



A new Partnership with Niagara Region

How Miller will serve Collection Area Two

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

Presentation: October 16, 2020

Servicing
communities
across
Canada
Since
1961

2. Who we are: Miller

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

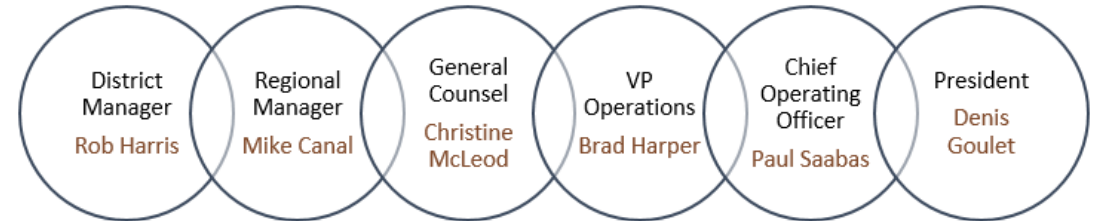


3. Niagara Contract Specifics (Part 1)

◇ How we plan to service

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

◇ Managerial staff



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



3. Niagara Contract Specifics (Part 2)

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

Service Team Organizational Chart

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



4. Our Commitment to Niagara

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



Questions?

Thank you for your time.

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

