"> • Ridgeway Business Improvement Association (BIA) - Marge Ott • Crystal Beach BIA – No rep attended • Bridgeburg Station BIA – No rep attended • Town of Fort Erie – Kelly Walsh 	August 23, 2018
Grimsby	<ul style="list-style-type: none"> • Grimsby Downtown Improvement Association – Leigh Jankiv • Town of Grimsby – Bob LeRoux 	August 1, 2018
Lincoln	<ul style="list-style-type: none"> • Downtown Beamsville BIA – Stephanie Hicks • Town of Lincoln – Dave Graham 	August 10, 2018
Niagara Falls	<ul style="list-style-type: none"> • Clifton Hill BIA – No rep attended • Fallsvie BIA – Sue Mingle • Lundy's Lane BIA – David Jankovic • Main and Ferry BIA – Ruth Ann Nieuwesteeg • Victoria Centre BIA – Eric Marcon • Queen Street BIA – No rep attended • City of Niagara Falls – Geoff Holman 	August 15, 2018
Pelham	<ul style="list-style-type: none"> • Pelham Business Association – David Tucker • Town of Pelham – Derek Young & Ryan Cook 	August 8, 2018

LAM Represented	Organization/Representative	Meeting Date
Port Colborne	<ul style="list-style-type: none"> • Port Colborne Main Street BIA – Frank Danch • Port Colborne Downtown BIA – Betty Konc • Town of Port Colborne – Chris Lee 	August 24, 2018
Port Dalhousie	<ul style="list-style-type: none"> • Port Dalhousie Business Association – Wolfgang Guembel 	August 22, 2018
St. Catharines	<ul style="list-style-type: none"> • St. Catharines Downtown Association - Tisha Polocko • City of St. Catharines – Dan Dillon 	August 22, 2018
Thorold	<ul style="list-style-type: none"> • Thorold BIA – Marsha Coppola, Tim Whalen • City of Thorold – Sean Dunsmore 	August 2, 2018
Welland	<ul style="list-style-type: none"> • Welland Downtown BIA – Amanda MacDonald, Delores Wright • Welland North BIA – John Clark • City of Welland – Eric Nickel 	August 9, 2018

Chambers of Commerce

LAM Represented	Organization/Representative	Meeting Date
Niagara-on-the-Lake (NotL)	<ul style="list-style-type: none"> • Chamber of Commerce – Janice Thompson • Town of NotL – Sheldon Randall 	September 10, 2018
Fort Erie, Grimsby, Lincoln, Niagara Falls, NotL, Pelham, Port Colborne, St. Catharines, Welland, West Lincoln	<ul style="list-style-type: none"> • Greater Niagara Chamber of Commerce - Mishka Balsom 	September 13, 2018

Fort Erie, Grimsby, Lincoln, Niagara Falls, Pelham, Port Colborne, Welland, West Lincoln	<ul style="list-style-type: none"> Niagara Chamber of Commerce Partnership – Rebecca Shelley (Grimsby); Johnathan George (Fort Erie); Paul Scottile, Jim Arnold (Niagara Falls); Denise Potter (West Lincoln); Len Stolk (Port Colborne/Wainfleet); Gary Bruce, Anna Murre (Lincoln); Delores Fabiano (Welland/Pelham, Niagara Falls, Fort Erie, Port Colborne/Wainfleet) 	August 22, 2018
Thorold	<ul style="list-style-type: none"> Venture Niagara – Susan Morin Niagara Centre Board of Trade & Commerce – John D’Amico 	September 26, 2018

Industrial Associations

LAM Represented	Organization/Representative	Meeting Date
All Niagara Municipalities	<ul style="list-style-type: none"> Niagara Industrial Association – Adam Joon & Aaron Tisdelle 	September 21, 2018

1.3.2. Tourism Agencies

- Waste Management staff met with the Tourism Partnership of Niagara on behalf of five tourism agencies (Destination Marketing Organizations): Niagara Falls Tourism, Tourism Niagara-on-the-Lake, City of St.Catharines Department of Economic Development and Tourism, Twenty Valley Tourism Association and Niagara South Coast Tourism Association.
- Staff offered to provide a presentation at the meeting.
- On September 18, 2018, letters were provided to each tourism agency describing proposed options, audit data, info about survey and public events. The letter requested formal feedback on the proposed options by December 7, 2018.
- A follow-up email containing a link to the project website and on-line survey was sent to the Tourism Partnership of Niagara on November 23, 2018, for distribution to their membership.

Tourism Agencies

LAM Represented	Organization/Representative	Meeting Date
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Fort Erie, Grimsby, Lincoln, Niagara Falls, Niagara-on-the- Lake, Port Colborne, St. Catharines, Welland, West Lincoln	<ul style="list-style-type: none"> • Tourism Niagara – Anthony Annunziata & Karin Jahnke-Haslam (on behalf of Niagara Falls Tourism, Tourism Niagara-on-the-Lake, City of St.Catharines Department of Economic Development and Tourism, Twenty Valley Tourism Association and Niagara South Coast Tourism Association) 	September 18, 2018
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1.4. Local Area Municipalities (LAMs) (i.e. municipal staff and Councillors)

- Letters were sent to LAM Clerks on May 4, 2018 and Public Works Officials (PWOs) on June 6, 2018 advising of proposed options and requesting LAM comments by February 1, 2019
- Presentations were made to PWOs at their June 11, Oct. 16 & Dec. 11, 2018 meetings
- In addition, Region staff offered to attend LAM Committee or Council meetings to make a presentation. As of December 11, Region staff were requested to present at the following LAM Committee or Council meetings:
 - Grimsby Council (December 17, 2018)
 - Niagara Falls Council (January 15, 2019)
 - Fort Erie Council (January 21, 2019)
 - West Lincoln Council (January 21, 2019)
 - Welland General Committee (January 22, 2019)

2. Broad-Based Community Consultation and Engagement

Broad-based community consultation employed a range of outreach activities to engage with as many low density residential (LDR) households, multi-residential (MR) property owners, groups and associations (i.e. property management companies) and Industrial, Commercial and Institutional (IC&I) and mixed-use (MU) property owners as possible during October and November of 2018. The table below provides details on each outreach activity undertaken as part of the broad-based consultation and engagement.

Outreach Activity	Description	Location	Date (2018)
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Letters	Letters mailed out containing information on proposed collection options, link to survey, open house/community booth information and an invitation to contact the Region	<ul style="list-style-type: none"> • 1,369 businesses <u>inside</u> Designated Business Areas (DBAs) • 1,980 businesses <u>outside</u> DBAs • 125 multi-residential properties 	October 22
Web	Project website provided information on the proposed collection options, details about public open house events/community booths and the link to the survey	• Project webpage on Niagara Region website	October 23, to November 30
	Link to project website	<ul style="list-style-type: none"> • Webpage banner on Niagara Region Waste webpage • LAM provided with P&E for websites that had link to project webpage 	
Social Media	Link to project website	<ul style="list-style-type: none"> • Facebook paid advertisement with link to project webpage • Twitter post on Niagara Region Twitter with link to project webpage 	October 25- November 28
	Link to project website and details about open houses/community booths	• Facebook posts	November 1- November 28
Newspaper: Print Ads	Invitation to participate in stakeholder consultation with link to project website	• Niagara This Week	October 25, November 1, 8, 15, 22
		• St. Catharines Standard	October 27, November 10,
		• Welland Tribune	November 3,
		• Niagara Falls Review	November 3,
		• News Now	November 15 and November 22

Newspaper: On-line Ads	Invitation to participate in stakeholder consultation with link to project website	• 24 hour ad - St. Catharines Standard, Welland Tribune, Niagara Falls Review websites	October 30, November 6,13, 20
		• 24 hour ad - Niagara This Week website	November 24
		• 1 week ad - News Now website	November 22-29, 2018
		• 2 week ad - Niagara Independent website	November 19-30
		• Big Box Takeover- St. Catharines Standard, Welland Tribune, Niagara Falls Review	October 30, November 5,11,20
Media Coverage	An overview of proposed options and rationale and reference to project webpage, survey and events	• Media release	October 25
		• Radio interview on 610 CKTB Newstalk	November 5
		• Television coverage on Cogeco YourTV; accessible on-line and aired daily on YourTV	November 5 - November 30
		• Articles - St. Catharines Standard/Niagara Falls Review, Voice of Pelham, Erie Media	October 28, November 5, 7, 23
Post Cards	Invitation to participate in consultation, list of key options and link to survey/webpage	<ul style="list-style-type: none"> • Post cards displayed at LAM offices: 100 each in Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne, Thorold and Wainfleet; 200 each in Niagara Falls, St.Catharines and Welland. • Post cards available at Regional Headquarters and landfill sites • Post cards distributed at every community booth and open house 	October 23-November 30
Internal Advertising	Campaign banner and link to survey/webpage	• Vine intranet for all Regional employees	October 31-November 30

		<ul style="list-style-type: none"> • Vine weekly for all Regional employees 	November 1
Community Booths	A table with educational material and poster boards with information on proposed options were set up in public spaces including malls, arenas, community centres and libraries. Staff were available with iPads to allow visitors complete the on-line surveys and to respond to questions and comments	<ul style="list-style-type: none"> • One booth in each LAM during day and/or evening hours 	<p>Each booth set up for one day in each LAM between Oct 30 –Nov 26</p> <p>Approx. 450 visitors in total at booths</p>
Open Houses	Staff provided a 25-minute presentation and the opportunity for a question and answer period. Staff were also available with iPads to allow attendees to complete the on-line survey to respond to questions and comments	<ul style="list-style-type: none"> • One open house in each LAM from 6pm-8pm 	<p>Various dates from Nov 1- Nov 28</p> <p>Total of 67 attendees</p>

Appendix 6 - Summary of Stakeholder Consultation and Engagement Events

Public Open Houses (All public open houses were held from 6:00pm to 8:00pm, with a presentation at 6:30pm)

Municipality	Location	Date
Niagara-on-the-Lake	Community Centre	November 1, 2018
Niagara Falls	Gale Centre	November 5, 2018
Welland	Community Wellness Complex	November 6, 2018
Port Colborne	Roselawn Centre	November 8, 2018
Pelham	Pelham Meridian Centre	November 12, 2018
Fort Erie	Leisureplex	November 13, 2018
St. Catharines	St. Catharines Public Library- Central Branch	November 15, 2018
Thorold	Niagara Region Headquarters Building	November 19, 2018
Lincoln	Fleming Centre	November 20, 2018
West Lincoln	Municipal Office	November 22, 2018
Grimsby	Peach King Centre	November 27, 2018
Wainfleet	Firefighters Memorial Community Hall	November 28, 2018

Community Booths:

Municipality	Location	Date	Time
St. Catharines	Pen Centre	October 30, 2018	9am-9pm
Niagara Falls	MacBain Community Centre	November 5, 2018	9:30am-4pm
Niagara-on-the-Lake	Community Centre	November 6, 2018	9am-3:30pm
Port Colborne	Vale Health and Wellness Centre	November 7, 2018	4:30pm-9pm
Thorold	Thorold Public Library	November 8, 2018	10am-7:30pm
Pelham	Pelham Public Library	November 12, 2018	10am-4:30pm
Fort Erie	Fort Erie Centennial Library	November 13, 2018	9:30am-4:30pm
Welland	Seaway Mall	November 14, 2018	10am-8pm
Lincoln	Fleming Centre	November 20, 2018	9am -5pm
West Lincoln	West Lincoln Public Library	November 21, 2018	10am-4:30pm
Wainfleet	Wainfleet Arena	November 22, 2018	2:30pm-8:30pm
Grimsby	Grimsby Public Library	November 26, 2018	9am-8:30pm

Appendix 7 - Addressing Concerns Related to Proposed Collection Options

During the stakeholder consultation and engagement process, concerns were expressed by residents and business owners through Facebook, public open houses/community events and communication by email, phone and web submission. Those concerns are summarized in Appendix 4. The following table provides potential responses for addressing those concerns and minimizing potential impacts of the proposed collection options.

Resident Concern	Options for Addressing Concern
Odours from diapers, feminine hygiene products, raw meat packaging increasing with every-other-week garbage	<ul style="list-style-type: none"> • Provide option for residents to drop-off clear bags of diapers at landfill sites/drop-off depots at no charge. • Diapers, feminine hygiene products and raw meat packaging should be sealed tightly a plastic bag and placed in a container with a lid for storage in a cool, dry location. • Styrofoam meat trays can be washed and placed in the Blue Box for weekly collection.
Increased illegal dumping of garbage as a result of every-other-week garbage and/or clear garbage bags	<ul style="list-style-type: none"> • Experience in other municipalities has shown that property owners readily adapt to collection changes and if there is an increase in illegal dumping after the change in collection is implemented, it is temporary and short-lived. • By-law officers work to enforce ongoing issues with illegal dumping.
Privacy issues with the use of clear garbage bags for personal items	<ul style="list-style-type: none"> • To conceal private or sensitive materials, allow an opaque privacy bag (i.e. grocery bag) to be placed inside the clear garbage bags. • Confidential documents should be shredded and placed inside a clear plastic bag before being placed inside the Grey Box or Grey Cart. These materials can also be placed in the Green Bin. • Experience in Markham showed that allowing multiple opaque privacy bags at outset of clear bag program facilitated implementation and reduced privacy concerns.

<p>Additional expense of having to purchase clear bags and/or privacy bags and potential issues with quality and availability of clear garbage bags</p>	<ul style="list-style-type: none"> • Clear plastic and coloured plastic garbage bags are manufactured from the same type of plastic resin. The quality and strength of clear plastic bags is similar to that of opaque plastic bags. • Differences in price and quality may occur, based on individual bag size, closure type, packaging size or brand name. • Regional staff would communicate with local businesses to ensure that clear bags would be available for purchase at the same local retailers as traditional opaque bags.
<p>Storing additional garbage bags due to every-other-week garbage collection and/or clear garbage bags that are left behind due to unacceptable materials</p>	<ul style="list-style-type: none"> • Residents and businesses can significantly reduce their garbage by fully utilizing the weekly, unlimited recycling and organics collection services provided by Niagara Region. • Once unacceptable materials are removed from clear garbage bags, the materials can be placed out on the next scheduled collection day or taken to a drop-off depot for a fee.
<p>Ability of collectors to monitor and enforce clear garbage bag contents</p>	<ul style="list-style-type: none"> • Collectors would evaluate whether a bag conforms to the Waste Management By-law regarding recyclables, organics and hazardous waste, based on what can be seen through the clear bag. • Collectors would not be opening bags or searching contents. Bags would be assessed visually during collection time to address clear instances of non-conformance, including situations where non-acceptable materials are visible or a clear garbage bag has not been used. • Regional staff will follow-up with the property owner regarding the proper set out of material for collection to avoid re-occurrence of uncollected garbage.
<p>Ability of residents to transport scrap metal and large appliances to drop-off depots.</p>	<ul style="list-style-type: none"> • Residents that do not have the ability to transport scrap metal and large appliances would have the option of contacting private scrap metal haulers for pick-up.

<p>Increase in pests (i.e. rats, raccoons, squirrels, maggots) if garbage is collected every-other-week</p>	<ul style="list-style-type: none"> • Placing food waste and food soiled-paper products in the Green Bin, which will continue to be collected weekly, will remove the most odorous part of the garbage stream, which can attract pests. • Residents can take simple steps to deter pests, such as rodents, from their Green Bins, including: <ul style="list-style-type: none"> ○ Keeping the Green Bin container securely closed at all times ○ Setting out the Green Bin for collection every week, even if it is not full ○ Setting out the Green Bin by 7am on collection day, not the night before ○ Storing the Green Bin in a shaded, cool area ○ Lining the Green Bin with paper liner bags, sheets of newspaper or cereal boxes to absorb liquids
<p>Clear garbage bags adding unnecessary plastic waste to landfills</p>	<ul style="list-style-type: none"> • For those residents already using garbage bags and/or grocery bags, clear bags would not increase the amount of plastic bags being sent to landfills. • Plastic opaque privacy bags would be optional. • Use of clear garbage bags would be expected to increase diversion rates, potentially offsetting any additional plastic introduced through use of clear garbage bags.
<p>Requests for Region to use carts, bigger containers and/or containers with lids</p>	<ul style="list-style-type: none"> • The Region has explored the option using carts for residential curbside collection. The results of that research indicate that the costs of that change would be prohibitive at this time. In addition, cart programs utilize single stream recycling collection, which have higher rates of contamination than the two stream recycling program that Niagara Region is currently using and would negatively affect revenue from the sale of recyclables.



Appendix 8

LDR Telephone and On-line Survey Results

A quantitative survey with residents of Niagara Region



Metroline Research Group Inc.

301-7 Duke Street West, Kitchener, Ontario
1000-10 Four Seasons Place, Toronto, Ontario

LOW DENSITY RESIDENTIAL

1.0 Current Attitudes/Behaviour

1.1 Importance of Waste Diversion

Q11 - How important would you say it is that Niagara region works to reduce the amount of garbage that is sent for disposal? (Full sample)

Diverting waste is important to the vast majority of residents in Niagara Region. In total, 94% of those in the telephone survey said it is 'important' to them, with 72% saying "very" important, and 22% saying "somewhat" important. Only 4% told us it was "not important", or they "don't know".

Residents in the online survey scored the importance slightly lower, but even still 87% find waste diversion important.

Figure 1.1a – Importance of waste diversion by survey type

	Telephone (n=1,253)	Online (n=6,639)
Very important	72%	52%
Somewhat important	22%	35%
Not very important	3%	8%
Not important at all	2%	3%
Don't know	1%	2%

This question was asked in Hamilton in 2016, and the results were similar to what Niagara Region residents have said in this survey. Residents in both surveys feel that waste diversion is important, but in the random telephone survey are more likely to say it is "very" important.

Figure 1.1b ¹– Importance of waste diversion by survey type (Hamilton)

<i>Hamilton Waste Survey</i>	Telephone (n=800)	Online (n=1,468)
Very important	75%	60%
Somewhat important	21%	30%
Not very important	2%	6%
Not important at all	1%	3%
Don't know	1%	1%

¹ City of Hamilton Waste Management Services Public Engagement Survey – Metroline Research Group, 2016

Where relevant, this report will indicate statistically significant differences by sub-groups for the random telephone survey.

Respondent Sub-Segment Findings (Telephone)

- Women (76%) are more likely to say reducing the amount of garbage sent for disposal is “very” important than men (68%).
- Those 65+ years (76%) and those 45-64 years (73%) are more likely to find it “very” important than those 18-44 years (63%).
- Those participating in the organics collection program (74%) are more likely to find it “very” important than those who are not (67%).
- Those who support clear bags (80%) more likely to find it “very” important than those who do not (65%).
- Those who could manage every-other-week (EOW) garbage collection (80%) are more likely to find it “very” important than those who would continue to need/want weekly collection (64%).

Figure 1.1c - Importance of waste diversion by municipality

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Very important	72%	81%	73%	83%	74%	80%	76%	73%	68%	61%	60%	69%	73%
Somewhat important	22%	14%	17%	13%	22%	16%	19%	19%	24%	31%	32%	24%	22%
Not very important	3%	3%	3%	1%	2%	2%	4%	4%	4%	4%	5%	3%	4%
Not important at all	2%	2%	3%	3%	1%	--	--	1%	4%	3%	3%	2%	1%
Don't know	1%	--	4%	--	1%	2%	1%	3%	--	1%	--	2%	--

Looking across the municipalities in Niagara Region, there are some differences when residents were asked to choose an importance level. Primarily though this difference is between “very” and “somewhat” important.

Overall, the sentiment of important (very/somewhat) vs. not important (not very/not important/don't know) is pretty similar. At least 9 in 10 residents for all municipalities find diverting waste to be ‘important’.

1.2 Garbage Limits

Q12 - Niagara Region allows for one bag/container of garbage to be put out per week. Dimensions of the container cannot exceed three feet high by two feet wide (91cm by 61cm) and must not weight more than 50 pounds. Which of the following best describes your situation in an average week? (Full Sample)

Figure 1.2a – Typical garbage set out by survey type

	Telephone (n=1,253)	Online (n=6,639)
We put out more than one garbage bag/container	11%	9%
We put out one full garbage bag/container	42%	49%
On a weekly basis, our garbage bag/container is not completely full	34%	29%
Some weeks, we do not have enough to put out the garbage bag/container	13%	13%

Residents were pretty much evenly split about how much garbage they put out at the curb in an average week.

On one side is the group (53% combined) who put out the maximum one bag (42%) and those who need more than one bag (11%).

On the other side (47% combined) is the group who doesn't have a full bag (34%) or sometimes can afford to skip a week (13%).

Respondent Sub-Segment Findings (Telephone)

- Those 18-44 years are more likely to put out a full bag or more (72%) than those 45-64 years (50%) and those 65+ years (45%).
- Those living in households of three or more people are more likely (73%) to put out a full bag or more than those in households of two people (41%) and those in single person households (30%).
- Those with a household member using diapers are more likely to put out a full bag or more (87%) than those without (51%).
- Those who use seven or more bag tags a year are more likely to put out a full bag or more (91%) than those who use 1-6 tags (61%) and those use don't use any tags in an average year (42%).
- Those who do not participate in the organics program are more likely to put out a full bag or more (63%) than those who participate (49%).
- Those who would need to continue weekly garbage collection are more likely to put out a full bag or more (70%) than those who could manage EOW (33%).

Figure 1.2b – Typical garbage set out by municipality

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
We put out more than one garbage bag/ container	11%	7%	11%	8%	13%	9%	10%	4%	11%	11%	16%	14%	8%
We put out one full garbage bag/container per week	42%	45%	35%	35%	44%	43%	34%	45%	41%	50%	39%	46%	49%
On a weekly basis, our garbage bag/container is not completely full	34%	30%	37%	45%	34%	34%	44%	39%	35%	24%	32%	25%	34%
Some weeks, we do not have enough to put out the garbage bag/container	13%	18%	17%	12%	9%	14%	12%	12%	13%	15%	13%	15%	9%

All percentage differences fall within the margin of error. There are a few trends in the data, however these could potentially be a result of the size of the households interviewed for the study rather than something unique to the municipalities:

- Residents of Thorold (60%), Welland (60%) and Niagara Falls (57%) are slightly higher in putting out one bag or more per collection.
- Residents of Lincoln (43%) and Pelham (44%) and Grimsby (46%) are slightly lower in putting out one bag or more per collection.

1.3 Garbage Tags

Q13 - How many tags for additional garbage bags does your household buy and use in an average year, if any? (Full Sample)

About two-thirds of the community (65%) told us they do not buy/use any garbage tags in the course of an average year.

About one-third (35%) will use a garbage tag at least once a year on average, between those buying and using one to six tags (24%), and those using seven or more tags (11%).

Figure 1.3a – Garbage tags used by survey type

(Random telephone survey)	Telephone (n=1,253)	Online (6,639)
None	65%	49%
1-6	24%	32%
7+	11%	19%

Respondent Sub-Segment Findings (Telephone)

Household size was the biggest determinant in using garbage tags. About half of those (48%) of household with three or more people require at least one tag a year. 20% of households with three or more people use seven or more tags a year.

