



DEVELOPMENT & INFRASTRUCTURE SERVICES – PUBLIC WORKS SERVICES
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February 12, 2014

DEVELOPMENT & INFRASTRUCTURE SERVICES REPORT PUBLIC WORKS SERVICES 2014-09

TO: Committee of the Whole
SUBJECT: Garbage and Recycling Service Level Update
ORIGIN: Director, Public Works Services

RECOMMENDATIONS

THAT Development and Infrastructure Services Report Public Works Services – PWS 2014-09, dated February 4, 2014 regarding Garbage and Recycling Service Level Update, be received and the following recommendation(s) be adopted:

- 1. THAT staff continue to work with the Contractor (GFL) and the other municipal partners in good faith to resolve all issues and improve the Level of Service for curbside collection and;**
- 2. THAT staff proceed with Liquidated Damages under the Contract for Non-Performance for late collections in December 2013 and January 2014 and any other future applicable instances.**

BACKGROUND

This report has been prepared as a follow up to Report 2014-05 dated January 13, 2014 to address the serious deficiencies experienced by Newmarket residents in the curbside collection services provided through our contractor; GFL. Staff was directed to pursue any liquidated damages within the contract for delayed collections in December 2013 and January 2014.

In June 2007 Turtle Island Recycling Corporation (Turtle Island) entered into a contract to provide collectible waste services to the Towns of Aurora, King, Georgina, Newmarket, East Gwillimbury and Whitchurch-Stouffville. The Service started in September of that year which included garbage, recycling, yard waste, bulky items, Christmas tree and organic collection. In January 2012 Green For Life Environmental Corporation (GFL) purchased Turtle Island, agreed to honour the existing contract and continued providing collection service.

Service levels remained constant until April 2013 when large volumes of yard waste from the previous year and mechanical problems caused missed collection. Once the yard waste collection was caught up to normal levels, services complaints decreased again.

In November 2013 Customer Service started receiving a disproportionate amount of calls with respect to missed collections. This continued into Christmas with calls spiking the week of January 6th, before returning to normal service levels the week of January 20th. Anecdotally,

most of the complaints were for missed green bin and blue bin collection as garbage pick-up was near normal levels.

COMMENTS

In response to Council requests and additional meetings with the N6 Mayors and staff representatives, GFL provided Newmarket and the N6 partners with the attached action plan to rectify the service level issues. The plan identifies corrections/improvements to processes for better communication and response to solid waste collection. It has been reviewed by the N6 staff representatives and is still subject to some final clarifications and refinements as noted on the attached document.

The Services Contract for Collectible Waste outlines the Quality of Service and obligations that the Contractor is expected to provide. The recent Service Levels did not meet the contractual responsibilities within the Contract. Therefore, the Town will proceed with Liquidated Damages as outlined in the Contract. These damages will be deducted from GFL invoice for the month of January 2014 and total \$21,500.

It is not recommended that the Contract be terminated at this time as the Town continues to work with all partners to ensure the level of service upholds to contractual standards. As indicated above, since the week of January 20th, collection has been brought back up to the service level that is expected for our residents. Staff continue to work with GFL to continuously improve collection, communication and effectiveness of the service.

The N6 partners have also expedited and are currently working on the next Services Contract for Collectible Waste to be ready for an accelerated release if required.

PUBLIC CONSULTATION

Corporate Communications and Customer Service have been receiving messages directly from GFL on issues as they arise and are relaying the information provided by GFL to the public as it becomes available. As situations in the field change, Communications pushes new information out and is working with GFL to provide more timely and accurate information and Customer Service to continue to provide frequent updates to residents.

Staff will continue to review with GFL, to provide updates in a timelier, appropriate and clear manner and include various forms of media within the process to maximize the extent and understanding of any messages.

BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

Deliver affordable, efficient and effective water distribution, wastewater and solid waste collection services that meet or exceed provincially mandated requirements, Council and the public's expectations, while:

- a) ensuring that the systems capital assets retain their value and are managed/funded accordingly to sustainable, lifecycle based principles and practices; and

b) promoting and encouraging solid waste diversion through recycling, composting, rethinking, reusing, reducing and implementing programs to achieve a realistic diversion rate and environmental protection.

