



**EMTERRA**  
Environmental

# Presentation to Niagara Region Public Works Committee

March 19, 2019



**Thinking innovatively**  
Transforming waste to resources

# Why Are We Here?

- Contract was extended by 3 years
  - At Niagara's request, in expectation of producer responsibility regulation to be instituted by the province, Emterra agreed to extending the contract
  - Additional time to allow Niagara to do extensive public consultations on next contract specifications and disposition of municipal assets (e.g. recycling plant)
  - Additional time to better position Niagara for the potential of sweeping changes

## Why Are We Here continued?

- To address and provide insight to current concerns with collection issues
- To share the internal Emterra action plan with Public Works Committee on:
  - ✓ Fleet maintenance
  - ✓ Labour
  - ✓ Other issues:
    - Extreme weather impacts
    - Ageing fleet



# Fleet Maintenance

- On-road break downs
  - High frequency of unexpected failures
  - ✓ Action: Heavy focus on preventative maintenance program to reduce failures
- Major component failures
  - High frequency of engine and transmission failures
  - ✓ Action: Certain engines/transmissions to be rebuilt by specialists to accelerate turnaround times from 3 weeks to 5 days for engines
- Hydraulic failures
  - Worn hoses and hydraulic components
  - ✓ Action: Hydraulic specialist brought in to assess entire fleet and implement hydraulic line replacement and cylinder refurbishment program over the next 30 days as a specific program to accelerate repairs

# Fleet Maintenance continued...

## Metal fatigue and wear and tear

- Bodies are built for a 7 to 8 year life cycle and have now exceeded that going into 9<sup>th</sup> and 10<sup>th</sup> years of service
- ✓ Action: Ongoing replacement of floors, walls, wear pads, bushings, shoes, guide rails, etc.

## Accelerated maintenance program

- **Budgeted** spend: \$350K plus 1.5% of contract value (around \$350K)
- **Actual** spend in last six months alone: \$2M+

# Hiring and Retention

Implemented new Drug and Alcohol D&A Program in January 2017 to ensure the safety of the community at large and workers

- Of 82 drivers interviewed from October 2018 to date, 75% failed pre-employment D&A screening
- Post-incident testing resulted in approximately 35% D&A failure rate leading to termination
- Demographic for hiring drivers is challenging despite an increase in salary and a financial incentive program introduced in November 2018

Loss of Lincoln and West Lincoln routes in January 2019

- Resulted in a loss of 7 Emterra drivers to Niagara's new contractor
- Created a decrease in morale and instability amongst the workforce

# Hiring and Retention continued...

## ✓ Actions Taken:

- Held 11 job fairs with more planned
- Created dedicated recruiter position to specialize in hiring drivers and loaders
- Engaged single source external recruiter specializing in our industry
- Implemented financial incentive plan for drivers and loaders
- Developed and rolled out Employees of the Month recognition program
- Will implement retention bonus for last year of contract to try to stabilize workforce

# Other Obstacles

## Extreme Weather Impacts of early 2019

- Emterra was negatively impacted in its ability to provide services to the Region of Niagara due to the extreme weather conditions experienced in January and February 2019
- Notwithstanding extreme winter conditions resulting in shutdown of many public services, Emterra maintained collection services until they proved detrimental to the health and safety of our workforce on February 6<sup>th</sup> and 12<sup>th</sup>
- Non-completion of routes resulted in subsequent collection delays throughout the remainder of the weeks of February 6<sup>th</sup> and 12<sup>th</sup>
- Geographically, the Region of Niagara faces unique and demanding climate conditions, creating various challenges during inclement weather

# Other Obstacles continued...

## Ageing fleet

- Trucks are designed for 7-8 years of services; present fleet will run for 10 years
- ✓ Action: 2-year contract extension required accelerated maintenance program to keep fleet operational
- ✓ To combat ageing fleet:
  - ✓ Significant resources and funds have been and continue to be allocated to this contract, including the purchase of 2 new trucks and the redeployment of 6 trucks from internal resources
  - ✓ **Actual** maintenance and repair spend in last six months alone: \$2M+ versus budget of \$350K plus 1.5% of contract value (around \$350K)

# Emterra Goals

## Goals through remainder of contract:

- ✓ Truck maintenance improvements to increase fleet uptime
- ✓ Labour stabilization
- ✓ Continued dedication to high level of service delivery

Thank you for your time



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