Figure 1.3b – Garbage tags used by household size

(Random telephone survey)	Total (n=1,253)	Household Size		
		1	2	3+
None	65%	86%	72%	52%
1-6	23%	10%	23%	28%
7+	12%	4%	5%	20%

Age is also a determining factor. The younger the resident in the survey, the more likely they were to have used bag tags.

Figure 1.3c – Garbage tags used by age group

(Random telephone survey)	Total (n=1,253)	Age group		
		18-44	45-64	65+
None	65%	54%	62%	78%
1-6	23%	25%	27%	17%
7+	12%	21%	11%	5%

Other significant findings:

- Those who deal with infant/adult diapers (53% use at least one a year) are more likely to need bag tags than those without diapers (33% use at least one per year).
- Those who need to put out more than one bag of garbage per week are more likely to use at least one bag tag per year (67%) than those who put out one bag per week (41%), those who put out a bag per week that isn't full (26%), and those who can afford to occasionally skip a week (12%).
- Those who need to continue having garbage picked up weekly are more likely to use at least one bag tag per year (41%) than those who could manage every-other-week (27%).

Figure 1.3d – Garbage tags used by municipality

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None	65%	69%	69%	74%	61%	69%	77%	60%	62%	60%	75%	58%	73%
1-6	23%	21%	19%	21%	25%	24%	19%	32%	24%	24%	16%	29%	20%
7+	12%	10%	12%	5%	14%	7%	4%	8%	14%	16%	9%	13%	7%

Municipalities less likely to have used any garbage tags in the past year:

- Pelham (23%), Wainfleet (25%), Lincoln (26%) and West Lincoln (27%)

Municipalities more likely to have used a garbage tag in the past year:

- Welland (42%), Thorold (40%), Niagara Falls (39%) and St. Catharines (38%)

1.4 Waste Collection Participation

Q21 – Does your household put out the following items for curbside collection?

(Full sample)

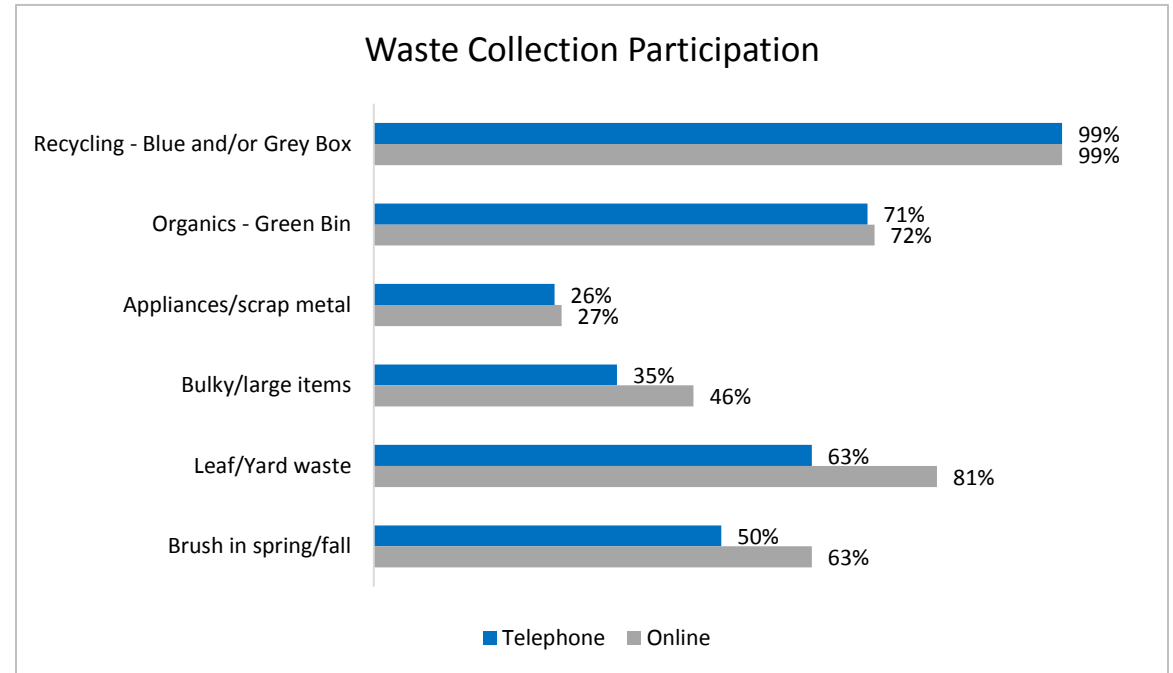
Virtually all households in Niagara Region are participating in the recycling program (99%/99%).

About 7 in 10 households say they participate in the organics collection program. The participation level is virtually the same between the random telephone survey and the online survey (71%/72%).

Participation in leaf/yard waste collection is next (63%/82%), and the brush collection in spring and fall (52%/63%).

Participation in both the appliances/scrap metal collection (26%/27%), and the bulky/large item collection (35%/46%) is lower.

Figure 1.4a – Waste collection program participation by survey type



The percentages were different, but we found a similar sentiment/pattern in Hamilton in 2016.

Virtually all participate in recycling, the organics collection and yard waste collection (which included brush in this survey) were next, and the bulky/large item collection (which includes scrap metal/appliances) had the lowest participation.

Figure 1.3b ²– Waste collection program participation by survey type (Hamilton)

<i>Hamilton Waste Survey</i>	Telephone (n=800)	Online (n=1,468)
Blue Box recycling	99%	99%
Organics/Green Bin	83%	84%
Yard waste	80%	88%
Bulky/large item collection	45%	55%

Respondent Sub-Segment Findings (Telephone)

Participate in Organics/Green Bin collection

- Those 65+ years (77%) and 45-64 years (73%) are more likely to participate than those 18-44 years (55%).
- Those in a single person household (72%) and dual person household (74%) are more likely to participate than those in a household of three or more people (66%).
- Those with no household members using diapers (72%) are more likely to participate than those with a household member in diapers (50%).
- Those who can afford to skip a weekly collection (81%), and those who put out a garbage bag every week that isn't full (76%) are more likely to participate than those who put out a full bag every week (68%) or those who put out more than one bag (52%).
- Those who can manage every-other-week collection (77%) are more likely to participate than those who need to continue having their garbage collected every week (66%).

Participate in bulky/large item collection

- Those in households of three or more (37%) and two people (35%) are more likely to participate than those in single person households (28%).
- Those who use seven or more bag tags per year (45%) or 1-6 bag tags (44%) are more likely to participate than those who do not use bag tags in an average year (30%).

² City of Hamilton Waste Management Services Public Engagement Survey – Metroline Research Group, 2016

Participate in leaf/yard waste pickup

- Those who could manage garbage collection every-other-week are more likely to participate (67%) than those who need to continue having garbage picked up weekly (61%).
- Those who participate in organics collection are more likely to participate in leaf/yard waste pickup (71%) than those who do not participate in organic collection (45%).

Participate in brush pickup

- Those who could manage garbage collection every-other-week are more likely to participate (54%) than those who need to continue having garbage picked up weekly (47%).
- Those who participate in organics collection are more likely to participate in brush pickup (56%) than those who do not participate in organic collection (36%).

Figure 1.4c – Waste collection program participation by municipality

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Recycling – Blue and/or Grey Box	99%	99%	100%	99%	100%	97%	99%	99%	100%	97%	96%	98%	99%
Organics – Green Bin	71%	63%	84%	73%	72%	73%	70%	75%	74%	74%	59%	64%	60%
Appliances/Scrap Metal	26%	16%	36%	19%	35%	24%	19%	19%	34%	30%	23%	24%	7%
Bulky/Large Items	35%	36%	36%	27%	42%	28%	29%	31%	44%	41%	25%	36%	14%
Leaf/Yard Waste	63%	45%	77%	55%	73%	58%	59%	55%	82%	70%	19%	68%	35%
Brush in spring/fall	50%	32%	53%	45%	60%	52%	43%	35%	69%	55%	12%	50%	28%

Participation rates in the different programs vary by municipality. Some of this may be a result of their geographical location. Municipalities in areas that are less urban may have residents with larger properties to manage their own composting and leaf/yard waste or brush disposal, for example.

1.5 Recycling Participation

1.5.1 Blue Boxes

Q22 - Blue Box recycling includes containers that are made of plastic, metals, glass or styrofoam. How many Blue Boxes does your household put out at the curb in an average week? (Base – Converted to full sample)

Virtually all residents (99%) of Niagara Region are participating in the recycling program.

97% of residents in the telephone survey are putting out at least one blue box per week. About 1 in 5 residents puts out two or more blue boxes per week.

Figure 1.5.1a – Number of Blue Boxes by survey type

	Telephone (n=1,253)	Online (n=6,639)
None/Not participating in program	1%	1%
Less than once a week	2%	--
One per week	78%	70%
Two or more per week	19%	29%

Respondent Sub-Segment Findings (Telephone)

- Household size was a primary factor in the number of blue boxes. Households of three or more people are most likely to be putting out two or more boxes (34%), compared to two person households (9%) and single person households (3%).
- Those 18-44 years (29%) are most likely to be putting out two or more boxes, compared to those 45-64 years (23%) and those 65+ years (7%).
- Those buying the most (7+) garbage tags per year are also most likely to put out 2+ blue boxes (42%), compared to those who buy 1-6 tags (20%), and those who do not use garbage tags (15%).
- Those who would need to continue having waste collected weekly are most likely to be putting out two or more blue boxes (22%), compared to those who could manage every-other-week collection (16%).

Figure 1.5.1b – Number of Blue Boxes by municipality

(Random telephone survey)	Total (n=1253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None/Not participating	1%	2%	1%	1%	1%	4%	3%	1%	--	4%	4%	2%	1%
Less than once a week	2%	--	2%	3%	1%	3%	--	1%	1%	--	--	4%	--
One per week	78%	85%	81%	84%	79%	75%	77%	82%	80%	74%	71%	71%	75%
Two or more per week	19%	13%	16%	12%	19%	18%	20%	16%	19%	22%	25%	23%	24%

Across all municipalities, there is not much difference when looking at the percentage of households who put out at least one blue box per week on average. Niagara-on-the-Lake was lowest, but even there it was 93% of households.

1.5.2 Grey Boxes

Q24 – Grey Box recycling includes items such as paper, cardboard, cereal boxes, tissue boxes, etc., and bundled plastic bags. How many Grey Boxes does your household put out at the curb in an average week? (Base – Converted to full sample)

Almost all Niagara residents are participating in the grey box recycling program as well. Slightly fewer (92%) than the blue box (99%) participation.

92% of Niagara low-density households put out at least one grey box per week on average.

Residents are less than half as likely (8%) to put out two or more grey boxes than blue boxes (19%).

Figure 1.5.2a – Number of Grey Boxes by survey type

	Telephone (n=1,253)	Online (6,639)
None/Not participating in program	6%	2%
< 1 x week	2%	1%
One per week	84%	81%
Two or more per week	8%	16%

Respondent Sub-Segment Findings (Telephone)

- Household size a factor once again. Those in households of three or more people are most likely (14%) to put out two or more grey boxes, compared to two person households (4%) and single person households (2%).
- Those 18-44 years are most likely to put out two or more grey boxes (14%), compared to those 45-64 years (9%) and those 65+ years (2%).
- Those buying the most (7+) garbage tags per year are also most likely to put out 2+ grey boxes (20%), compared to those who buy 1-6 tags (8%), and those who do not use garbage tags (6%).

Figure 1.5.2b – Number of Grey Boxes by municipality

<i>(Random telephone survey)</i>	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None / Not participating	6%	8%	4%	5%	4%	8%	4%	4%	3%	8%	13%	4%	12%
< 1 per week	2%	--	1%	3%	3%	3%	4%	4%	1%	--	1%	3%	--
One per week	84%	91%	88%	87%	85%	81%	84%	84%	85%	84%	79%	84%	80%
Two or more per week	8%	1%	7%	5%	8%	8%	8%	8%	11%	8%	7%	9%	8%

As with the blue box recycling, there is no difference statistically by municipality. Only two municipalities are below 90% of residents putting out at least one grey box in an average week – Wainfleet (86%) and West Lincoln (88%).

1.6 Green Bin/Organics Participation

Q26 – Green Bin organics program includes food waste, paper napkins/towels/bags, paper take-out trays/egg cartons, coffee grounds/filters & tea bags. How many Green Bins or containers marked as organics does your household put out at the curb in an average week? (*Base – Converted to full sample*)

About 7 in 10 (71%) of Niagara Region residents told us they are participating in the organics collection program. That number dropped slightly when looking at green bins in an average month, to 69%.

68% of residents in the telephone survey told us they put out at least one green bin per week. In this particular question, the finding of the online survey was similar, where 70% told us they are putting out one green bin per week on average.

Figure 1.6a – Number of Green Bins by survey type

(Random telephone survey)	Telephone (n=1,253)	Online (n=6,639)
None / Not participating	31%	29%
Less than one per week	1%	1%
One per week	63%	63%
Two or more per week	5%	7%

Respondent Sub-Segment Findings (Telephone)

- Those 65+ years (73%) and 45-64 years (70%) are more likely to put out at least one green bin per week than those 18-44 years (53%).
- Those using diapers for someone in their household (49%) are less likely to put out at least one green bin per week than those with no diapers in their household (69%).
- Those who do not use any garbage tags in an average year (68%) and those who use 1-6 garbage tags per year (70%) are more likely to put out at least one green bin per week than those who use 7+ garbage tags per year (57%).
- Those who would need to continue having waste collected weekly (62%) are less likely to put out one or more green bins per week compared to those who could manage every-other-week collection (73%).
- Those who feel there would be little to no impact to their household with every-other-week collection (72%) are more likely to be putting out at least one green bin per week than those who feel every-other-week would have at least some impact (62%).

- Those who can afford to skip a week on garbage collection occasionally (77%), and those who put out less than one full bag/container per week (73%) are more likely to be putting out at least one green bin per week, compared to those who put out one full bag/container per week (65%) and those who put out more than one full bag/container per week (48%).

Figure 1.6b – Put out one or more Green Bins by typical garbage set out

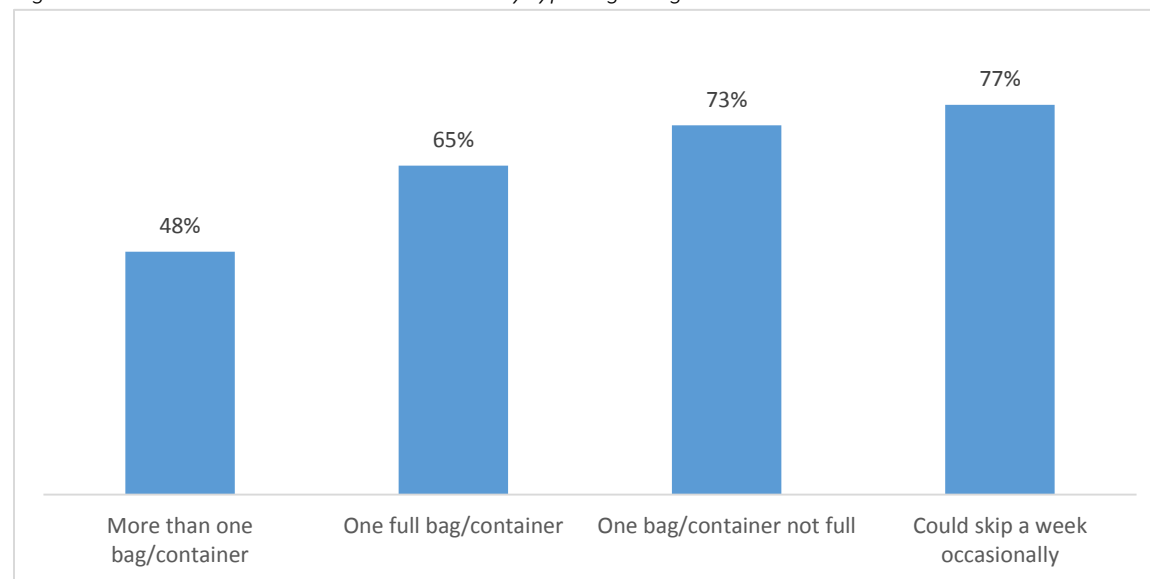


Figure 1.6c – Number of Green Bins by municipality

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None / Not participating	31%	39%	17%	28%	28%	27%	32%	29%	28%	27%	45%	36%	46%
< 1 per week	1%	1%	2%	--	1%	3%	--	1%	1%	3%	--	3%	--
One per week	63%	57%	76%	72%	65%	61%	62%	56%	65%	66%	51%	58%	54%
Two or more per week	5%	3%	5%	--	6%	9%	6%	14%	6%	4%	4%	3%	--

1.6.1 Not participating in Green Bin/Organics collection

Q28 – Why do you not participate in the Green Bin/Organics program? (Base – Not participating)

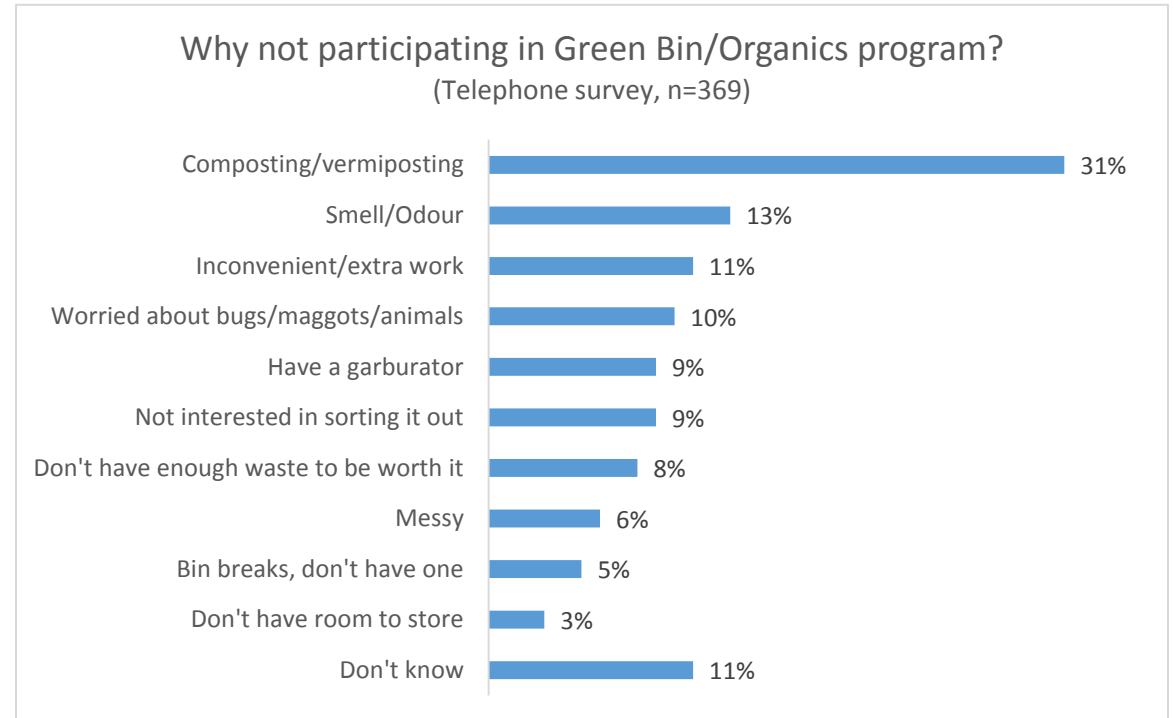
Figure 1.6.1a – Why not participating in Green Bin/Organics program?

Just under a third (31%) of those not participating in the Green Bin/Organics program told us they are doing their own composting/vermiposting.

“We have a farm and dispose of it in our manure pile...”

The next biggest barrier to participating in the Green Bin/Organics program is a concern about smells/odours. 13% of those not participating in this program indicated they do not participate because of a worry about the smell.

“It smells awful. We freeze organic waste throughout the week and dispose with the trash on garbage day. You can always tell when someone uses the green organics bin as soon as you walk into their house. It isn't practical...”



Lack of motivation was third, with people telling us that separating the waste was inconvenient or extra work for them (11%).

“Waste of time separating items and keeping another bin full of stinking food around for rodents and insects to find...”

The other major barrier is a concern about bugs/maggots/animals in and around the green bin (10%).

“Many animals in my neighbourhood makes it difficult to keep the organics from being eaten. I have the same problem with my regular garbage container...”

The ‘ick’ factor was expressed as well, with 6% talking about the process being messy and 9% not being interested in sorting out the waste for the Green Bin.

“I find it gross and disgusting...”

“Because I do not have very much for the green bin and find it disgusting to deal with in the summer...”

1.7 Appliances/Scrap Metal Participation

1.7.1 Put out at the curb

Q29 - How many times per year would you say your household puts out appliances or scrap metal at the curb for collection? (Base –Converted to full sample)

4 in 5 households in Niagara Region (80%) told us they do not participate in the appliances/scrap metal collection program. Among those who have participated, at most it was about once a year.

The results of the online survey are similar in this case, with 75% not participating in the program.

Figure 1.7a – Appliance/Scrap Metal participation by survey type

	Telephone (n=1,253)	Online (n=6,369)
None / Not participating	80%	75%
Once per year	15%	15%
Twice or more per year	5%	10%

Respondent Sub-Segment Findings (Telephone)

- Those 18-44 years (21%) and those 45-64 years (22%) are more likely than those 65+ years (15%) to participate in the program at least once a year on average.
- Those with households of three or more people (23%) and households of two people (20%) are more likely than those in single person households (13%) to participate in the program at least once a year on average.
- Those who use 7+ garbage tags per year (27%) and those who use 1-6 garbage tags per year (25%) are more likely than those who do not use garbage tags (17%) to participate in the program at least once a year on average.

Figure 1.7a – Appliance/Scrap Metal participation by survey type

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None / Not participating	80%	86%	73%	85%	75%	81%	85%	84%	75%	77%	81%	84%	95%
Once per year	15%	11%	23%	15%	16%	18%	8%	8%	19%	19%	16%	11%	4%
Twice or more per year	5%	3%	4%	--	9%	1%	7%	8%	6%	4%	3%	5%	1%

1.7.2 Scheduling a pick up

Q210 - Do you schedule a pick up with Niagara Region for scrap metal or appliances, or put them out at the curb for anyone to pick up without scheduling a pick up? (Base – Participate at least once a year on average)

Those who participate in the appliances/scrap metal program at least once a year on average were asked how they arrange for pick up.

Three-quarters (74%) of program participants told us they schedule a pick up with Niagara Region, and one-quarter (26%) will simply put the item at the curb.

The online survey respondents felt similarly (77% scheduled, 23% leave at curb).

Figure 1.7.2a – Appliance/Scrap Metal pick up type by survey type

Note: Sample size varies according to participation rates and survey type	Telephone (n=249)	Online (n= 1,696)
Schedule a pick up	74%	77%
Leave out	26%	23%

Respondent Sub-Segment Findings (Telephone)

- Women (81%) were more likely than men (65%) to say they scheduled a pick up.
- Those 65+ years (88%) were more likely to have scheduled a pick up than those 45-64 years (72%) or those 18-44 years (64%).