HUMAN RESOURCE CONSIDERATIONS

Staff are currently analyzing a part time position to be shared with one or more other municipalities which would investigate, field verify and respond to resident issues and concerns with respect to all aspects of solid waste collection. Other municipalities within the N6 already have a similar position.

IMPACT ON BUDGET

Operating Budget (Current and Future)

The cost of collection per household is approximately \$7.32/month for 2014. This is incorporated in the approved budget. The length of the current contract and efficiencies realized in coordinating with the other municipal partners has kept comparative cost down for this specific service.

If required, any funds for potential human resource considerations will be covered within the existing 2014 budget or included in the 2015 budget requests.

Capital Budget

No impact to the Capital Budget.

CONTACT

For more information on this report, please contact Christopher Kalimootoo at extension 2551; ckalimootoo@newmarket.ca.

Prepared by: 
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Director, Public Works Services


R. Prentice, BA
Commissioner, Development &
Infrastructure Services



Action Plan for N6 contract

This action plan is in response to the service interruptions experienced by the residents of the N6 contract for the weeks of December 30th, 2013 and January 4th, 2014. The Action Plan addresses concerns raised by the Northern Six (N6) municipalities with respect to the recent service disruptions and ongoing contract compliance and service delivery improvements that are required to restore service to the expected.

GFL will amend and update the original Operational Plan submitted to the N6, or create a new operational Plan that includes the items addressed in this Action Plan.

Daily Route Completion reports - Implementation Date Jan 17, 2014 for logs, TBA for GPS tracking

GFL has developed a collection report that will be distributed to all the municipalities at 4 pm daily communicating the status of the collection routes. This report will document three route status criteria, complete, delayed, and not completed. Our route supervisors will be responsible to provide internal updates to our Operations Manager indicating the current collection status three times per day, 7am, 11am, and 3pm. This will allow us to accurately determine the status of each individual route and most importantly allow for the necessary adjustments or redeployment of equipment proactively. Upon completion of our 3pm update we will develop our 4pm collection report for the N6 municipalities.

Note: The municipalities request that the Daily Collection Route Monitoring Reports be linked to the GPS Vehicle tracking system. The Contractor is requested to provide a process where the Routes are shown graphically in the GPS web-service, and a process is developed to report the completion status of the Route as a whole, and if not complete to identify the individual streets that are complete and those that are not complete.

Timely completion of Routes – Implementation Date Jan 13, 2014

To assist with the timely completion of our collection routes GFL will increase the current truck count by one additional truck in each of the municipalities. The addition of equipment will allow us to reduce the number of required stops on each collection route by approximately 100 homes. With the reduction of these homes we expect our scheduled completion times to be reduced by approximately 1 hour.

Cancellation of Collections – Implementation Date Jan 17, 2014

GFL acknowledges that the Contract does not provide any allowance for non-performance of the contract due to weather conditions and 100% of the Collectible Waste on each collection route on the scheduled collection day should be completed, however, in the occurrence of an extreme weather event resulting in unsafe working conditions, GFL requests that the N6 consider providing relief from the requirements for 100% Collection provided. Our Operations Manager will contact each Designated Municipal Official and the N6 Municipal Relationship Manager, to communicate and discuss the issue at the earliest possible time, but in no case less than 24 hours in advance of a known or possible extreme weather event. Prior to implementing any change in scheduled service GFL will wait for the approval from each Designated

Municipal Official. GFL will advise the N6 Municipal Relationship Manager of the decision, in writing or by email following approval from each Designated Municipal Official.

GFL will provide the N6 with copies of the Current Corporate Health & Safety Policy and Procedures

Preventative Maintenance - Implementation Date Jan 2, 2014

GFL has a preventative maintenance plan that requires all units to be inspected at hourly intervals of 150 hours and 450 hours. The 150 hour service includes a 140 point check documenting the condition of all components of the truck including the packers and hydraulic systems. The 450 hour inspection includes 40 additional inspection items of the chassis and hydraulic system and includes fluid sampling and fluid changes. To assist with the completion of these inspection, timely repairs, and to maintain the appropriate number of units required to perform the collections GFL has added a third maintenance shift.

