

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>