Figure 1.7.2b – Appliance/Scrap Metal pick up type by municipality

Note: Sample size varies according to participation rates and survey type	Total (n=249)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Schedule a pick up	74%	92%	90%	82%	69%	85%	73%	83%	69%	65%	79%	74%	75%
Leave out	26%	8%	10%	18%	31%	15%	27%	17%	31%	35%	21%	26%	25%

1.8 Bulky/Large Item Collection

1.8.1 Put out at the curb

Q211 - Bulky/large item collection includes items like carpet and furniture. How many times per year would you say your household puts out items like this out at the curb for collection? (Base – Converted to full sample)

More households (29%) do participate in bulky/large item collection compared to the scrap metal/appliances collection (20%).

In total, 29% of households told us they participate at least once a year, with the majority (19%) of households participating once a year, and 10% of households participating two or more times a year on average.

Those in the online survey told us they are participating more often.

Figure 1.8a – Bulky/Large Item collection by survey type

	Telephone (n=1,253)	Online (n=6,639)
None/not participating	71%	56%
Once per year	19%	20%
Twice or more per year	10%	24%

Respondent Sub-Segment Findings (Telephone)

- Those in households of three or more are more likely to participate at least once a year (33%), compared to households of two people (28%), or single person households (19%).
- Those who use 7+ garbage tags per year (43%) are more likely to participate at least once a year (43%), compared to those who use 1-6 garbage tags per year (38%) and those who do not use garbage tags (23%).

Figure 1.8b – Bulky/Large Item collection by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None	71%	71%	72%	83%	67%	78%	74%	72%	61%	66%	80%	70%	89%
Once per year	19%	19%	24%	13%	20%	14%	14%	15%	25%	27%	16%	18%	8%
Twice or more per year	10%	10%	4%	4%	13%	8%	12%	13%	14%	7%	4%	13%	3%

1.8.2 Scheduling a pick up

Q212 - Do you schedule a pick up with Niagara Region for these bulky/large items, or put them out at the curb for anyone to pick up without scheduling a pick up? (Base – Participate at least once a year on average)

Those participating in the bulky/large item pick up are most likely going to be scheduling a pick up with Niagara Region. 94% said they would schedule a pickup for bulky/large items, compared to 74% of those participating in scrap metal/appliances.

Figure 1.8.2a – Bulky/Large Item collection type by survey type

Note: Sample size varies according to participation rates and survey type	Telephone (n=365)	Online (n=2,943)
Schedule a pick up	94%	92%
Leave out	6%	8%

Figure 1.8.2b – Bulky/Large item collection type by municipality

Note: Sample size varies according to participation rates and survey type	Total (n=365)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Schedule a pick up	94%	96%	95%	100%	97%	93%	100%	81%	92%	92%	100%	94%	87%
Leave out	6%	4%	5%	--	3%	7%	--	19%	8%	8%	--	6%	13%

2.0 Waste Collection Options For Next Contract

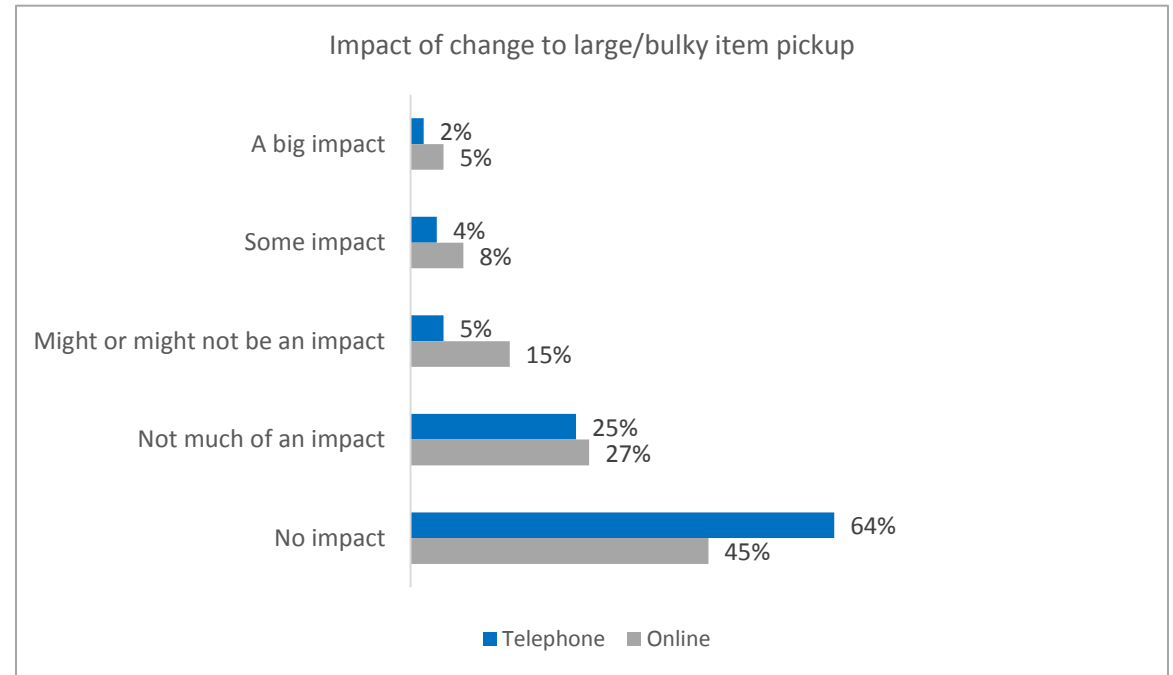
For Niagara Region's new waste collection (garbage, recycling and organics) contract, residents and businesses are being asked for their opinion about several proposal collection options. Adopting some or all of these options would help reduce the amount of waste going to disposal, and limit future costs to businesses and taxpayers.

The purpose of this survey is to receive feedback from residents on the possible collection options and to help Regional staff understand resident's feelings about each option.

2.1 Bulky/Large Item Collection

Q31 - The first option is related to large or bulky item pick up, such as carpet or furniture. The change would be to limit the number of large/bulky items collected to a maximum of four per week. In 2018, 92% of the bookings for large or bulky item pick up were for four items or less. If Niagara Region was to make this change, what would be the impact on your household? (Base – Full sample)

Figure 2.1a – Change to Bulky/Large Item collection, impact by survey type



Making a change to the bulky/large item collection so that a maximum of four items per collection can be put out will not unduly impact Niagara region residents.

6% of residents in the telephone survey, and 14% in the online survey feel this change would have an impact on their household.

The vast majority told us there would be little to no impact to them (94% of households in telephone survey, 87% of households in the online survey).

Respondent Sub-Segment Findings (Telephone)

- Those in households of three or more (8%) are slightly more likely to feel impacted, compared to households of two people (5%) and single person households (4%).
- Those who use 7+ garbage tags per year (16%) are most likely to feel there would be an impact on their household, compared to those who use 1-6 garbage tags per year (5%) and those who do not use garbage tags (4%).

Figure 2.1b – Change to Bulky/Large Item collection, impact by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
A big impact	2	--	7%	--	2%	--	1%	--	1%	4%	--	2%	1%
Some impact	4	1%	8%	3%	7%	2%	3%	7%	5%	3%	1%	3%	4%
Might or might not be an impact	5	5%	4%	5%	7%	8%	6%	7%	4%	3%	--	11%	4%
Not much of an impact	25	23%	21%	30%	33%	21%	19%	25%	27%	30%	11%	23%	19%
No impact	64	71%	60%	62%	51%	69%	71%	61%	63%	60%	88%	61%	72%

2.2 Appliances/Scrap Metal Collection

Q32 – The second option under consideration would eliminate curbside pickup by Niagara Region of appliances and scrap metal. Currently, residents can go online and schedule a pick up of items at their home. Only 6% of Niagara households are using the curbside collection of appliances and scrap metal service. Also, as much as 60% of these items that are being put out have already been removed by the time crews arrive to pick them up. There would continue to be an opportunity for residents to take the items to a regional drop-off depot, at no charge, or have it picked up by private scrap metal haulers. If Niagara Region was to make this change, what would be the impact on your household? (Base – Full sample)

Figure 2.2a – Change to appliance/scrap metal collection, by survey type

Dropping/stopping the appliance/scrap metal collection program would have some impact on about 1 in 5 households in Niagara region. 17% of households in the telephone survey, and 22% in the online survey feel there would be at least some impact.

83% of households in the telephone survey, and 78% of the households in the online survey, feel there would be little to no impact on their household.

Respondent Sub-Segment Findings (Telephone)

- Those who use 7+ garbage tags per year (23%) are most likely to feel there would be an impact on their household, compared to those who use 1-6 garbage tags per year (18%) and those who do not use garbage tags (14%).
- Those who would need to continue to have their garbage picked up weekly are more likely to find at least some impact (19%) than those who could manage every-other-week collection (12%).

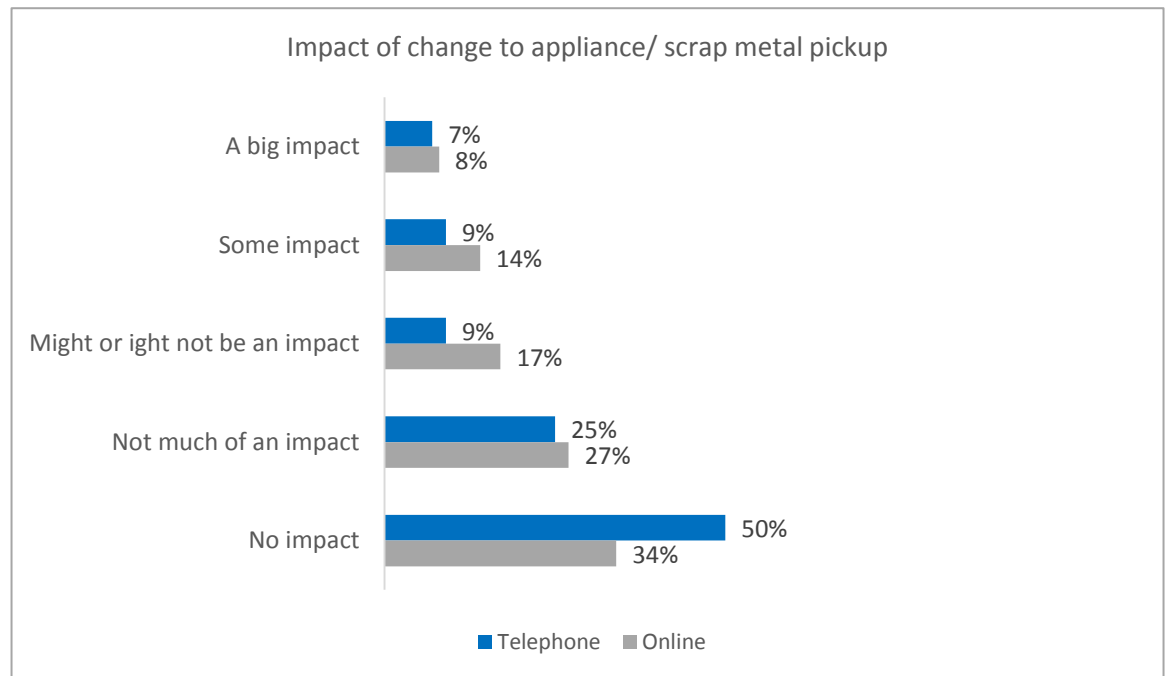


Figure 2.2b – Impact of change to appliance/scrap metal collection, by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
A big impact	7%	--	11%	7%	8%	10%	7%	9%	7%	8%	3%	8%	4%
Some impact	9%	8%	11%	4%	11%	13%	7%	11%	10%	5%	9%	8%	7%
Might or might not be an impact	9%	14%	11%	12%	11%	12%	8%	4%	9%	10%	1%	8%	10%
Not much of an impact	25%	28%	25%	25%	27%	23%	27%	20%	28%	34%	11%	23%	16%
No impact	50%	50%	43%	52%	43%	42%	51%	56%	46%	43%	76%	53%	63%

2.3 Clear Bags

2.3.1 Support for clear bags

Q33 – A third option under consideration is the mandatory use of clear garbage bags. Some municipalities in Canada have already made this change. The cost for the clear bags would be about the same as green/black garbage bags. Clear garbage bags will make it easier to see recyclable or organic material that should be placed in the Blue/Grey Box or Green Bin or Hazardous Waste items that should be disposed of safely. A smaller opaque bag, such as a grocery bag, can be placed inside the clear garbage bag for disposing of sensitive or personal items. Would you support a switch to clear garbage bags? (Full Sample)

Household support for the mandatory use of clear bags in the telephone survey was surprisingly a fairly even split. 48% would support (definitely or probably), and 52% do not support.

It's a different picture when looking at the sentiment expressed in the online survey. 27% would support, and 73% oppose.

Respondent Sub-Segment Findings (Telephone)

- Those who would need to continue to have their garbage picked up weekly are more likely to support the use of clear bags (57%) than those who could manage every-other-week collection (40%).

Figure 2.3.1a – Support for mandatory clear garbage bags by survey type

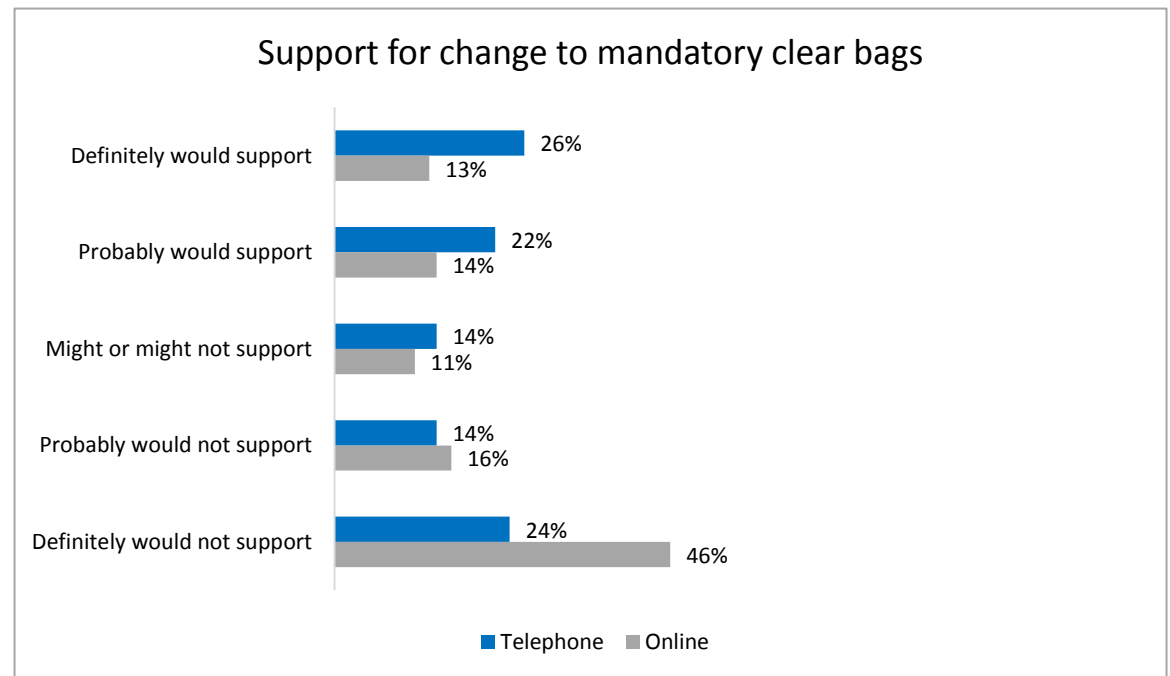


Figure 2.3.1b – Support for mandatory clear garbage bags by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Definitely would support	26%	19%	24%	28%	26%	30%	33%	24%	23%	20%	26%	33%	27%
Probably would support	22%	26%	28%	23%	19%	16%	15%	24%	26%	30%	16%	20%	19%
Might or might not support	14%	17%	14%	12%	13%	19%	16%	19%	15%	16%	8%	13%	11%
Probably would not support	14%	17%	17%	17%	16%	12%	12%	7%	14%	8%	13%	15%	12%
Definitely would not support	24%	21%	17%	20%	26%	23%	24%	26%	22%	26%	37%	19%	31%

2.3.2 Why support/not support?

Q34 – Why do you say that (support/not support clear bags)?

(Full Sample)

	Total	Support clear bags	Oppose clear bags
Keeps unwanted items from landfill	28%	51%	6%
Encourages use of Blue/Grey boxes and Green Bins	25%	48%	5%
Concerned about invasion of privacy	25%	8%	40%
Don't want my neighbours seeing my garbage	14%	3%	24%
Concerned about strength of clear bags	5%	2%	8%
We do not need "garbage police"	5%	1%	8%
Added cost/more effort	4%	1%	8%
Neutral/indifferent (General)	4%	6%	3%
We only use small grocery bags	3%	1%	5%
Stupid/no need (General)	2%	--	3%
Safer/better for waste management people	1%	3%	--

NOTE: All other responses are less than one percent total

"Clear bags tend to cost more money and are not as readily available. I also think having them curbside looks gross vs a black garbage bag. That being said I can understand why this idea could potentially reduce the amount of unacceptable items..."

"I just don't buy garbage bags so that would be an extra expense for us. Otherwise I am on board, we have nothing to hide..."

"Taking the trouble to separately sort embarrassing or secure sensitive material is annoying..."

"Clear bags are more expensive for one. The world doesn't need to see my garbage. Are you going to refuse pick up if I have recyclables in my trash? What about recycling that can't be cleaned like pizza boxes? Teaching what can be recycled and what can't would be far better..."

"If it becomes mandatory I will of course comply but personal items aside, I am not a fan of having my neighbours being able to see what I purchase, eat or throw out. Items come into my house concealed in shopping bags and that privacy with them going out is just as important to me..."

2.4 Every Other Week Garbage Collection

2.4.1 Managing every-other-week collection

Q35 – In Niagara Region an average of 50% of every garbage bag is food waste. A fourth option under consideration, that is already in practice in many other municipalities which encourages residents to use their Green Bin, is to pick up garbage every-other-week, but continue to collect unlimited Blue/Grey Boxes and Green Bins every week. There would be no change or reduction in the garbage container limit, but there would be less frequent pickup. With collection every-other-week, you would be allowed two garbage bags/containers. Based on your household's waste practices, would you be able to manage? (Full Sample)

Residents were split on their feelings about garbage collection every-other-week, with slightly more leaning towards continuing their weekly collection.

46% of the telephone survey, and 41% of those in the online survey could manage every-other-week collection.

Figure 2.4.1a – Ability to manage Every Other Week garbage collection by survey type

	Telephone (n= 1,253)	Online (n=6,369)
Be able to manage EOW collection	46%	43%
Need to continue weekly collection	54%	57%

	Niagara Region		Waterloo Region ³	
	Telephone (n=1,253)	LDR Online (n=6,639)	Telephone (n=511)	Online (n=7,087)
Be able to manage garbage collection every-other-week	46%	43%	50%	36%
Need to continue having your garbage picked up weekly	54%	57%	50%	64%

³ Region of Waterloo Waste Survey, Metroline Research Group Inc., 2014

Respondent Sub-Segment Findings (Telephone)

- Residents 65+ years are more likely to be able to manage every-other-week collection (51%), compared to those 45-64 years (45%) and those 18-44 years (41%).
- Those in single person households (62%) are more likely to be able to manage every-other-week collection than those in two person households (50%), and those in households of three or more (37%).
- Households with no one using diapers are more likely to be able to manage every-other-week collection (47%) than those with someone in diapers (31%).
- Those who do not use garbage bag tags in an average year are more likely to be able to manage every-other-week collection (52%) than those who use 1-6 garbage tags (41%) and those who use 7+ garbage tags (24%).
- Those who participate in organics collection are more likely to be able to manage every-other-week collection (50%) compared to those who are not currently participating in organics collection (37%).
- Those who support mandatory use of clear bags (55%) are more likely to be able to manage every-other-week collection (55%) than those who oppose mandatory clear bags (38%).
- Those who currently put out more garbage are less likely to say they could manage every-other-week collection

Figure 2.4.1b – Ability to manage every-other-week garbage collection by typical garbage set out

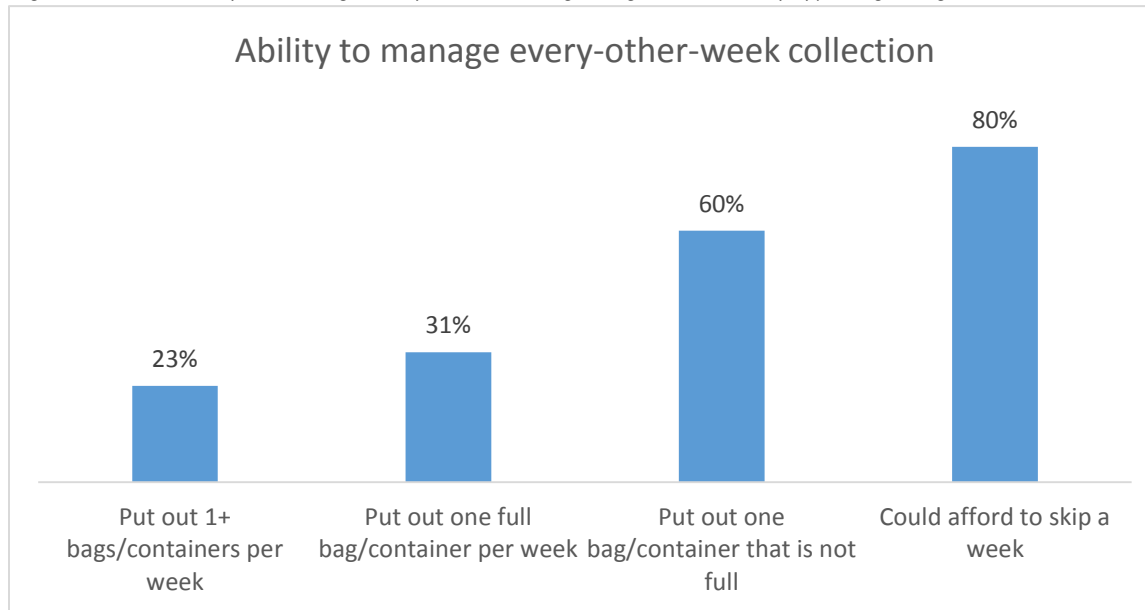


Figure 2.4.1b – Ability to manage Every Other Week garbage collection by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Be able to manage EOW collection	46%	52%	48%	52%	36%	50%	52%	40%	50%	47%	40%	49%	38%
Need to continue weekly collection	54%	48%	52%	48%	64%	50%	48%	60%	50%	53%	60%	51%	62%

2.4.2 Impact of every-other-week collection

Q36 – If Niagara Region collected garbage bags every-other-week, but collected your Blue/Grey Boxes and Green Bins every week, what would be the impact on your household? (Full Sample)