In the event of an on-route breakdown our driver will contact their route supervisor and maintenance manager immediately advising them of their interpretation of the problem. Based on the estimated repair time from this communication we will determine whether a spare vehicle needs to be brought to the driver on scene so we mitigate the amount of lost collection time. A maintenance technician is dispatched and upon their arrival they will diagnosis the issue and determine whether an on road repair can be completed or if it needs to be returned to the yard. In the event the truck can not be repaired on site the unit will be returned to our yard or taken to one of our approved third party maintenance facilities. Of note the Town of Georgina has graciously extended their repair facility as a resource to GFL.

Additional Resources – Implementation Date Jan 13, 2014, and ongoing

In addition to the incremental trucks being implemented on the collection routes as noted above, GFL will have 7 spare vehicles on site at our Aurora facility. Additionally GFL has 5 facilities within the immediate area, Dufferin, Caledon, Etobicoke, Toronto, and Pickering where equipment and labour can be mobilized within a very short time period.

Note: The Town staff are also asking that GFL, along with the N6, will continue to monitor performance of the contract and will increase the number of vehicles to ensure adequate performance of the Contract.

GPS Training for N6 Partners – Implementation Date Jan 24, 2014

GFL will arrange a web based GPS training session on January 24th which will be conducted by our provider, Pinpoint Communications. We will require the contact information for all staff selected by N6 to participate inclusive of their email address.

Note: Additional town staff will be trained on an as needed basis

Communications to the Public – Expected Implementation Date Feb 21, 2014

GFL will add a link to our website for the N6 contract that will be updated twice daily at 10am and 4pm at a minimum. This link will allow residents from the N6 access to collection information and direct contact

information to our customer service. GFL will review the message posting process and the wording for standard messages with the N6 before this service is implemented.

Daily Complaint Log - Implementation TBA

GFL and the N6 partners have an existing complaint log and resolution report that was implemented in the spring of 2013. If any changes or revisions are required we would be happy to discuss and accommodate your request.

Note: Newmarket receives logs from GFL. A revision will be discussed with the N6 Directors as to appropriate information to be presented in the logs.

Emergency Contact information list – Implementation Date Jan 24, 2014 for contact information, TBA for escalation procedure

GFL would like to request the contact information of key N6 staff that require notification if future collection delays or incomplete collections occur. This will ensure the appropriate individuals receive the information in a timely manner and ultimately expedite the communication to all N6 staff, councilors, and residents.

Note: Town staff have also asked that GFL and the N6 will develop an escalation procedure and protocol to ensure that emergency situations are dealt with in a timely manner

Telephone Communications – Implementation Date Jan 20, 2014

Customer service reps are now available to receive inquiries and field questions from 7am to 7pm Monday through Saturday. These calls are recorded into the daily complaint log as they are received and any issues will be dispatched to the appropriate supervisor for resolution. Our current phone system has the ability to accommodate 4 lines and in the event of an influx of volume GFL will add additional customer service representatives to assist in the backlog of calls.

Note: Town staff have also directed that GFL to advise the Designated Municipal Officials if an increase of telephone call volume has resulted in additional customer service representatives being added, and GFL will consult with Designated Municipal Officials on the any special messaging or communication being provided to the affected residents. The Designated Municipal Officials or the Municipal Relationship Manager can, acting reasonably, direct GFL to increase the number of customer service representatives at any time to address and respond to with increased telephone call volume.

Employee's Customer Service - Implementation Date Jan 15, 2014

We held a mandatory meeting on Wednesday January 15th to remind all of our employees of our customer service requirements as stated in section 13.2 of the contract which states all employees will maintain the highest standards of courtesy and consideration to the public to promote and enhance the image and reputation of the municipalities. We will have a greater supervisory presence on the streets to ensure compliance and any employees who do not meet our standards will be subjected to progressive disciplinary measures.

I have reviewed and fully support the actions in this report.

Patrick Dovigi
President and CEO
February XX, 2014