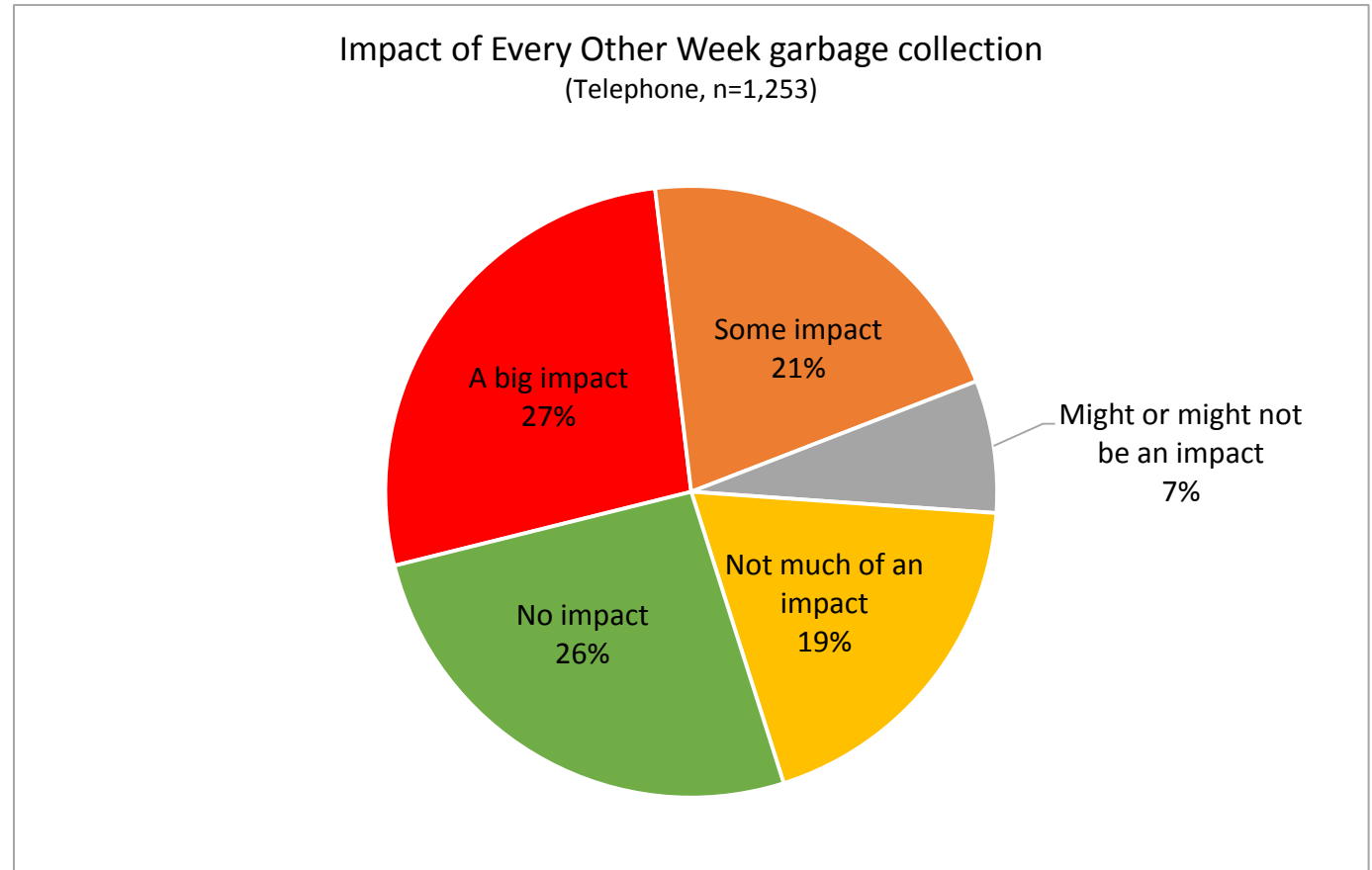
Figure 2.4.1a – Impact of Every Other Week garbage collection (Telephone)

In the telephone survey, just under half of residents (48%) feel there would be at least “some” impact on their household if Niagara Region switched to every-other-week garbage collection (while continuing to collect blue/grey boxes and green bins weekly).

A slight majority (52%) feel there would be little to no impact to their household.

Respondent Sub-Segment Findings (Telephone)

- Those in households of three or more (62%) are more likely to say there would be a big/some impact, compared to households of two people (40%) and single person households (33%).
- Those 18-44 years (59%) are more likely to say there would be a big/some impact, compared to those 45-64 years (48%) and those 18-44 years (41%).
- Those using diapers (70%) are more likely to say there will be an impact, compared to households with no diapers (47%).



- Those using 7+ garbage bag tags per year (76%) are more likely to say there will be an impact, compared to those using 1-6 garbage tags (55%) and those not using garbage tags (41%).
- Those not participating in the green bin/organics collection are more likely to say there will be an impact (57%) than those who are participating (45%).

Figure 2.4.1b – Impact of Every Other Week garbage collection

	Niagara Region		Hamilton ⁴		Waterloo Region ⁵	
	Telephone (n=1,253)	Online (n=6,639)	Telephone (n=800)	Online (n=1,468)	Telephone (n=511)	Online (n=7,087)
A big impact	27%	37%	34%	44%	25%	18%
Some impact	21%	21%	20%	19%	29%	24%
Might or might not be an impact	7%	9%	6%	8%	7%	10%
Not much of an impact	19%	17%	18%	13%	22%	24%
No impact	26%	16%	22%	16%	17%	24%
Impact Ratio (Big/Some vs. Not much/no impact)	+3	+25	+14	+34	+15	-6

While 48% of Niagara region resident indicate every-other-week collection would have some impact on their household, these numbers are lower than the 54% of residents in Hamilton and Waterloo Region who indicated there would be an impact on their household.

⁴ City of Hamilton Waste Management Services Public Engagement Survey – Metroline Research Group, 2016

⁵ Region of Waterloo Waste Survey, Metroline Research Group Inc., 2014

Figure 2.4.1c – Impact of Every Other Week garbage collection by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
A big impact	27%	19%	32%	16%	38%	15%	18%	27%	25%	26%	31%	28%	35%
Some impact	21%	23%	19%	23%	19%	31%	23%	24%	20%	26%	23%	20%	16%
Might or might not be an impact	7%	13%	--	5%	7%	9%	4%	5%	8%	7%	3%	8%	10%
Not much of an impact	19%	14%	21%	21%	22%	15%	16%	23%	19%	23%	13%	18%	18%
No impact	26%	31%	28%	35%	14%	30%	39%	21%	28%	18%	30%	26%	21%
Impact Ratio	+3												

2.4.3 Why is there an impact

Q37 – Why do you say that? (Base - Asked of those who say there would be a big/some impact)

Those who feel there would be a “big impact” or “some impact” were asked for the primary reasons why (unaided, this list was not provided).

The biggest barrier is the smell, especially in the summer time (63%), significantly higher than all other mentions.

Keeping animals out of the garbage was the second barrier, at 39%.

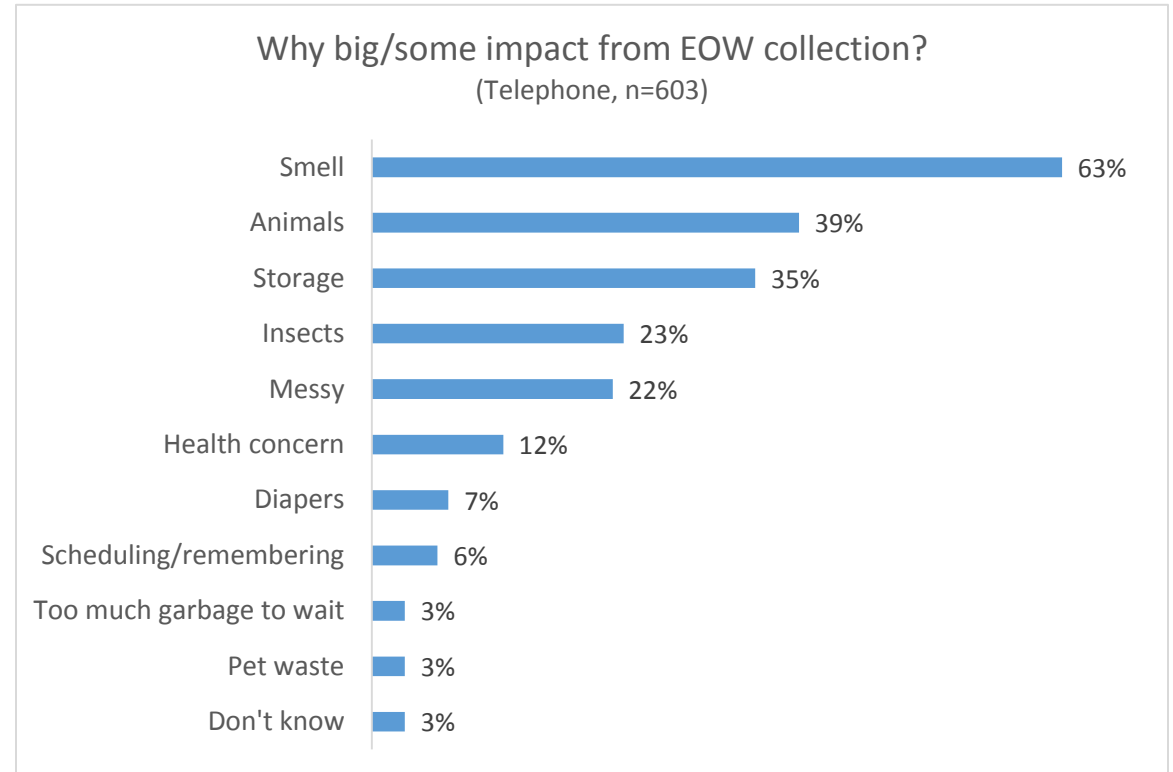
Finding space to store the garbage for the extra week was third, at 35%.

“The stench would be absolutely sickening in the summer, and it would also be a big draw for flies and rats and we are overrun with them already - both of which could be a health issue. Instead of punishing those of us that recycle and try to keep garbage at a minimum try increasing the cost of the bag tags substantially - if the price is high enough they'll learn to recycle...”

“We produce a full green bin and full garbage every week for a family of 4. Bi-weekly garbage would result in us having 2 bags of garbage bi-weekly. We do not have storage space for this extra bag. We already have a mice problem in our neighbourhood and we are concerned that it would increase if we are keeping bags of garbage for longer. Our garbage contains soiled diapers and holding them longer would greatly increase odour issues...”

“Where am I supposed to keep this garbage for an extra week. If I leave it outside animals will get it, if I leave it in my house it will smell and I will have flies in my house...”

Figure 2.4.3a – Why big/some impact of EOW collection? (Telephone)



2.5 Making A Choice

Q38 - If you had to choose between mandatory use of clear garbage bags, every-other-week garbage collection, or the use of both, which would you choose? (Full Sample)

In the telephone survey, residents could not see the option for “neither”, and our interviewers worked to force a choice from the other three. In the online survey, this was visible after the first day or two of fieldwork, and as a result was selected more often.

In the telephone survey, between the two, there was a slight preference for clear garbage bags over every-other-week, but not dramatically so. In the online survey, residents who made a choice decided on every-other-week collection over clear bags by a margin of about 2:1.

Figure 2.5a – Choice between EOW collection and/or clear garbage bags by survey type

	Telephone (n=1,253)	Online (n=6,639)
Clear garbage bags	33%	17%
EOW garbage collection	27%	33%
Both clear garbage bags and EOW garbage collection	21%	12%
Neither **	19%	38%

Figure 2.5b – Choice between EOW collection and/or clear garbage bags by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Clear garbage bags	33%	26%	33%	31%	37%	36%	26%	40%	33%	31%	33%	36%	37%
EOW garbage collection	27%	31%	24%	33%	22%	22%	34%	21%	30%	42%	21%	20%	20%
Both clear garbage bags and EOW garbage collection	21%	25%	24%	20%	13%	30%	19%	24%	20%	16%	19%	25%	22%
Neither	19%	18%	19%	16%	28%	12%	21%	15%	17%	11%	27%	19%	21%

Subject: Water and Wastewater Financial Plan for O.Reg. 453/07

Report to: Public Works Committee

Report date: Tuesday, January 8, 2019

Recommendations

1. That the following statements included in the Water and Wastewater Financial Plan **BE APPROVED** by a resolution of Regional Council in accordance with O.Reg 453/07:
 - Pro forma Statement of Financial Position - Water
 - Pro forma Statement of Financial Operations - Water
 - Pro forma Statement of Cash Flow/Cash Receipts – Water
2. That the Water and Wastewater Financial Plan **BE APPROVED** to be used by staff as the guidance for the preparation of water and wastewater budgets for the 2019 to 2028 period of the plan.
3. That a copy of the Water and Wastewater Financial Plan **BE SUBMITTED** to the Ministry of Municipal Affairs and Housing.
4. That a copy of the Water and Wastewater Financial Plan **BE MADE** available on the Regional website.

Key Facts

- Approval of the Water and Wastewater Financial Plan is a legislated requirement as per O.Reg. 453/07.
- O.Reg. 453/07 requires that the Financial Plan cover only water operations, however information for wastewater operations has also been included in the same format in order to show a more complete picture; especially given Niagara Region is experiencing greater fiscal challenges in wastewater operations related to both sustainability and growth. This approach is in line with the Province's principles of Financially Sustainable Water and Wastewater Services (Appendix 2), and is consistent with Niagara Region's financial planning process. Similarly, although the regulations only require a 6-year plan, Niagara has prepared a 10-year plan to coincide with the 2019 capital budget forecast timeframe.
- The Water and Wastewater Financial Plan presents a snapshot of Niagara Region's current and forecasted position, and requires approval by resolution of Regional Council prior to renewal of the Region's Drinking Water Licenses, which expire February 23, 2019.

- The Water and Wastewater Financial Plan was prepared based on the proposed 2019 water and wastewater operating budget and the proposed 2019-2028 water and wastewater capital budget and forecast. The Region's 2017 Asset Management Plan (AMP) and 2017 Water and Wastewater Master Servicing Plan (MSP) are the basis of the capital and operating budgets and thus the foundation of the Financial Plan as well.
- The Water and Wastewater Financial Plan proposes an annual rate increase for 10 years of 5.15% comprised of an annual increase to the water requisition of 3.8%, and an annual increase to the wastewater requisition of 6.0%.
- The Region's current Taxpayer Affordability Guidance Policy that ties annual budget guidance to inflation cannot be used going forward for the development of future water and wastewater budgets, as it does not put the water and wastewater systems in a position of sustainability.

Financial Considerations

The Water and Wastewater Financial Plan was prepared based on the proposed 2019 water and wastewater operating budget and the proposed 2019-2028 water and wastewater capital budget and forecast.

The following guiding principles were used to help create the Water and Wastewater Financial Plan:

- Smooth the rate increases over the 10 year period
- Incorporate water and wastewater asset sustainability requirements in accordance with the approved Asset Management Plan
- Ensure funds are available to support growth related capital in accordance with the approved Water and Wastewater Master Servicing Plan
- Maintain minimum reserve balances at 2% of current asset value
- Balance the use of debt with needs of the Levy supported programs
- Use of reserves/pay-as-you-go for existing assets sustainability
- Use of debt for the Region portion of growth related infrastructure

Niagara Region's Water and Wastewater Operations division currently operates and maintains assets with an estimated replacement value of \$4.4 billion. The Region's Asset Management Plan (AMP) has identified that in order to properly sustain these assets, and clear an infrastructure backlog of \$360 million, a total of \$106 million in sustainability capital is required annually for the next 50 years. This is referred to as the Average Annual Renewal Investment (AARI). The current capital budget and forecast has taken steps to reduce the existing gaps and increase funding for sustainability, however on average only \$69 million a year in sustainability projects are included.

In addition to requirements to sustain existing infrastructure, Niagara Region's Water and Wastewater Master Serving Plan has also identified a significant amount of new infrastructure that is required to support growth. A total of \$557 million in growth related capital is included in the water and wastewater capital budget and forecast. While the majority of growth is funded externally from the collection of development charges, a total of \$172 million of the new infrastructure is considered a benefit to existing and therefore must be funded from regional funds.

Based on the guiding principles above; the need to significantly increase capital sustainability funding; and the need to fund the regional portion of growth; the Water and Wastewater Financial Plan has identified the need for an annual 5.15% rate increase in order to be sustainable and viable over the 10-year forecast period. The 5.15% increase is comprised of an annual increase to the water requisition of 3.8%, and an annual increase to the wastewater requisition of 6.0%.

Other municipalities are being faced with the same fiscal challenges as the Region in funding their water and wastewater systems as indicated in the page 5 of the Water and Wastewater Financial Plan (Appendix 3), which highlights annual rate increases in other jurisdictions of between 4.0% to as high as 9.0% per year.

Approval of the Water and Wastewater Financial Plan is an approval in principle only of the Plan. Separate approval of the Water and Wastewater Operating Budgets as well as the 10-year Capital Budget and Forecast are required annually and are not part of this report.

Analysis

Niagara Region has five existing licenses, all of which require renewal in 2019. The Municipal Drinking Water Licensing Program was implemented under the Safe Drinking Water Act (2002) (SDWA) and requires system owners to meet the following five key requirements for licensing:

1. Drinking Water Works Permit
2. Permit to Take Water
3. Approved Operational Plan
4. Accredited Operating Authority
5. Financial Plan

Through the approvals recommended in this report related to the Financial Plan, Niagara Region can finalize and submit the applications for license renewals.

Niagara's Financial Plan has been prepared to meet the requirements of O.Reg. 453/07 and will serve as a valuable tool to ensure the long-term financial sustainability of the Region's drinking water systems.

Provided as Appendix 1 is a summary of the Financial Plan requirements as per O.Reg 453/07, along with an overview of the way in which Niagara Region is satisfying those requirements. The regulations provide specific requirements with respect to the timing, content, and structure of the financial plan, as well as the means by which transparency to the public is ensured.

Appendix 2 lists the principles of financial sustainability as outlined in the Ministry of the Environment's guideline, "Towards Financially Sustainable Drinking-Water and Wastewater Systems".

Appendix 3 provides the full Water and Wastewater Financial Plan, including the three key pro forma schedules required under the provincial regulations, which are:

- Statement of Financial Operations – summarizes annual revenues & expenditures
- Statement of Cash Flow/Cash Receipts – summarizes cash generation & utilization
- Statement of Financial Position – summarizes financial assets, tangible capital assets, and the accumulated surplus

Alternatives Reviewed

The preparation of the Water and Wastewater Financial Plan and approval by Council is required as per O.Reg 453/07. Should the Region not have an approved Water and Wastewater Financial plan it would mean its Drinking Water Licenses would not be renewed and the Region would not be permitted to continue to provide drinking water to the residents, businesses, and visitors of Niagara.

An additional alternative is to prepare a financial plan based on only inflationary increases, however this plan would not show that the water and wastewater systems to be sustainable. Not only would this fail to satisfy the requirements of O.Reg 453/07, but it would also contradict the needs identified in the Region's approved AMP and the Water Wastewater MSP.

Relationship to Council Strategic Priorities

The Water and Wastewater Financial Plan supports Council's performance outcome by maintaining existing infrastructure, while also supporting the fostering growth priority by providing new infrastructure to support growth and economic development in Niagara Region.

Other Pertinent Reports

PW 13-2014, January 28, 2014, Financial Plan for Ontario Regulation 453/07

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Appendices

Appendix 1	Summary of O.Reg. 453/07	6
Appendix 2	Development of Long-Range Financial Plan, Water and Wastewater Operations, In Accordance with O.Reg. 453/07	7
Appendix 3	W-WW Ten Year Financial Plan	8

Appendix 1 – Summary of O. Reg 453/07

Item	O.Reg. 453/07 Requirement	Niagara Region's Status
Approval	The Financial Plan must be approved by a resolution that indicates that the drinking water system is financially viable that is passed by the Council of the municipality. S.3(1)1.i.	By way of this report, staff are recommending Regional Council approve the Pro Forma statements as presented.
Period	The Financial Plan must apply for a period of at least six years. S.3(1)2.	Niagara Region's plan covers a period of 10 years.
Contents	For each year in which the Financial Plan applies, it must include details of the proposed or projected financial position, financial operations, and gross cash receipts and payments for the drinking water system. S.3(4).	Required details are included in the Financial Plan for all drinking water systems as presented.
Public Transparency	The Financial Plan must be available free of charge to the public, published on the internet and notice of its availability provided to members of the public who are serviced by the drinking water system. S.3(5).	Niagara Region's Financial Plan will be made available to the public as required, once approved by Regional Council.
Submission	The owner of the drinking water system must give a copy of the Financial Plan to the Ministry of Municipal Affairs and Housing. S.3(6).	Niagara Region's Financial Plan will be submitted to the Ministry of Municipal Affairs and Housing once approved by Regional Council.
Multiple Systems	If two or more drinking water systems are solely owned by the same owner, they may be treated as if they were one drinking system. S.4.	Niagara Region prepared one Financial Plan, which applies to all of its systems.
Updates	Financial Plans may be updated at any time. S.5. A new submission is required when drinking water licenses are renewed.	Niagara Region's Financial Plan will be regularly updated by staff to reflect future approvals in operating and capital spending and funding levels.

Appendix 2 – Principles of Financial Sustainability

The Ministry of the Environment released a guideline (“Towards Financially Sustainable Drinking-Water and Wastewater Systems”) that provides possible approaches to achieving sustainability. The Province’s Principles of Financially Sustainable Water and Wastewater Services are provided below:

- **Principle #1:** Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system(s) to which they relate.
- **Principle #2:** An integrated approach to planning among water, wastewater, and storm water systems is desirable given the inherent relationship among these services.
- **Principle #3:** Revenues collected for the provision of water and wastewater services should ultimately be used to meet the needs of those services.
- **Principle #4:** Life-cycle planning with mid-course corrections is preferable to planning over the short-term, or not planning at all.
- **Principle #5:** An asset management plan is a key input to the development of a financial plan.
- **Principle #6:** A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.
- **Principle #7:** Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.
- **Principle #8:** Financial Plans are “living” documents that require continuous improvement. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.
- **Principle #9:** Financial plans benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff, and municipal council.

Niagara Region Water and Wastewater

Ten Year Financial Plan

Introduction:

Niagara Region's ten-year Water and Wastewater Financial Plan was developed to provide a sustainable strategy for water and wastewater infrastructure over the next ten years. The Financial Plan is a requirement in order to renew Niagara Region's license to treat water, mandated by the Safe Drinking Water Act, O.Reg 453/07.

O.Reg 453/07 requires the Water and Wastewater Financial Plan only cover water operations however; information for wastewater operations has also been included in the same format in order to show a more complete picture. This is particularly important for the Region since it is experiencing greater fiscal challenges in wastewater operations related to both sustainability and growth. This approach is in line with the Province's Principles of Financial Sustainable Water and Wastewater Services. Regulations also only require a 6-year plan however; this plan covers a period of 10 years to coincide with the Region's capital budget and forecast planning horizon.

This Financial Plan will serve as a basis for future budget forecast recommendations, to ensure the long-term sustainability for both water and wastewater operations.

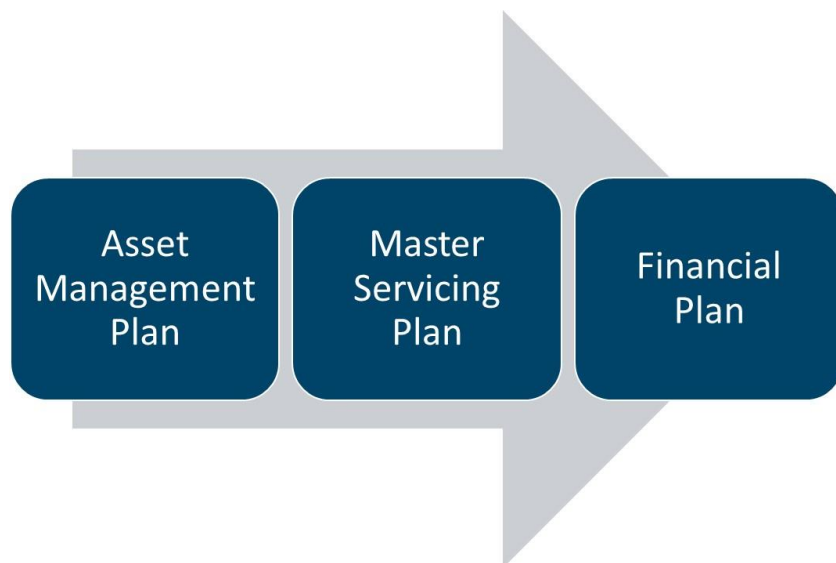
Guiding Principles

The following guiding principles have been used as the basis for the creation of the Water and Wastewater Financial Plan:

- Smooth the rate increases over the 10 year period
- Incorporate water and wastewater asset sustainability requirements in accordance with the approved Asset Management Plan
- Ensure funds are available to support growth related capital in accordance with the approved Water and Wastewater Master Servicing Plan
- Maintain minimum reserve balances at 2% of current asset value
- Balance the use of debt with needs of the Levy supported programs
- Use of reserves/pay-as-you-go for existing assets sustainability
- Use of debt for Region portion of growth related infrastructure

Why Do We Need a Financial Plan Now?

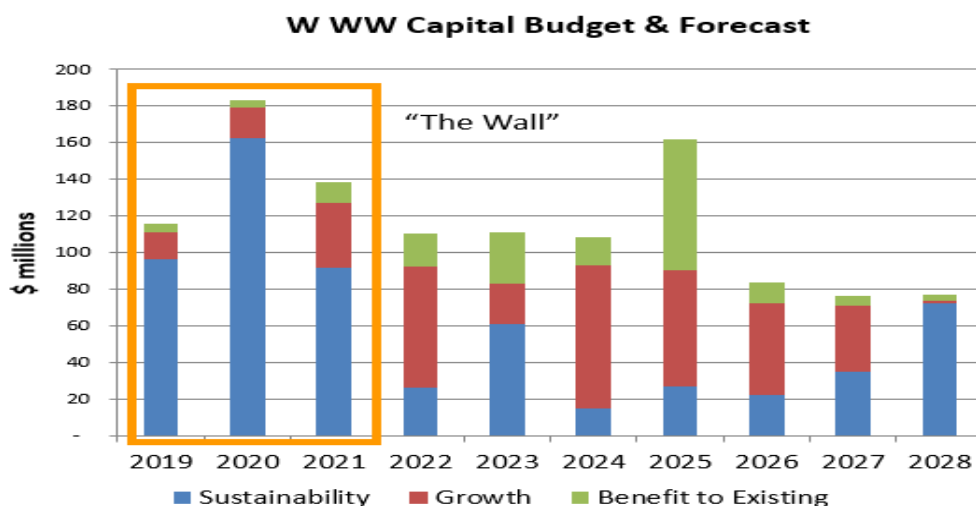
Water and wastewater assets have a current replacement value of \$4.4B. These assets are aging, and many will require upgrade or replacement within the next 5 to 15 years. Without a solid and viable financial plan, we will not be able to afford our sustainability and lifecycle infrastructure needs moving forward, nor will we be able to afford future growth.



Niagara Region has recently completed a detailed Asset Management Plan (AMP) as well as a detailed Water and Wastewater Master Serving Plan (MSP), both of which have been endorsed and approved by Regional Council. Information from both the AMP and MSP serves as the base for the Water and Wastewater Financial Plan.

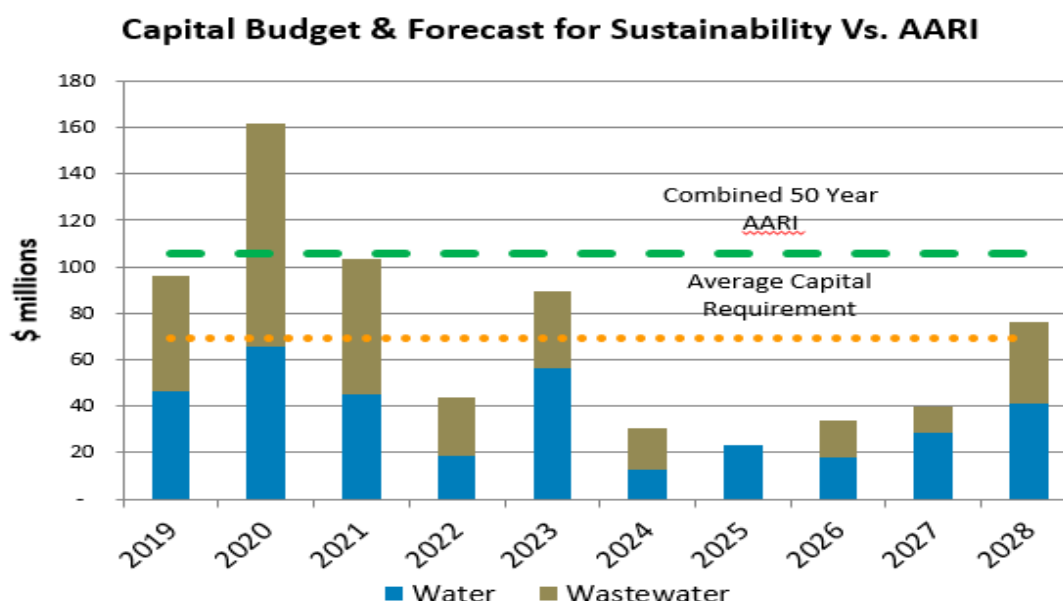
Proposed 2019 Capital Budget and Forecast

The proposed 2019 water and wastewater capital budget and 10-year forecast is \$1.17B. This is comprised of water capital of \$529M and wastewater capital of \$638M.



“The Wall” in 2019, 2020 and 2021 is a product of previous deferrals of sustainability projects, and will continue to grow without a sustainable plan in place to fund these projects. If the Region chooses to continue to defer projects and not follow a sustainable financial plan, the wall will continue to grow. This will ultimately lead to higher capital costs in the future, increased maintenance costs in operating budgets, and increased operational risk from equipment failure.

The Region’s AMP identified a target level of capital to be spent each year for water and wastewater in order to properly sustain its existing infrastructure. This target is called an Average Annual Renewal Investment (AARI). For water and wastewater, the amount is \$106M annually over 50 years in order to both clear the existing infrastructure backlog of \$360M as well as reach a level of sustainability for existing assets. The current capital budget and forecast helps to move water and wastewater towards where it needs to be, however full sustainability is not a quick fix. The capital budget and forecast provides an average of \$69M per year towards sustainability capital.



A plan is also required for large projects in the forecast such as the South Niagara Falls Wastewater Plant planned for 2025. Although this is a project driven by growth, the Region will have to fund the benefit to existing portion of costs. The forecast includes capital projects for growth totaling \$557M, of which \$172M is benefit to existing and must be funded by the Region.

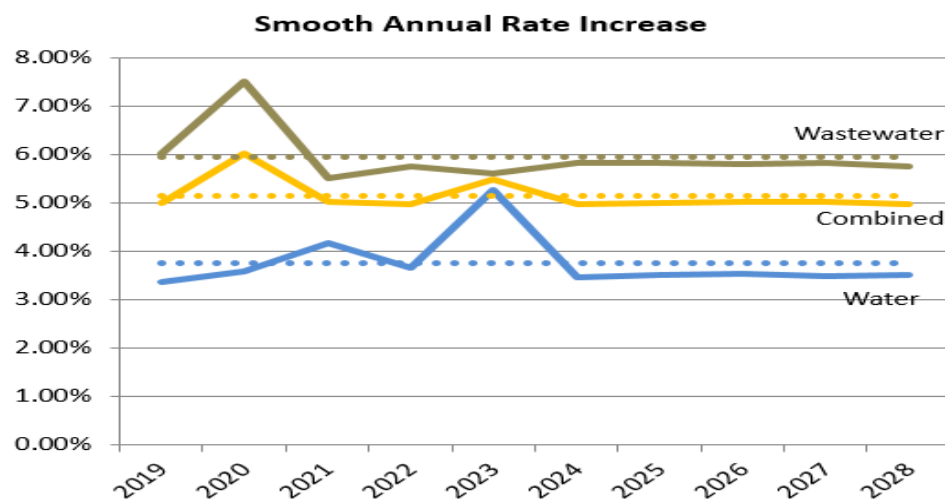
Action Plan

The following action items have been identified as key items as part of the Water and Wastewater Financial Plan:

- **Smooth Rate Increase** - Increase water and wastewater requisitions by 5.15% annually over a 10-year period.
- **Increase Annual Capital Contribution** - move towards an Annual Average Renewal Investment that achieves \$106M over 50 years.
- **Maintain Minimum Reserves** - balances at 2% of current asset value.
- **Change Funding Practices** - use the right type of financing for the right type of asset.
- **Maintain Debt Levels** - as per provincial guidelines while maintaining Standard & Poor's (S&P) credit rating.

Smooth Rate Increase

The Water and Wastewater Financial Plan includes a smooth year over year increase to both the water and wastewater requisition from local area municipalities.



This reduces the large peaks and valleys in the forecast and provides better cost certainty to the LAMs for their budgeting and rate setting requirements. The water budget increases by 3.8% per year, and wastewater by 6.0% per year for a combined increase of 5.15%. Included in this is the assumption that operating costs will continue to increase annually by inflation of 2%, with the exception of utilities, which have been increased annually by 6%, and the capital financing (debt and reserve transfers) required to move towards sustainability.

Niagara Region is not the only jurisdiction faced with water and wastewater funding challenges. The below chart is provided to show what other municipalities have done, or are planning to do to their

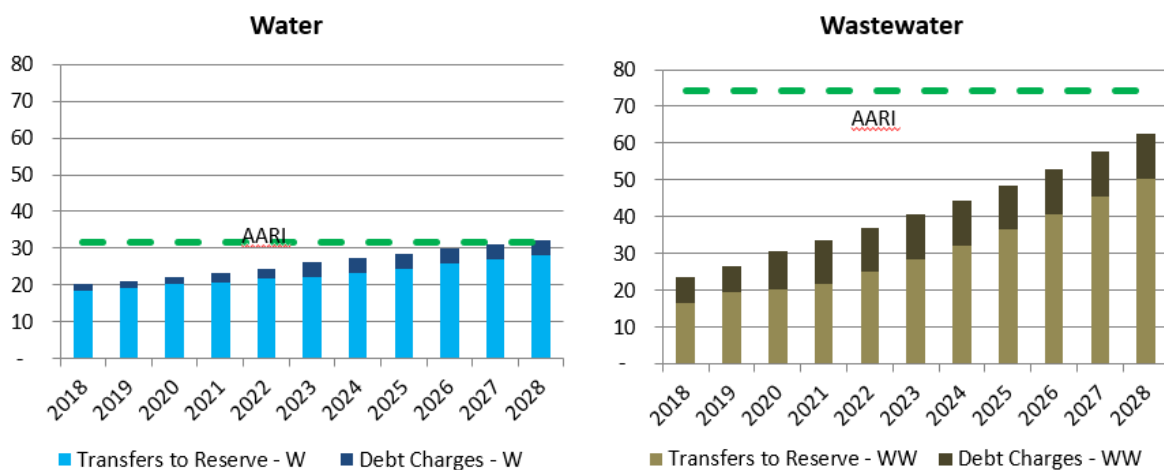
rates to address their needs. It is evident by looking at historic increases that Niagara has not been keeping pace with its peers.

Municipality	2015 rate increase	2016 rate increase	2017 rate increase	2018 rate increase	Proposed 2019 rate increase
Hamilton	4.20%	4.70%	4.85%	4.30%	4.62% / 4.71%
Toronto	8.00%	8.00%	5.00%	5.00%	n/a
Sudbury	4.00%	7.40%	7.40%	7.40%	7.40%
Peel	7.00%	9.00%	4.20%	5.00%	6.50%
York	n/a	9.00%	9.00%	9.00%	9.00%
Niagara	-0.41%	0.84%	-0.03%	2.05%	5.15%

Increase Annual Capital Contribution

The Water and Wastewater Financial Plan includes increases each year to capital funding in the form of both transfers to reserve and debt. The charts below show the impact of the increased annual contributions.

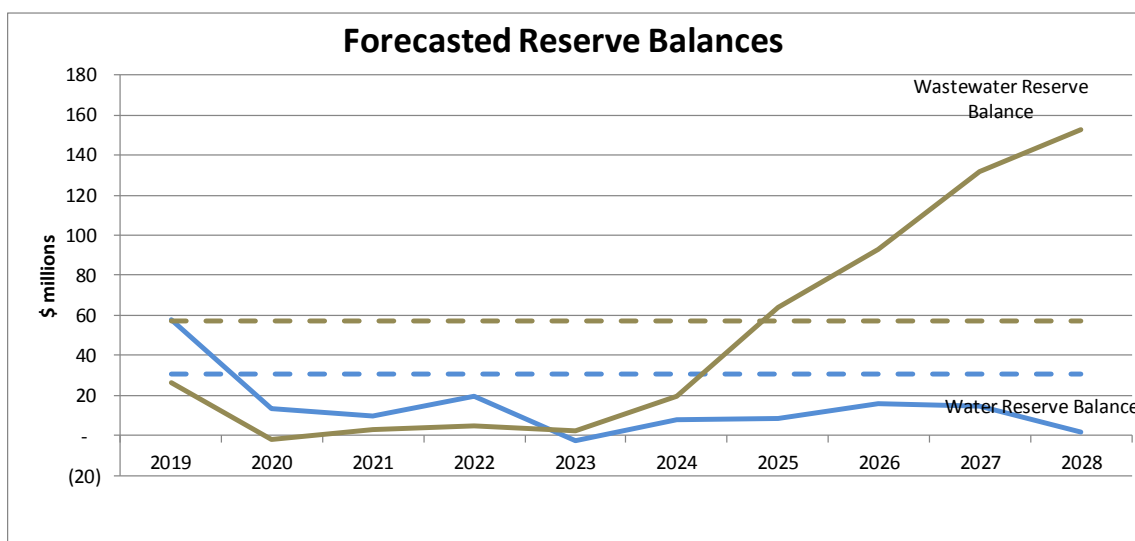
Summary of Internal Capital Funding from Operating



The contribution levels for both water and wastewater gradually increase to the point of meeting their respective AARL levels of \$32M for water and \$74M for wastewater. Water is able to eliminate the gap fully by the end of the forecast period; however more work is required in wastewater where the Region is experiencing most of its fiscal and operational challenges.

Maintain Minimum Reserve Balances

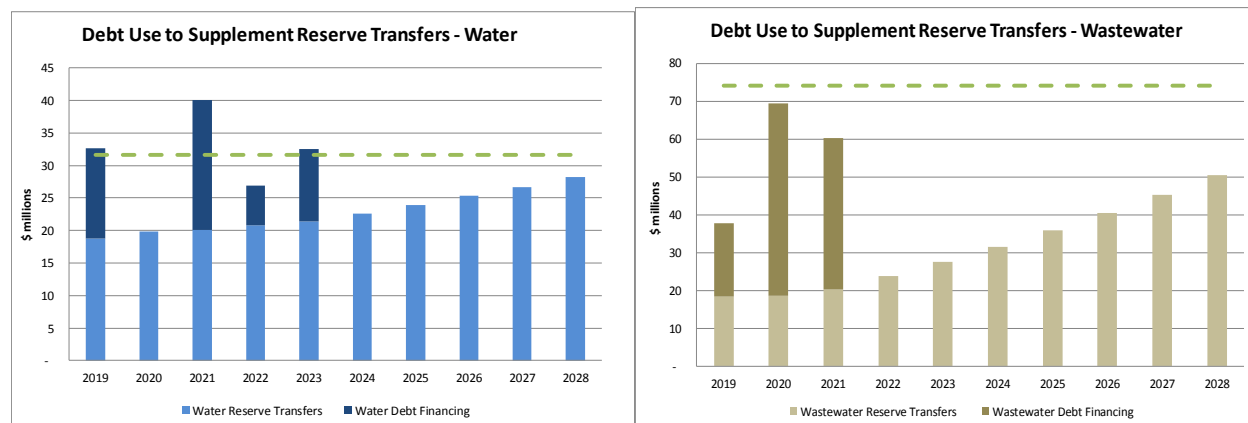
The Water and Wastewater Financial Plan has been created with the guideline of maintaining minimum reserve balances at 2% of the replacement value of assets. This provides a water target balance of \$31M, and a wastewater target balance of \$57M. The below chart provides an annual summary of projected reserve balances. Water and wastewater reserves combined are below target in the beginning years of the forecast and at times drop below \$0. A conservative approach has been taken in providing these balances, and as such, things like funds being returned to reserves from closed projects are not included. The capital budget and forecast will be looked at in detail each year, including the funding required, and adjustments will be made if required based on the funding available.



The wastewater reserve does climb above the target by the end of the forecast period. This provides additional financial flexibility should upper tier funding applications for the South Niagara Falls Wastewater Treatment Plant not be successful. Higher than targeted reserve balances could also be used to reduce any existing backlogs or close existing sustainability gaps at an accelerated pace.

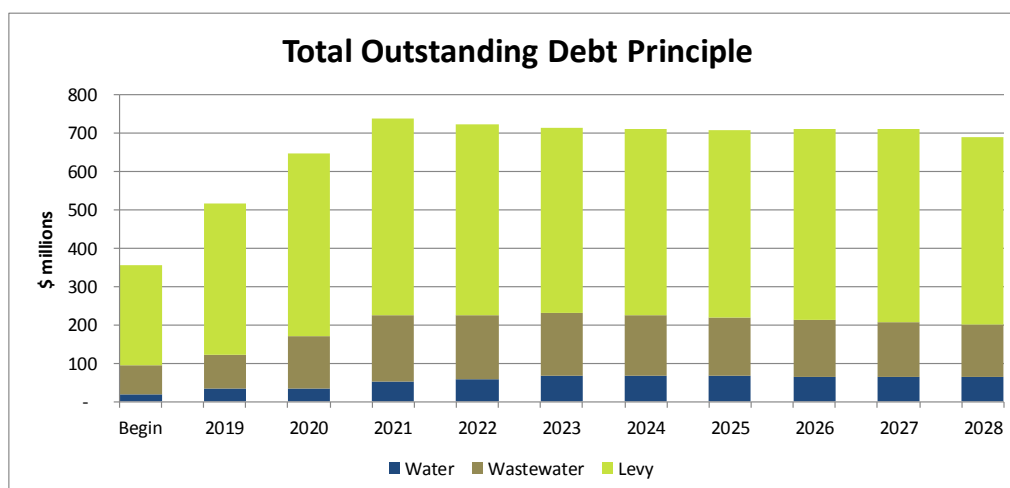
Change Funding Practices:

The Water and Wastewater Financial Plan recommends the usage of the right type of financing for the right type of asset. Capital projects for existing asset sustainability will be funded by reserves where possible, while debt will be used to fund the Region's portion of growth related infrastructure.



The above chart shows the capital financing required for sustainability capital with both water and wastewater showing the transfer amounts increasing annually towards the required AARI levels. Debt will still need to be issued in 2019 and 2021 through 2023 in water, and in 2019 through 2021 for wastewater in order fund the existing backlog of capital for sustainability projects.

Water and wastewater will need to increase the total level of debt outstanding as part of the Water and Wastewater Financial Plan. It is important to note that water and wastewater has traditionally funded capital projects on a pay-as-you-go approach, meaning very little debt was issued and the majority of funding was provided by capital reserves. While debt levels in water and wastewater will increase, in comparison to debt levels for levy-supported programs, debt levels are still much lower as shown in the chart below.



Currently water and wastewater debt principal is \$93M, which is approximately only 2% when compared to the replacement value of existing assets of \$4.4B. Debt principle outstanding will peak at \$229M in 2023 and decline from that point going forward.

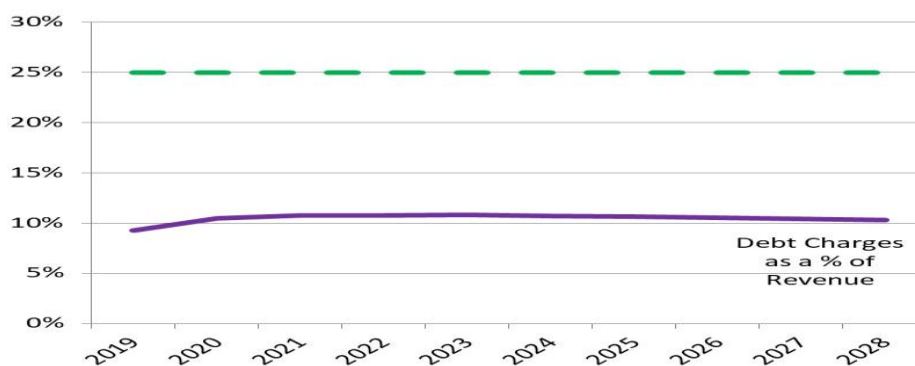
Maintain Debt Levels

The Water and Wastewater Financial Plan ensures that debt levels remain sustainable and do not put future financial hardship on the Region. There are two key limits that are considered when evaluating debt levels.

1. The Province of Ontario Annual Repayment Limit (ARL)
2. Standard & Poor's (S&P) Debt Limit

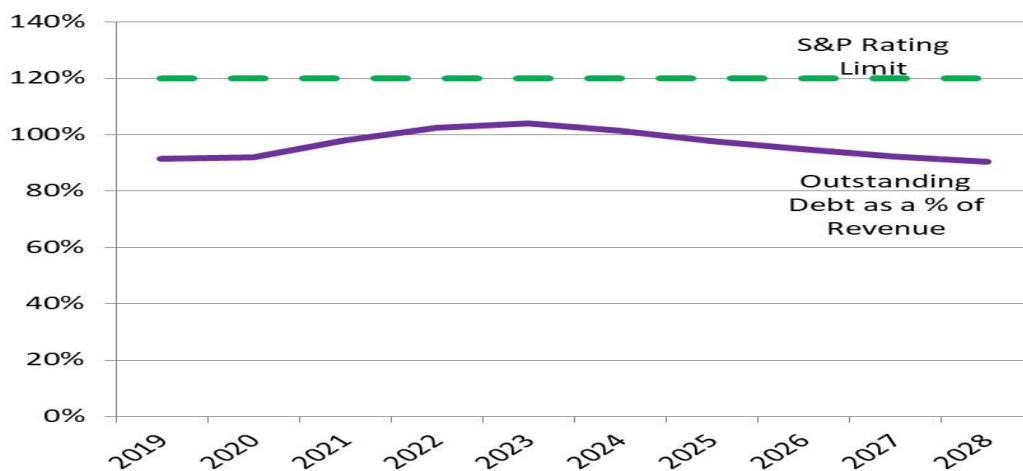
Annual Repayment Limit (ARL)

The Province of Ontario ARL is a limit imposed by the Province to ensure municipalities are issuing debt responsibly and are able to service future debt charges. The limit says that debt charges (principle and interest) cannot exceed 25% of own source revenues. The ARL looks at the Region's consolidated position, both Levy and Rate for this calculation. As shown by the below chart, the Region is well below the 25% provincial limit. Even with increasing levels of debt for water and wastewater, the ratio grows only slightly at the beginning of the forecast period and then declines in future years.



Standard & Poor's Credit Rating

Niagara Region currently has a Standard & Poor's credit rating of AA. It is important to maintain as high a credit rating as possible since the rating will impact the cost of borrowing for the Region. S&P measures the total outstanding debt principle compared to revenue. Debt principle from local area municipalities is included in this calculation since the Region issues debt on behalf of the LAMs. The S&P limit is debt principle at 120% of revenue. Exceeding this amount could jeopardize the Region's credit rating. The below chart shows that that the Region stays well below the S&P limit and peaks at only 104%.



Financial Statements

Water Statements (Required as per O.Reg. 453/07)

Statement of Financial Operations - Water

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Water Total Revenues										
Rate Revenues	\$ 44,682	\$ 46,380	\$ 48,143	\$ 49,972	\$ 51,871	\$ 53,842	\$ 55,888	\$ 58,012	\$ 60,216	\$ 62,505
Other Revenues	424	432	441	450	459	468	477	487	496	506
Interest Revenues	1,199	610	188	237	126	24	117	182	227	94
Total Revenues	\$ 46,305	\$ 47,423	\$ 48,771	\$ 50,659	\$ 52,456	\$ 54,334	\$ 56,483	\$ 58,681	\$ 60,939	\$ 63,105
Water Expenses										
Compensation	\$ 7,178	\$ 7,322	\$ 7,468	\$ 7,618	\$ 7,770	\$ 7,925	\$ 8,084	\$ 8,246	\$ 8,411	\$ 8,579
Administrative	943	962	981	1,001	1,021	1,041	1,062	1,083	1,105	1,127
Operational & Supply	1,915	1,954	1,993	2,033	2,073	2,115	2,157	2,200	2,244	2,289
Occupancy & Infrastructure	6,191	6,467	6,759	7,065	7,388	7,729	8,088	8,466	8,865	9,286
Equipment, Vehicles & Technology	1,032	1,052	1,073	1,095	1,117	1,139	1,162	1,185	1,209	1,233
Partnerships, Rebate, Exemption	15	16	16	16	17	17	17	18	18	18
Intercompany Charges	4,821	4,917	5,015	5,116	5,218	5,322	5,429	5,537	5,648	5,761
Indirect Allocation	1,775	1,810	1,847	1,884	1,921	1,960	1,999	2,039	2,080	2,121
Total Operating Expenses	\$ 23,870	\$ 24,500	\$ 25,152	\$ 25,826	\$ 26,525	\$ 27,248	\$ 27,997	\$ 28,774	\$ 29,579	\$ 30,414
Debt Charges										
Debt Charges - Interest Payments	\$ 555	\$ 545	\$ 1,385	\$ 1,630	\$ 2,099	\$ 2,059	\$ 2,017	\$ 1,974	\$ 1,928	\$ 1,881
Amortization Expense										
Water Assets	8,929	10,876	12,843	14,833	16,380	18,013	19,291	19,823	19,934	20,211
Total Expenses	\$ 33,354	\$ 35,922	\$ 39,380	\$ 42,289	\$ 45,004	\$ 47,320	\$ 49,306	\$ 50,570	\$ 51,441	\$ 52,506
Annual Surplus / (Deficit)	\$ 12,952	\$ 11,501	\$ 9,392	\$ 8,370	\$ 7,452	\$ 7,014	\$ 7,176	\$ 8,111	\$ 9,498	\$ 10,599

Statement of Cash Flow/Cash Receipts - Water

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Total Revenues	\$ 46,305	\$ 47,423	\$ 48,771	\$ 50,659	\$ 52,456	\$ 54,334	\$ 56,483	\$ 58,681	\$ 60,939	\$ 63,105
Cash Paid For										
Operating Costs	\$ (23,870)	\$ (24,500)	\$ (25,152)	\$ (25,826)	\$ (26,525)	\$ (27,248)	\$ (27,997)	\$ (28,774)	\$ (29,579)	\$ (30,414)
Debt Repayment - Debt Interest	(555)	(545)	(1,385)	(1,630)	(2,099)	(2,059)	(2,017)	(1,974)	(1,928)	(1,881)
Transactions	\$ 21,880	\$ 22,377	\$ 22,235	\$ 23,203	\$ 23,832	\$ 25,027	\$ 26,468	\$ 27,933	\$ 29,432	\$ 30,811
Capital Transactions										
Acquisition of TCA	\$ (69,791)	\$ (72,325)	\$ (75,046)	\$ (63,177)	\$ (67,407)	\$ (57,966)	\$ (35,895)	\$ (23,295)	\$ (28,607)	\$ (42,540)
Finance Transactions										
Proceeds from Debt Issues	\$ 13,884	\$ -	\$ 20,000	\$ 6,000	\$ 11,116	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from DCs	12,208	6,753	29,863	44,305	11,370	45,216	12,357	5,359	189	1,500
Proceeds from Gas Tax Funding	-	-	-	-	-	-	-	-	-	-
Proceeds from Other Grant Funding	-	-	-	-	-	-	-	-	-	-
Debt Repayment - Principal	(248)	(257)	(610)	(733)	(946)	(986)	(1,028)	(1,072)	(1,118)	(1,165)
Increase / (Decrease) in Cash Equivaler	\$ (22,067)	\$ (43,453)	\$ (3,558)	\$ 9,597	\$ (22,035)	\$ 11,290	\$ 1,901	\$ 8,925	\$ (103)	\$ (11,394)
Cash and Cash Equivalents at Beginning Balance	\$ 81,000	\$ 58,933	\$ 15,480	\$ 11,922	\$ 21,520	\$ (516)	\$ 10,775	\$ 12,676	\$ 21,601	\$ 21,498
Cash and Cash Equivalents at Ending Bal:	\$ 58,933	\$ 15,480	\$ 11,922	\$ 21,520	\$ (516)	\$ 10,775	\$ 12,676	\$ 21,601	\$ 21,498	\$ 10,103

Note: The acquisition of TCA via capital projects can occur over several periods, however have been reflected in the year of budget approval for the purposes of this schedule.

Statement of Financial Position - Water

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Financial Assets										
Cash	\$ 58,933	\$ 15,480	\$ 11,922	\$ 21,520	\$ (516)	\$ 10,775	\$ 12,676	\$ 21,601	\$ 21,498	\$ 10,103
Liabilities										
Debt - Principal Outstanding	(33,793)	(33,535)	(52,925)	(58,192)	(68,362)	(67,375)	(66,347)	(65,275)	(64,157)	(62,992)
Net Financial Assets	\$ 25,140	\$ (18,055)	\$ (41,003)	\$ (36,672)	\$ (68,877)	\$ (56,601)	\$ (53,671)	\$ (43,674)	\$ (42,660)	\$ (52,889)
Non-Financial Assets										
Tangible Capital Assets	\$ 486,824	\$ 556,616	\$ 628,940	\$ 703,986	\$ 767,163	\$ 834,570	\$ 892,536	\$ 928,431	\$ 951,726	\$ 980,334
Additions to Tangible Capital Assets	69,791	72,325	75,046	63,177	67,407	57,966	35,895	23,295	28,607	42,540
Accumulated Amortization	(218,269)	(229,145)	(241,988)	(256,821)	(273,201)	(291,214)	(310,506)	(330,328)	(350,262)	(370,474)
Total Non-Financial Assets	\$ 338,347	\$ 399,795	\$ 461,999	\$ 510,342	\$ 561,369	\$ 601,322	\$ 617,926	\$ 621,398	\$ 630,071	\$ 652,400
Accumulated Surplus	\$ 363,487	\$ 381,741	\$ 420,995	\$ 473,670	\$ 492,492	\$ 544,721	\$ 564,255	\$ 577,724	\$ 587,412	\$ 599,511
Cash as a % of Net Fixed Assets	17.4%	3.9%	2.6%	4.2%	-0.1%	1.8%	2.1%	3.5%	3.4%	1.5%
Debt as a % of Net Fixed Assets	10.0%	8.4%	11.5%	11.4%	12.2%	11.2%	10.7%	10.5%	10.2%	9.7%

Wastewater Financial Statements (Not required as per O.Reg.453/07)

Statement of Financial Operations - Wastewater

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Wastewater Total Revenues										
Rate Revenues	\$ 72,234	\$ 76,568	\$ 81,163	\$ 86,032	\$ 91,194	\$ 96,666	\$ 102,466	\$ 108,614	\$ 115,131	\$ 122,039
Other Revenues	3,181	3,245	3,309	3,376	3,443	3,512	3,582	3,654	3,727	3,802
Interest Revenues	582	202	-	20	-	80	581	1,185	1,732	2,206
Total Revenues	\$ 75,997	\$ 80,015	\$ 84,472	\$ 89,428	\$ 94,637	\$ 100,258	\$ 106,629	\$ 113,453	\$ 120,590	\$ 128,046
Wastewater Expenses										
Compensation	\$ 9,584	\$ 9,776	\$ 9,972	\$ 10,171	\$ 10,375	\$ 10,582	\$ 10,794	\$ 11,010	\$ 11,230	\$ 11,454
Administrative	1,108	1,131	1,153	1,176	1,200	1,224	1,248	1,273	1,299	1,325
Operational & Supply	10,344	10,551	10,762	10,977	11,197	11,421	11,649	11,882	12,120	12,362
Occupancy & Infrastructure	11,716	12,302	12,920	13,573	14,262	14,991	15,761	16,574	17,433	18,341
Equipment, Vehicles & Technology	2,520	2,571	2,622	2,675	2,728	2,783	2,838	2,895	2,953	3,012
Partnerships, Rebate, Exemption	4,080	4,162	4,245	4,330	4,416	4,505	4,595	4,687	4,780	4,876
Intercompany Charges	7,100	7,242	7,386	7,534	7,685	7,839	7,995	8,155	8,318	8,485
Indirect Allocation	2,415	2,463	2,512	2,563	2,614	2,666	2,720	2,774	2,829	2,886
Total Operating Expenses	\$ 48,868	\$ 50,197	\$ 51,573	\$ 52,999	\$ 54,477	\$ 56,010	\$ 57,600	\$ 59,250	\$ 60,963	\$ 62,741
Debt Charges										
Debt Charges - Interest Payments	\$ 769	\$ 2,918	\$ 4,567	\$ 4,484	\$ 4,398	\$ 4,309	\$ 4,215	\$ 4,118	\$ 4,017	\$ 3,911
Amortization Expense										
Wastewater Assets	17,299	19,052	22,916	24,621	25,562	26,338	27,365	31,499	32,718	33,349
Total Expenses	\$ 66,936	\$ 72,167	\$ 79,055	\$ 82,104	\$ 84,437	\$ 86,656	\$ 89,180	\$ 94,867	\$ 97,697	\$ 100,001
Annual Surplus / (Deficit)	\$ 9,061	\$ 7,848	\$ 5,417	\$ 7,324	\$ 10,201	\$ 13,602	\$ 17,449	\$ 18,586	\$ 22,893	\$ 28,045

Statement of Cash Flow/Cash Receipts - Wastewater

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Total Revenues	\$ 75,997	\$ 80,015	\$ 84,472	\$ 89,428	\$ 94,637	\$ 100,258	\$ 106,629	\$ 113,453	\$ 120,590	\$ 128,046
Cash Paid For										
Operating Costs	\$ (48,868)	\$ (50,197)	\$ (51,573)	\$ (52,999)	\$ (54,477)	\$ (56,010)	\$ (57,600)	\$ (59,250)	\$ (60,963)	\$ (62,741)
Debt Repayment - Debt Interest	(769)	(2,918)	(4,567)	(4,484)	(4,398)	(4,309)	(4,215)	(4,118)	(4,017)	(3,911)
Transactions	\$ 26,360	\$ 26,901	\$ 28,333	\$ 31,945	\$ 35,762	\$ 39,940	\$ 44,814	\$ 50,085	\$ 55,610	\$ 61,393
Capital Transactions										
Acquisition of TCA	\$ (59,051)	\$ (111,040)	\$ (63,515)	\$ (47,015)	\$ (44,040)	\$ (50,800)	\$ (125,790)	\$ (60,515)	\$ (47,740)	\$ (34,890)
Finance Transactions										
Proceeds from Debt Issues	\$ 19,226	\$ 50,884	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from DCs	2,278	9,850	5,400	22,005	10,555	33,025	51,180	44,910	36,350	-
Proceeds from Gas Tax Funding	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Proceeds from Other Grant Funding	-	-	-	-	-	-	80,000	-	-	-
Debt Repayment - Principal	(248)	(257)	(610)	(733)	(946)	(986)	(1,028)	(1,072)	(1,118)	(1,165)
Increase / (Decrease) in Cash Equivaler	\$ (8,434)	\$ (20,663)	\$ 12,608	\$ 9,202	\$ 4,331	\$ 24,178	\$ 52,176	\$ 36,408	\$ 46,103	\$ 28,338
Cash and Cash Equivalents at Beginning Balance	\$ 42,000	\$ 33,566	\$ 12,903	\$ 25,511	\$ 34,713	\$ 39,044	\$ 63,222	\$ 115,398	\$ 151,805	\$ 197,908
Cash and Cash Equivalents at Ending Bal:	\$ 33,566	\$ 12,903	\$ 25,511	\$ 34,713	\$ 39,044	\$ 63,222	\$ 115,398	\$ 151,805	\$ 197,908	\$ 226,246

Note: The acquisition of TCA via capital projects can occur over several periods, however have been reflected in the year of budget approval for the purposes of this schedule.

Statement of Financial Position - Wastewater

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Financial Assets										
Cash	\$ 33,566	\$ 12,903	\$ 25,511	\$ 34,713	\$ 39,044	\$ 63,222	\$ 115,398	\$ 151,805	\$ 197,908	\$ 226,246
Liabilities										
Debt - Principal Outstanding	(89,302)	(135,976)	(171,808)	(167,495)	(163,031)	(158,410)	(153,626)	(148,670)	(143,536)	(138,216)
Net Financial Assets	\$ (55,737)	\$ (123,073)	\$ (146,297)	\$ (132,782)	\$ (123,987)	\$ (95,188)	\$ (38,228)	\$ 3,135	\$ 54,372	\$ 88,030
Non-Financial Assets										
Tangible Capital Assets	\$ 792,900	\$ 851,951	\$ 962,991	\$ 1,026,506	\$ 1,073,521	\$ 1,117,561	\$ 1,168,361	\$ 1,294,151	\$ 1,354,666	\$ 1,402,406
Additions to Tangible Capital Assets	59,051	111,040	63,515	47,015	44,040	50,800	125,790	60,515	47,740	34,890
Accumulated Amortization	(398,162)	(417,215)	(440,130)	(464,751)	(490,313)	(516,651)	(544,016)	(575,514)	(608,232)	(641,581)
Total Non-Financial Assets	\$ 453,789	\$ 545,777	\$ 586,376	\$ 608,770	\$ 627,248	\$ 651,711	\$ 750,136	\$ 779,152	\$ 794,174	\$ 795,716
Accumulated Surplus	\$ 398,052	\$ 422,704	\$ 440,079	\$ 475,988	\$ 503,261	\$ 556,522	\$ 711,908	\$ 782,287	\$ 848,546	\$ 883,745
Cash as a % of Net Fixed Assets	7.4%	2.4%	4.4%	5.7%	6.2%	9.7%	15.4%	19.5%	24.9%	28.4%
Debt as a % of Net Fixed Assets	19.7%	24.9%	29.3%	27.5%	26.0%	24.3%	20.5%	19.1%	18.1%	17.4%

MEMORANDUM

PWC-C 1-2019

Subject: Emterra Collection Contract Update

Date: Tuesday, January 8, 2018

To: Public Works Committee

From: Sherri Tait, Acting Associate Director, Collection & Diversion Operations

This memorandum is to provide members of the Public Works Committee (PWC) an update on Emterra Environmental's (Emterra) performance and negotiations related to the Collection/Haulage of Garbage, Recyclables, Organic Waste and White Goods Contract 2009-RFP-44 (Contract) since last reported in the confidential report PW 31-2018 and presented to PWC on September 4, 2018.

Background

As a result of unsatisfactory service delivery provided by Emterra in 2017 and early 2018, and in particular, during the weeks following the Holiday break (December 26, 2017 to January 12, 2018), Emterra developed an Operations Enhancement Action Plan to achieve full compliance with the requirements of the Contract.

Staff met regularly with Emterra (and continue to do so) to review performance metrics and resources in place to meet the Contract terms. Despite these regular meetings and Emterra's Operations Enhancement Action Plan, Emterra still fell short during 2018 on meeting key deliverables, in particular those related to hours of collection and customer service/relations (missed collections). An update on Emterra performance related to key contract deliverables is found in Appendix A.

On July 17, 2018 PWC passed the following motion related to PW 32-2018:

- That staff **CONSIDER** all remedies to address default in accordance with the contract, including negotiation of the removal of portions of the work from the contract, to be tendered to an alternative service provider and provide a recommendation at the September 4, 2018 Public Works Committee meeting.

In response to the above noted-motion and the subsequent confidential report (PW 31-2018) to PWC on September 4, 2018, Emterra and Niagara Region met on several occasions and subsequently exchanged confidential correspondence.

Niagara Region and Emterra, through the negotiations, have been actively discussing potential solutions aimed at enabling Emterra to continue to fulfil its obligations pursuant to the Contract without default. It was concluded that specific amendments to the

Contract were required to assist Emterra in fulfilling all its responsibilities for the remaining term of the Contract.

Public Works Committee members were provided an update at the September 4, 2018 Public Works Committee via the confidential report PW 31-2018 on the negotiations. This report was received for information.

Niagara Region and Emterra have finalized amendments related to the removal of routes and Liquidated Damages, which are described below in more detail. Details of negotiations that are still being finalized are found in the confidential report PW 6-2019.

1. Removal of Routes

Niagara Region and Emterra have agreed that Emterra's deficiencies amount to a Tier Two Event of Default, which allows for the carving off of routes from Emterra. Niagara Region and Emterra have agreed to carve off routes in the Town of Lincoln and Township of West Lincoln in order to increase Emterra's available internal resources for use in areas where the majority of specific events of non-collection and/or late collection have occurred (i.e. urban areas of St. Catharines and Niagara Falls).

From August 1 to September 17, 2018, Emterra failed to provide regularly scheduled collection services to approximately 5,200 low density residential dwellings on an average day. There were additional delays outside of this time frame, including during the spring and fall dedicated leaf and yard waste collection. The routes removed represent approximately 3,000 low density residential dwellings per day and although less than the average not completed by Emterra, they were agreed upon as they are stand alone and are not in high urban areas, as requested by Emterra. This will ensure there is no cross-over between Emterra and the new service provider. Another consideration was the availability of used collection vehicles in the current marketplace. The Town of Lincoln and Township of West Lincoln are serviced by six (6) to eight (8) collection vehicles which staff felt a new service provider could secure or currently have within their existing fleet.

Niagara Region issued a Request for Tender for the curbside collection of garbage, recycling, organics and white goods for Lincoln and West Lincoln (excluding front-end garbage collection at approximately 11 properties in both municipalities). The tender closed on November 20, 2018 and was awarded to the lowest bidder, Canadian Waste Management Inc. at \$4,292,717.80 for the contract period of January 2, 2019 to March 7, 2021.

Staff will utilize a variety of methods to inform residents of the Town of Lincoln and Township of West Lincoln of the change in service provider.

2. Liquidated Damages

Amendments to the liquidated damages provisions of the original Contract were also agreed upon. Amendments are to focus liquidated damages on specific deficiencies and thereby increase Emterra's ability to identify and fund solutions (by the anticipated reduction in the aggregate liquidated damages as the level of service improves, notwithstanding the potential of certain continued events of default).

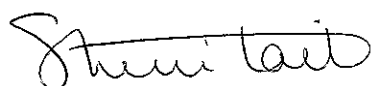
The previous liquidated damages structure was \$1,000 for the first occurrence, \$2,000 for the second occurrence and \$5,000 for the third and subsequent occurrences regardless of the type of default.

The updated liquidated damages are found in Appendix B and are based on the type of default.

Next Steps

At the time of this report being authored, Niagara Region continues to meet with Emterra on a regular basis to discuss operational details and performance. Negotiations and remaining amendments to the Contract are being finalized. Niagara Region will continue to enforce the Contract terms and conditions to ensure compliance.

Respectfully submitted and signed by



Sherri Tait
Associate Director, Collection & Diversion Operations

Appendix A	Update on Key Contract Deliverables	4 - 7
Appendix B	Chart of Liquidated Damages Amounts	8 - 9

Appendix A – Update on Key Contract Deliverables

1) Hours of Collection

Emterra has experienced difficulties completing collection as per the Contract requirements (by 5 p.m.).

In February, Niagara Region approved a request by Emterra to extend the daily end time from 5 p.m. to 6:30 p.m. while Emterra acquired additional vehicle and personnel resources. This temporary extension expired on March 18, 2018.

Niagara Region agreed to extend the hours of collection to 6 p.m. on August 21, 2018 for the remainder of the contract outside of dedicated leaf and yard waste and to 7 p.m. during dedicated leaf and yard waste collection which ran from October 29 to November 23 in the fall of 2018. The table below summarizes the collection end times as reported by Emterra.

Table 1 – Reported End Times

Timeframe	Collection End Time	Number of Days (and Percent of Days) Collection Completed On or Before End Time
March 19 to August 21, 2018	5 p.m.	7 (6%)
August 22 to October 26, 2018	6 p.m.	8 (17%)
October 29 to November 23, 2018	7 p.m.	8 (40%)
November 26 to November 30, 2018	6 p.m.	0 (0%)

Despite extending the hours of collection as noted above, Emterra still experienced difficulties completing collection on time.

In 2017, based on GPS records, Emterra was only able to complete collection by 5 p.m. on 14 days out of 259 days (5%).

2) Customer Relations/Service (Missed and Incomplete Collections)

a) Missed Collections

The table below summarizes the number of incidents of missed collection that were reported to the Niagara Region's Waste Info-Line. This does not include all calls

received directly by Emterra, as they have not been consistently tracking this information.

Table 2 – Missed Collections Reported to the Region’s Waste Info-Line

Timeframe	Number of Incidents 2017	Number of Incidents 2018
August 22 to November 30	1,071	1,567
January 1 to November 30	2,107	3,554

Niagara Region also continues to receive complaints from residents that material are consistently being missed from their particular address over the course of a number of weeks despite Niagara Region’s repetitive correspondence with Emterra on the issue.

Some examples include three set out service addresses missed five (5) times (33%) between August 22 to November 30, 2018. One of these addresses has been missed 14 times (6%) in 2018.

b) Incomplete Routes

Emterra has also not been able to consistently finish daily collection (i.e. entire or partial routes). Table 3 outlines the number of times Emterra was not able to finish daily collections.

Table 3 – Incomplete Routes

Timeframe	Number of Days	Percentage of Days
August 22 to November 30, 2018	35	48%
January 1 to November 30, 2018	76 (includes a winter storm on March 2, 2018).	32%
January 1 to December 31, 2017	23	9%

Of the 35 occasion between August 22 and November 30, 2018, 12 were during dedicated leaf and yard waste collection which occurred from October 29 the November 23, 2018. Although there was approximately a 140% increase in leaf and yard waste tonnages over 2017, Emterra had difficulties deploying daily the 12 dedicated trucks they committed for leaf and yard waste collection. A third party contractor Emterra indicated they secured to assist with five (5) trucks was only able to provide one truck and not on a consistent basis. In addition, Emterra was unable to put out all their owned or rental trucks due to internal resource shortage.

3) Contractor's Personnel

As per the Contract, Emterra is to ensure that at all times, at least 80% of their work force undertaking the work under this Contract shall be full time employees of the Contractor.

Table 4 summarizes the percentage of full-time staff as provided by Emterra including those previously reported to PWC on July 17 (PW 32-2018) and September 4, 2018 (PW 31-2018).

Table 4 – Percentage of Full-Time Employees as Reported by Emterra

Month Reported	Percentage of Full-Time Employees
November 2018	72%
August 2018	77%
June 2018	84%

The Region also calculates the daily average based on daily line-ups provided by Emterra. The daily average in the third quarter of this year was approximately 71% which is up from 70% between June 20 and August 13, 2018.

The daily average of full-time employees working has been around 69% since January 1, 2018 based on information provided by Emterra. Niagara Region started tracking this information in August 2017 and between August 2017 and December 2017, the daily average of full-time employees working was around 61%.

Emterra has indicated they are holding job fairs to hire additional staff to meet the required 80% full time employee requirement.

4) Maintenance of Equipment

To address maintenance issues, Emterra provided an initial refurbishment plan to Niagara Region in September 2017. A revised refurbishment plan was submitted to Niagara Region in October 2017, which noted that all necessary vehicle refurbishments would be completed by January 2018. Due to the extent of the repairs and maintenance required on some vehicles, Emterra is still working towards completion of the refurbishment plan. Emterra has committed to completing the refurbishment of three (3) trucks per month and all drivetrain work prior to the start of the fall dedicated leaf and yard waste collection which started on October 29, 2018. All scheduled drivetrain work has been completed.

Based on a review of the most recent refurbishment plan submitted by Emterra, 41 trucks have at least one (1) repair listed as either "to be expedited" or "to be complete".

5. Event of Default

Niagara Region has issued \$770,000, in liquidated damages since the beginning of the contract for failure to comply with the Contract terms and conditions. \$585,000 have been issued since Jan 1, 2018 to November 30th of which \$134,000 were issued between August 14 to November 30, 2018.

Appendix B – Chart of Liquidated Damages Amounts

Item #	Default	Liquidated Damage
1	GPS not functioning	\$50.00 per day per vehicle
2	Failure to submit required reports as required by 9 am each business day	\$50.00 per day
3	Non-completion of a map Failure to report an incomplete map	\$300.00 per map per commodity \$350 per map
4	Late completion of service	\$200.00 per map per commodity
5	Mixing waste streams in load or collecting unacceptable waste	\$250.00 per load
6	Failure to clean up spillage	\$50.00 per occurrence per day beyond the date of occurrence
7	Failure to report spill	\$50.00 per occurrence
8	Failure to report claims of damage or incidents as is required by the Region	\$50.00 per occurrence per day beyond 24 hours
9	Failure to resolve claims, damages or incidents as required	\$25 per day per occurrence beyond 72 hours
10	Improper placement of containers	\$150.00 per vehicle per day
11	Improper tagging of containers	\$150.00 per vehicle per day
12	Failure to submit completed tote run sheets by 9 am each business day	\$50.00 per day
13	Collection on wrong side of road	\$100.00 per vehicle
14	Over the limit collection	\$150.00 per vehicle per reported incident
15	Non-supply of dedicated service vehicle for each of White Goods and Parks collection	\$50.00 per dedicated service per day
16	Incompletion of set out service	\$25.00 per per occurrence per address

Item #	Default	Liquidated Damage
17	Failure to collect street litter receptacles	\$10 per container
18	Exceedence of compaction ratios	\$50 per truck per occurrence
19	Failure to resolve issues within timeframe	\$50 per occurrence
20	Failure to provide FTE/Temp Ratio (80/20)	\$50 per percentage point difference per quarter
21	Violations with site procedures & policies	\$100 per truck per occurrence
22	Failure to dispose at designated facilities	\$250 per vehicle
23	Repeated missed collections	\$50 per address missed greater than 3 times within a calendar year
24	Failure to provide interim on-road dedicated supervisory staff	\$25 per collection day beyond one week grace period
25	Failure to fill a vacant permanent supervisor role within 2 months of position becoming vacant	\$50 per collection day beyond 2 month period
26	Failure to meet spare ratio	\$100 per occurrence (per day)
27	Failure to collect within DBAs during the specified collection times	\$100 per occurrence
28	Collection before 7 am	\$100 per occurrence
29	Collecting from new developments without permission from the Region	\$100 per occurrence
30	Collection on private property without approval from the Region	\$50 per occurrence
31	Failure to decal new trucks or rentals with Region logo prior to servicing routes	\$25 per truck per day
32	Failure to return to an impassable obstruction before end of day on collection day	\$50 per occurrence

A network diagram background consisting of a series of interconnected nodes (circles) and lines (edges) forming a complex web. The nodes are of varying sizes and are connected by thin lines. The background is dark gray, and the network diagram is composed of light gray lines and nodes. The text 'MOVING TRANSIT FORWARD' is overlaid on the right side of the image.

MOVING TRANSIT FORWARD

Presentation to Public Works Committee
January 8, 2019

Agenda

- Overview: Where We've Been
- Successes: What We've Achieved
- Workplan: What's Next
- Moving Transit Forward: Where We're Going
- NST: Growing Ridership



**MOVING
TRANSIT
FORWARD**

Inter-Municipal Transit (IMT)

- Routes travelling between municipalities
- Primarily provided by Region (non-exclusive)
- 'Hub-to-hub' connections

Niagara Regional Transit (NRT)

- Operates defined IMT service
- Service delivery contracted by Region to Niagara transit providers (WL, STC, NF)



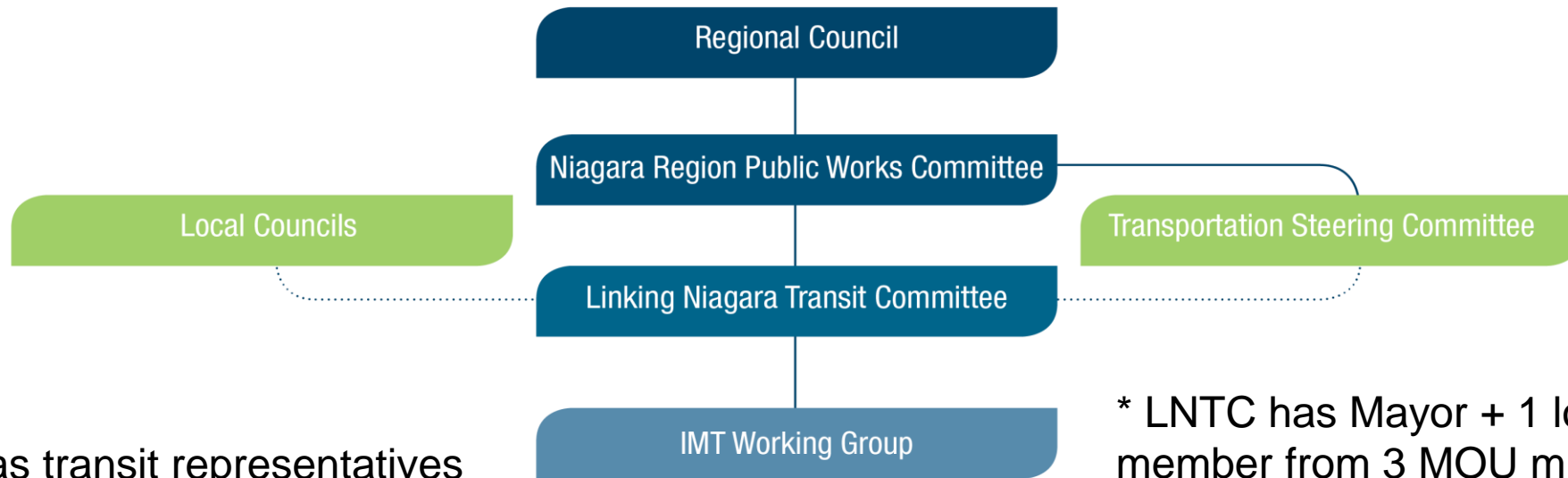
Overview: Where We've Been

Key Inter-Municipal Transit Milestones:

2011-2017	NRT IMT pilot service
Feb. 2017	Niagara Transit Service Delivery and Governance Strategy Report (Dillon Consulting, "Dillon Report")
June 2017	Unanimous 'triple majority' achieved
Dec. 2017	Unanimous transit MOU (STC/NR/NF/WE)
May 2018	Unanimous 3-year ext. of NRT service
Sept. 2018	IMT Service Implementation Strategy



IMT Reporting Structure



* IMTWG has transit representatives from all 13 municipalities

* LNTC has Mayor + 1 local Council member from 3 MOU municipalities + 4 Regional Councillors (10 total members)

Milestones: What We've Achieved

LNTC/IMTWG focus is on numerous customer-facing system improvements:

- 3-year NRT operating extension – now 'permanent' service with triple majority
- Post-secondary student union contracts (U-Pass agreements)
- Sept. 2018 NRT service enhancements
- Single mobile platform for all systems – Transit App
- Common Service Guidelines – consistency/standardization across all systems
- Distinct route numbers to avoid customer confusion
- Backend on/off board technology merger to single provider
- Consolidated after hours customer service provider
- “Moving Transit Forward” – public awareness campaign



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FORWARD



transit



CONNECTING MORE PEOPLE
TO MORE POSSIBILITIES

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Hello, Niagara Region

Download **Transit** and become
connected to more possibilities

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Hello, Niagara Region

Are you ready for daily **GO Trains**
and **improved Transit**?

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VISIT [NIAGARAREGION.CA/TRANSIT](https://niagararegion.ca/transit) TO LEARN MORE

Niagara  Region

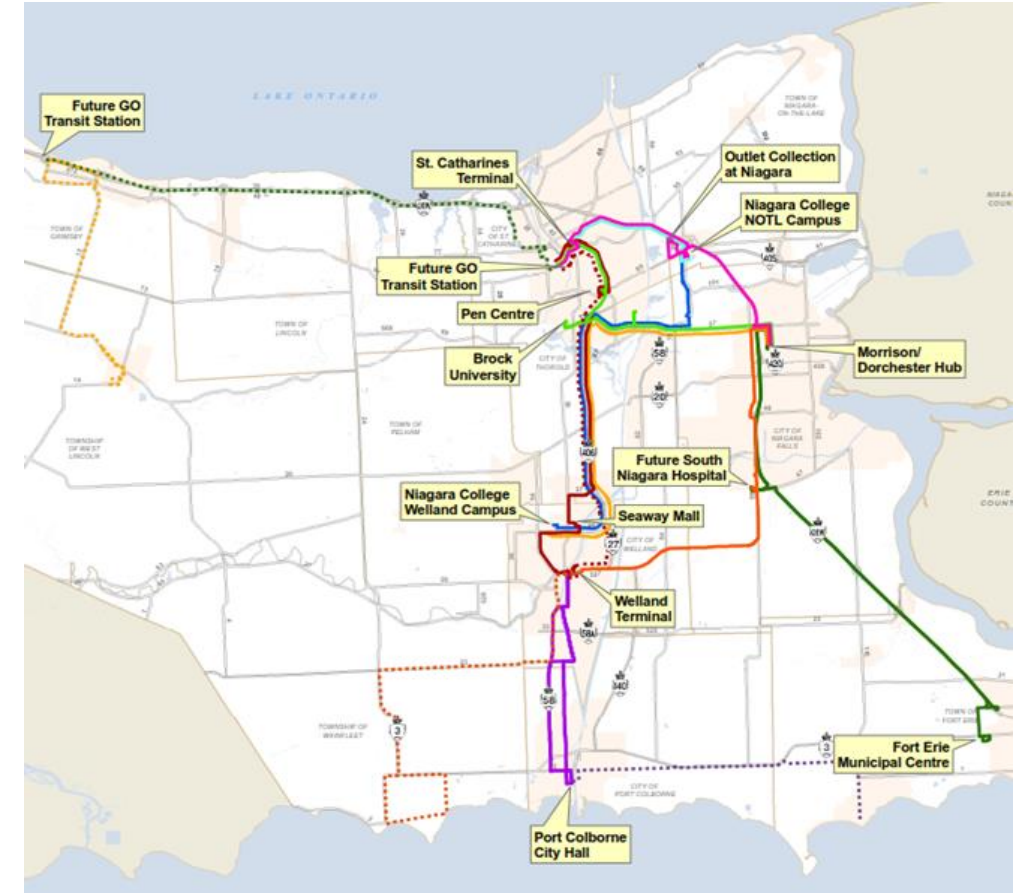
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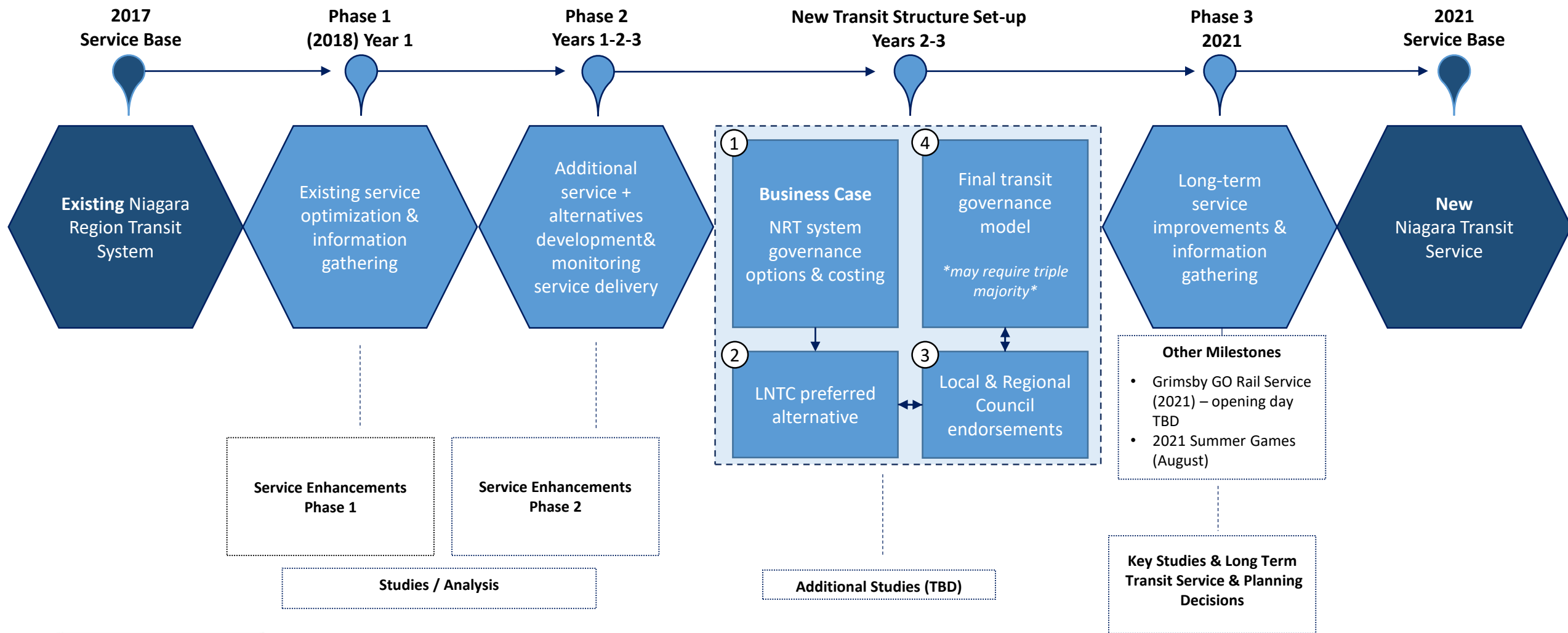
Workplan: What's Next

TASK	TIMING
Launch Common Universal Support Person Pass	January 2019
Initiate Specialized Transit Review (9 months)	January 2019
Real-time GPS-enabled fleet go-live	January 2019
Common Fare Strategy	January 2019
Harmonize GTFS data (Google feed for web-based trips)	February 2019
MTO response to PGT operating/consolidation impacts	Q1 2019
Consolidated customer service call centre strategy	Q1 2019
Financial and asset valuation for governance options	End of Q1, 2019
Integrated route map/rider guide	Q2/Q3 2019

Moving Transit Forward: Where We're Going

- Rationalization of duplicate post-secondary routes for efficiency
- Better integration with municipal transit i.e. 30 minute Service, Sunday and Holiday Service
- New Niagara-West IMT link (integration with GO Transit – bus + train)
- New dynamic transit services for low-demand areas
- Improved connections to GO Train service
- Integrated fares and payment technology i.e. mobile ticketing
- New or enhanced amenities, e.g. Wi-Fi, bus shelters







Customer Service Enhancements

Studies/ Analysis

- Uniform customer service policies
- Support person pass
- Single point after-hour call handling

- One Customer Call Centre

- Gas Tax impacts
- Specialized Transit Study
- Branding Strategy & communications approach

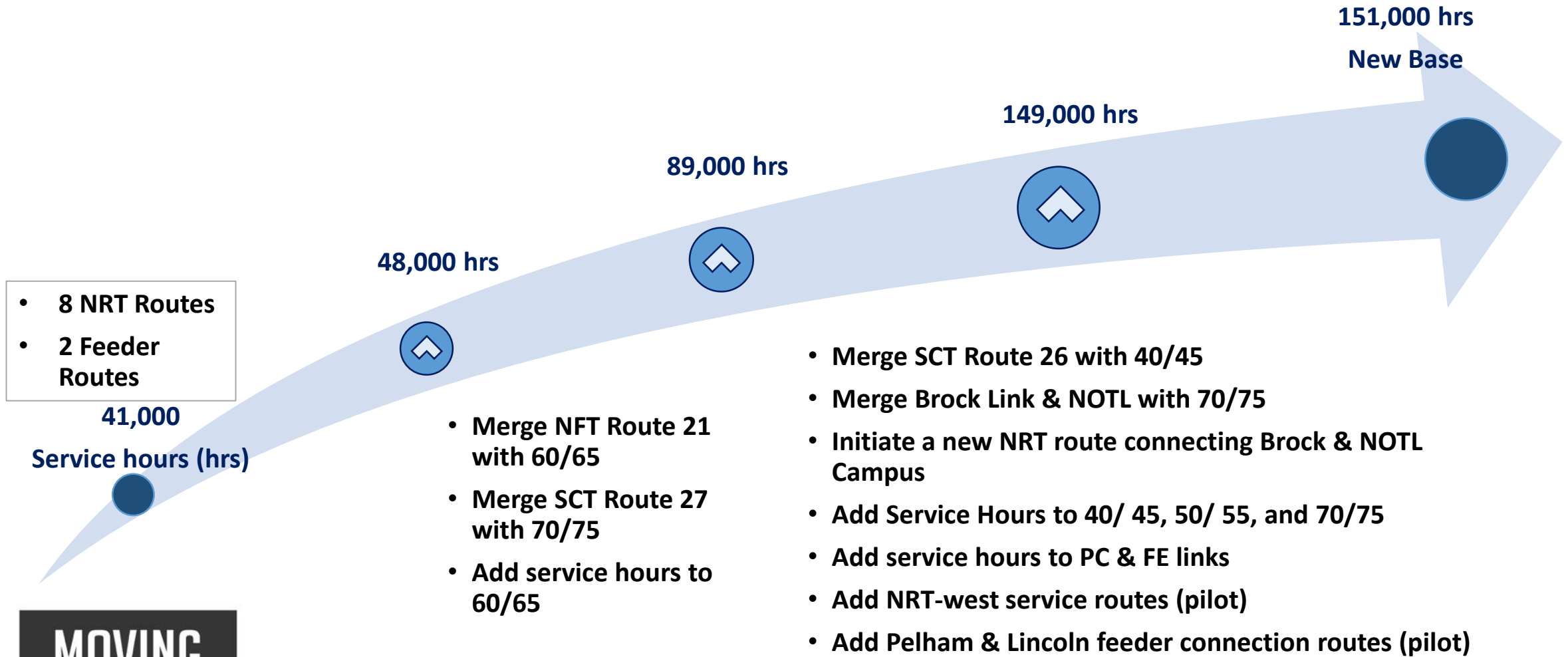
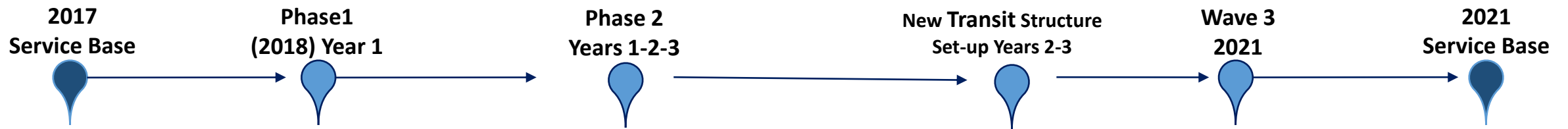
- Transit Assets Inventory Study
- Financial Study/ Operations Study
- Human Resources Study
- Business case development

Governance Decision

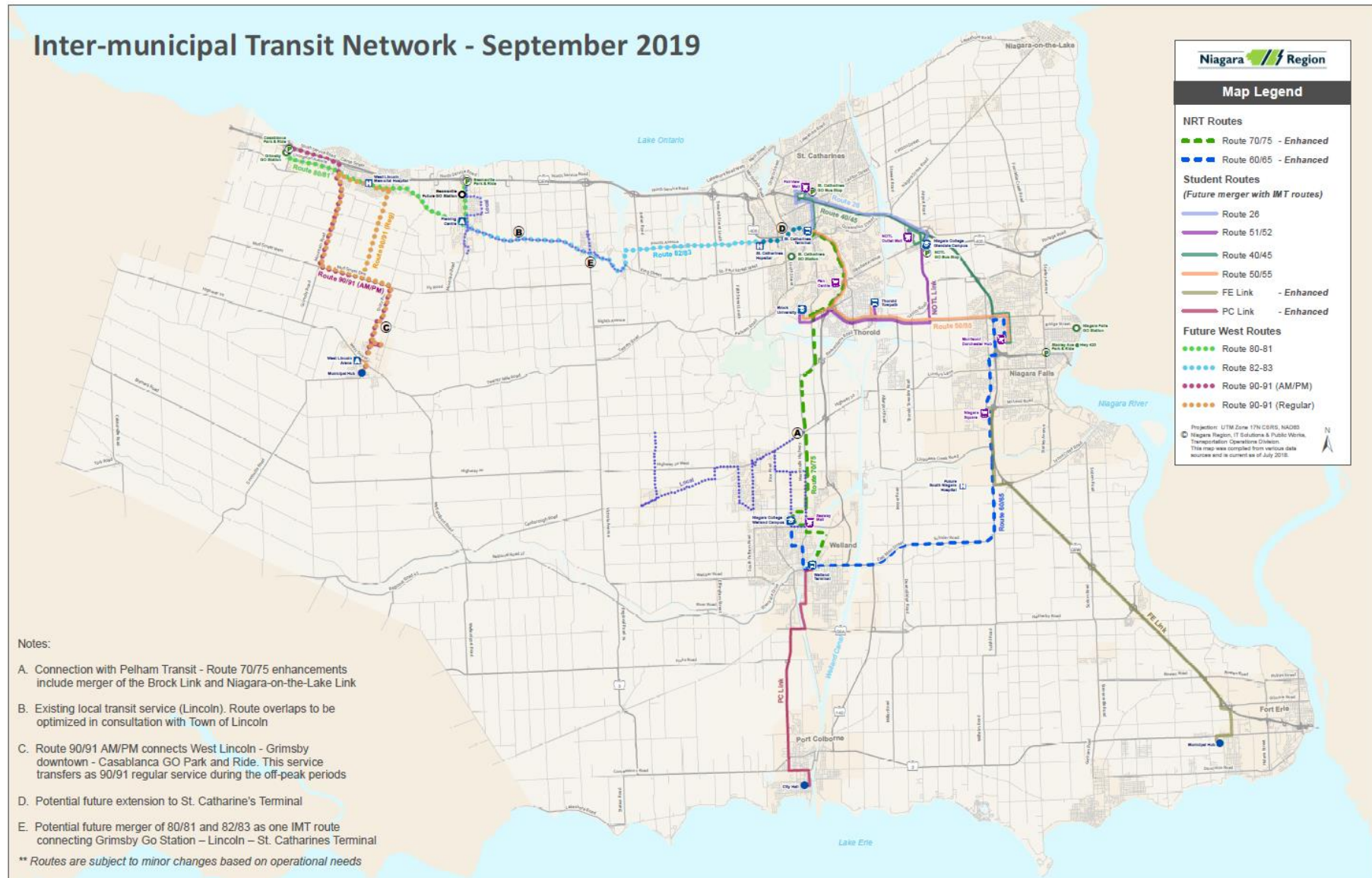
- Additional Studies if Required

- Wave 3 Customer Service Improvements

- 10-Year Strategic Plan
- Fare box integration
- Transit maintenance garage and operations centre
- Transit ITS improvements
- Mobility management initiatives (first & last mile)

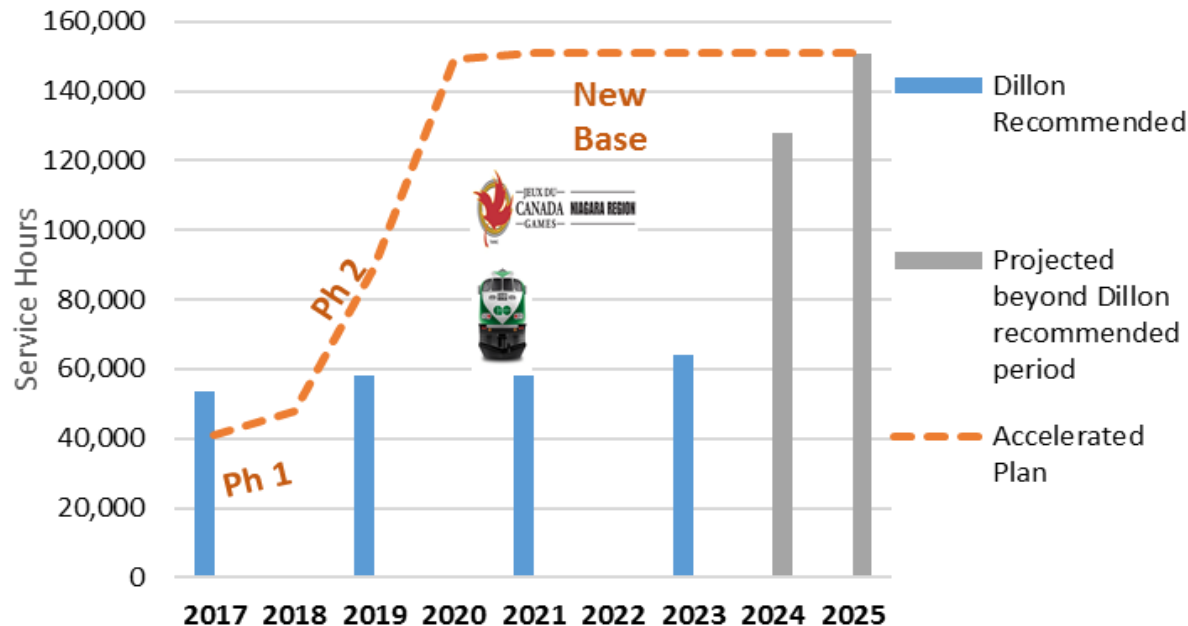


Inter-municipal Transit Network - September 2019



An Accelerated Path to Connectivity

Daily GO Train Expansion to Niagara (2019-2023)



LNTC - Transit Coordination and Working Group Deliberations

- 30 minute IMT Mainline Service | Weekend & Holiday Service
- IMT West Niagara Service
- Feeders
- Customer Service improvements
- Business case for governance decision

Post-Secondary Student Union Negotiations

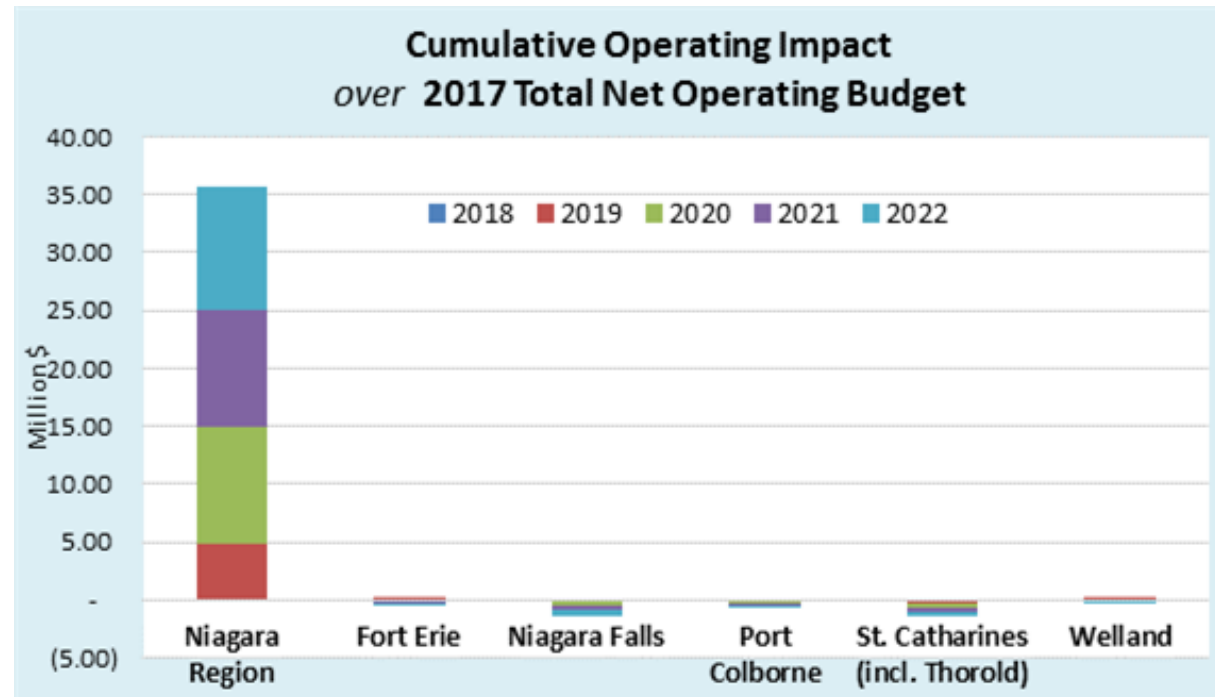
Region Equal Partner in Governance Discussions

**MOVING
TRANSIT
FORWARD**

Operating Impact: 2018 – 2022 Outlook

By 2022,
Niagara Region
Transit will
require a
budget increase
of **\$11.6M**

Local Transit
savings
5% - 70% for
reinvestment in
Transit



Required
increase to the
general levy
to fund service
enhancements:

1.5% in Year1

plus an
additional

1.53% in Year2

Niagara Region total investment of **\$31.2M Operating** (+\$8.6M Financing /OH)

Local Transit net operating and capital opportunity of **\$4.6M** to be re-invested in local transit
(realized through increased revenues and capital redeployment)

MOVING
TRANSIT
FORWARD

Capital Impact: 2018 – 2022 Outlook

The estimated five year total NRT capital cost is **\$28.7M**

2018: **\$3.3M** refurbishment of three 40-foot buses, one new 40-foot bus & two 60-foot articulated buses

2019: **\$13.9M** four 60-foot articulated buses, ten 40-foot buses, smartcard farebox, transit stop upgrades and ITS components (mobile ticketing and Wi-Fi)

2020-2022: **\$11.5M** existing fleet lifecycle replacement

Niagara Region Transit does not have sufficient fleet to service existing NRT routes or service expansions

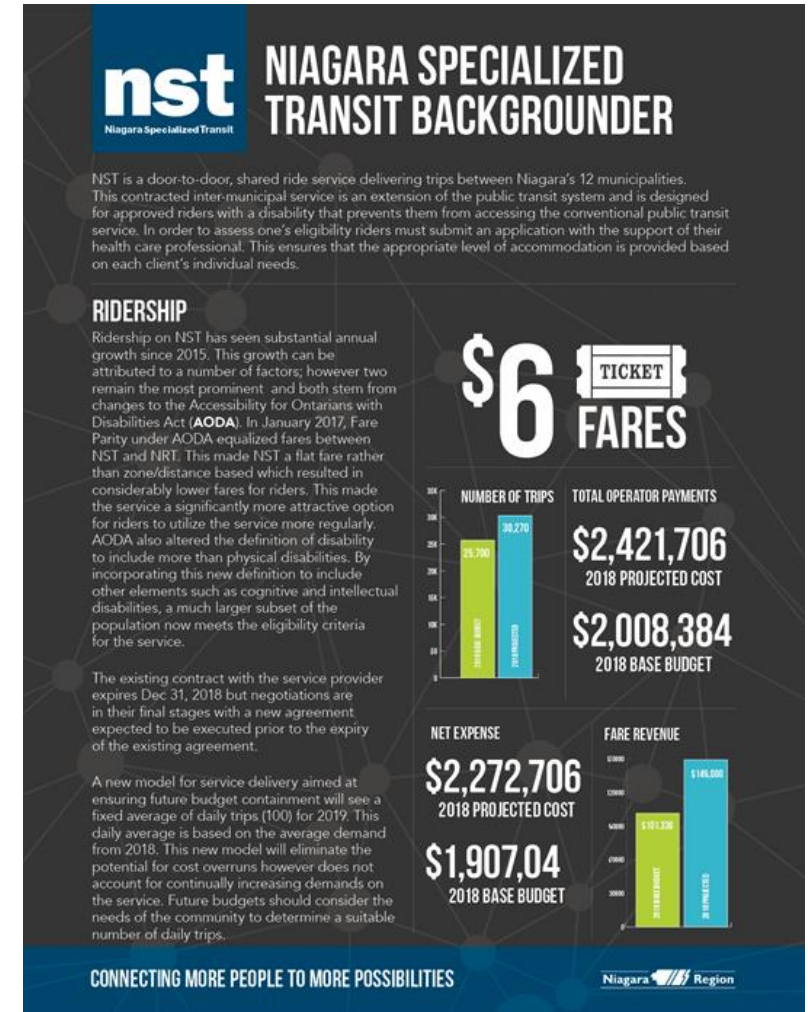
- 20 additional buses are required for proposed service strategy (increasing fleet size from 11 to 31)
 - 10 buses required to replace locally supplied buses on existing IMT routes
 - 10 buses needed for service enhancements and expansions
- Route rationalization/consolidation results in a transfer of PGT from local operators to Region
- Increased NRT fleet will allow local operators to redeploy their fleet to meet pressures for planned local service expansions without incremental capital expenditures

Jurisdictional Comparison – Transit

2016 CUTA Transit Statistics	Durham	Waterloo Region	Hamilton	Current	Proposed
				Niagara System	
Census Population 2011	608,124	507,096	519,949	431,346	431,346
Service Area Population	567,421	452,687	490,673	358,805	427,016
% Population Served	93%	89%	94%	83%	99%
Service Area Size (km2)	405.9	231.3	243	555	555
Full Time Student Population	21,000	52,000	41,000	27,000	
% of Population	3%	10%	8%	6%	
Active Vehicles	186	249	251	1	164
Boardings (conventional + specialized)	12,225,693	27,014,641	29,919,658	9,719,612	-
Ridership (conventional + specialized)	10,372,806	20,047,652	22,232,666	8,851,698	-
Total Direct Operating Expenses	66,445,883	82,213,957	79,135,506	43,323,017	53,925,439
Total Operating Revenues	25,843,151	32,063,197	39,603,830	21,861,798	\$ 23,266,663
Net Operating Costs	\$ 40,602,732	\$ 50,150,760	\$ 39,531,676	\$ 21,461,219	\$ 30,658,777
R/C Ratio	39%	39%	50%	50%	43%

Niagara Specialized Transit (NST)

- Launched in 2006
- Provides accommodations for riders with disabilities – requires application
- Door-to-door IMT trips in Niagara and to Hamilton
- Partnership with DARTS (Hamilton)
- Service levels, ridership and costs have grown exponentially
- Contracted service (currently The BTS Network)
- Specialized Transit Study underway
 - Customer service review
 - Operational review + Demand forecast
 - Governance options + jurisdictional review



NST: Managing Growth, Meeting Demand

2018 Service

- Tracking for 30,000 individual rides
- Estimated total expenditure - \$2.4M
- 2018 ridership exceeding budget capacity at start of Q4 (Sept.)
- Additional funding support (\$500k) required in September to maintain service levels and customer stability
- Council direction for customer service review

2019 Service

- Focus on stability for riders and continuity of service
- Maintain daily 2018 ridership average (100/day or 600/week)
- Requires additional new investment of approx. \$450k to maintain these levels
- 2019 projections do not account for increasing demand

A background network diagram consisting of a series of interconnected nodes and lines, forming a complex web-like structure. The nodes are represented by small circles, and the lines are thin, connecting the nodes in a non-uniform pattern. The overall color scheme is dark gray with teal accents.

MOVING TRANSIT FORWARD

THANK YOU - QUESTIONS?

MEMORANDUM

PWC-C 2-2019

Subject: Inter-Municipal Transit (IMT) Update

Date: January 8, 2019

To: Public Works Committee

From: Matt Robinson, GO Implementation Office

This memorandum provides supplementary information to the *Moving Transit Forward* presentation on the January 8, 2019, PWC agenda. A summary of the key Council-endorsed reports is provided below and, combined with the Moving Transit Forward presentation, comprises the core of the transit consolidation efforts thus far, including the 2019 transit budget submission.

- **Niagara Transit Service and Governance Study Report, 2017** by Dillon Consulting (Dillon Report) - ([Full report, with Executive Summary](https://www.niagararegion.ca/priorities/documents/transit-service-and-governance-strategy-final-report.pdf))
<https://www.niagararegion.ca/priorities/documents/transit-service-and-governance-strategy-final-report.pdf>

This key study formed the basis for Niagara Region obtaining *triple-majority*¹ with non-exclusive jurisdiction to operate inter-municipal transit. This study was initiated jointly by the three major transit operating municipalities (St. Catharines, Niagara Falls, and Welland) in conjunction with Niagara Region. It made strategic recommendations for an inter-municipal transit service plan, an investment plan, as well as the steps for transitioning towards a consolidated transit model.

Following the triple-majority process in June 2017, the Linking Niagara Transit Committee (LNTC) was formed and a Memorandum of Understanding (MoU) was signed between the above four major transit operating municipalities. This MoU led to the LNTC endorsing a workplan that included the development of the IMT Service Delivery Strategy and Financial Impact Analysis as outlined in the reports below.

[LNTC Reports: LNTC 21-2018, LNTC 22-2018, LNTC 23-2018](https://www.niagararegion.ca/council/Council%20Documents/2018/LNTC-agenda-sep-12-2018.pdf)
<https://www.niagararegion.ca/council/Council%20Documents/2018/LNTC-agenda-sep-12-2018.pdf>

¹ Triple Majority as prescribed by the Municipal Act: a majority on Regional Council, representing a majority of Niagara municipalities representing a majority of the population.

- **LNTC 21-2018: IMT Service Delivery Strategy Report**

This report proposed a framework with timelines for governance discussions. The report stages the various studies required to enable successful governance discussions and outlines necessary upgrades to the IMT service levels between 2017 and 2021. The report also recommends an accelerated implementation of IMT service enhancements outlined in the Dillon Report with a phasing plan. With the announcement of daily GO trains to St. Catharines and Niagara Falls effective January 7, 2019, this adds further impetus for transit investment to ensure effective IMT connectivity, frequency and seamless transfers between IMT and local systems to fully leverage the GO rail network and enable ridership to grow.

- **LNTC 22-2018: Inter-Municipal Transit Financial Impact Analysis Report**

This report analyzes the estimated financial impacts resulting from the proposed service enhancements outlined in LNTC 21-2018. Additionally, this report highlights the need for a separate general levy of 1.5% in year one, plus 1.53% in year two, in order to fund the proposed IMT service delivery strategy; the five year net operating impact is estimated at \$39.8 million (M).

- **LNTC 23-2018: Inter-Municipal Transit Capital Plan, 2019 Report**

This report summarizes the forecasted IMT capital cost requirements resulting from the proposed implementation strategy outlined in LNTC-C 21-2018; the estimated five-year capital cost is \$28.7M.

Should Committee desire additional information on the reports above, please feel free to contact the undersigned directly at matt.robinson@niagararegion.ca or ext. 3198.

Respectfully submitted and signed by

Matt Robinson
Director, GO Implementation Office

MEMORANDUM

PWC-C 3-2019

Subject: 2018 U-Pass Agreements

Date: January 8, 2019

To: Public Works Committee

From: Matt Robinson, Director – GO Implementation Office

The purpose of this memo is to provide an update on Niagara Region's fall 2018 U-Pass agreements with the Niagara College Student Administrative Council (NCSAC) and the Brock University Student's Union (BUSU) as directed by Regional Council (PW 26-2018).

The operating costs resulting from the fall 2018 service enhancements and reflected in the U-Pass agreement will not result in changes to the previously approved Niagara Region Transit (NRT) 2018 net operating budget. The proposed 2019 NRT operating budget forecast includes previously agreed upon service improvements under proposed program changes.

NCSAC – Niagara Region Agreement

The payments negotiated between NCSAC and Niagara Region for 2018-2019 academic year U-Pass privileges are presented in Table 1.

Table 1: NCSAC – Niagara Region Agreement Payments for U-Pass privileges		
Item	Amount	Period
NRT Routes		Sept. 2018 – Aug. 2019
Routes 40/45	\$481,301	
Routes 50/55	\$44,625	
Routes 60/65	\$893,537	
Routes 70/75	\$200,280	
Feeder Routes	\$13,388	
NRT Routes: Sub-total	\$1,633,131	
Feeder systems (paid through Niagara Region)		Sept. 2018 – Apr. 2019
Fort Erie	\$19,000	
Port Colborne	\$7,000	
NOTL	\$18,000	
Feeders: Sub-total	\$44,000	
Total Agreement Value	\$1,677,131	
Feeder System U-Pass Agreements outside of the Regional agreement		Sept. 2018 – Apr. 2019
Pelham*	\$10,000	
Total Value	\$1,687,131	

* NCSAC and Pelham entered into a separate agreement as the discussions had advanced earlier

The financial contribution from NCSAC was based on previous U-Pass payments for access to existing NRT routes, plus payments allocated to the local post-secondary routes (which have since been consolidated with NRT routes effective September 2018) and then adjusted for inflation. The final NCSAC payment was based on an agreed upon level of service and the schedule was published as the NRT schedule effective September 4, 2018. For this contribution, students (through the U-Pass) were granted unlimited access to the public transit system, which is subject to change as per the Region's discretion.

NCSAC – September Service Pressures

The September 2018 peak-period ridership on NRT Routes 40/45A (Niagara Falls – Glendale Campus corridor) and 60/65 (Niagara Falls - Welland corridor) surged due to higher than anticipated overall post-secondary enrolments. As a result, NCSAC agreed to purchase an additional \$417,600 of incremental service to meet the excess demand between September 2018 and April 2019. Niagara Region and the local transit operators developed the estimated increased cost of service.

Supplementary outcomes from negotiations

The local transit providers receive additional revenue from NCSAC through the utilization of the U-Pass on local transit service, known as “tap” revenue. Previously, the tap revenue, which was based on a per ride fee, was set independently by each transit provider and ranged from \$0.25 to \$0.60 per tap. In addition to Niagara Region U-pass payments provided above, a separate agreement was reached to apply a uniform tap rate of \$0.60/tap between September 2018 and April 2019 for all local transit operators enrolled in the U-Pass system.

BUSU – Niagara Region Agreement

The payments negotiated between BUSU and Niagara Region for U-Pass privileges are presented in Table 2. Similar to the NCSAC agreement, BUSU's payments are based on a level of service as published under the NRT Schedule effective September 4, 2018, with the Region having discretion to amend the routes and schedules. Under the terms of this agreement, Niagara Region collects the amounts for local tap revenue on behalf of Niagara Falls, as described under the “Supplementary outcomes from negotiations” section of this memorandum. The flow through amounts for feeder systems are included to reflect the full service cost paid by BUSU.

Table 2: BUSU – Niagara Region Agreement Payments for U-Pass privileges		
Item	Total	Period
NRT Routes		Sept. 2018 – Apr. 2019
Route 50/55	\$159,209	
Routes 40/45, 60/65, 70/75, PC Link and FE Link	\$70,639	
NRT Routes: Sub-total	\$229,848	
Feeder systems (paid through Niagara Region)		Sept. 2018 – Apr. 2019
Fort Erie	\$7,000	
Port Colborne	\$7,000	
NOTL	\$3,500	
Feeders: Sub-Total	\$17,500	
Total Agreement Value	\$247,348	
Feeder System U-Pass Agreements outside of the Regional agreement		Sept. 2018 – Apr. 2019
Pelham	\$5,000	
Total Value	\$252,348	

Negotiations for U-Pass academic year September 2019 - August 2020 will commence early in 2019, with NRT staff providing additional updates to Public Works Committee in the lead up to finalizing those agreements.

Respectfully submitted and signed by,

Matt Robinson
Director, GO Implementation Office