



Guide for Developing a Waste Management Service Contingency Plan

The Continuous Improvement Fund
132 Commerce Park Drive, Unit K, Ste. 511
Barrie, ON L4N 0Z7
thecif.ca

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Guide Introduction and Instructions for Use

This contingency plan discussed in this guide book is intended to provide a decision framework and situational guide for the effective management and recovery of services in the event of a disruption to blue box waste management services. These disruptions can be of an uncertain timeline and, due to the visible nature of the service and potential requirement for significant additional resources can be prone to a high level of public scrutiny. Recovery from such a disruption in a timely and controlled manner is key in maintaining the support of municipal council, the general public and involved staff members.

Users of this guide plan are cautioned that the guidance included in it is not intended as a universal solution capable of adoption “as is” by all municipalities. Users are expected to modify the general framework and developmental tasks to suit the specific needs of their circumstances. Please read and understand the disclaimer below prior to using this guide. CIF staff members are available to discuss any questions you may have concerning this guide.

While the focus of this guide is on blue box waste management services, the guidance may be applicable to other relevant waste streams that may or may not be co-collected with blue box recyclables.

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1. Introduction

1.1. Overview

A Solid Waste Contingency Plan (Contingency Plan) is meant to ensure continuity of waste management services¹ and address events that may take place during the course of a waste management service disruption regardless of its duration. It will ensure that the municipality can regain its waste management services as quickly as possible to provide residents with either temporary or permanent service reinstatement. The Contingency Plan can potentially be used in conjunction with the dispute resolution or performance management clauses available under a municipality's existing contract(s) subject to their specific circumstances. In all cases, a multi-departmental approach involving legal, public works, communications, parks and recreation, fleet and overall council will be needed to effectively advance any disruption mitigation actions.

Please note, this guide book is not your Contingency Plan. Rather, it is a guide to developing your own contingency plan that will meet the needs of your municipality. This guide will provide the templates needed to develop your Contingency Plan, but you will need to customize it to meet your municipality's unique concerns.

This guide categorizes service disruptions into two main types, applicable to waste collection or recyclable processing services:

- **Short Term Service Disruptions:** These include disruptions that typically will occur over one day to several months. These include:
 - Minor loss of facility use (e.g., small fire, equipment failure for which parts could take several days/weeks to obtain);
 - Minor fleet fire (impacting a single collection unit);
 - Multi-day weather related impact to collection;
 - Multi-day support facility loss (e.g., maintenance facility); or,
 - Labour disruption (e.g., one to two week walk-out), for example.
- **Long Term Service Disruptions:** These include service disruptions that have long term impacts or extend for a prolonged period of time. These include:
 - Large scale fleet fire;
 - Large scale facility issue involving the loss of the use of the facility for an extended period of time (e.g., catastrophic fire event);
 - Perpetual route incompleteness due to equipment or labour resource shortfalls;
 - Local or broad-scale disease outbreak; or
 - Contractor bankruptcy and force majeure, for example.

This guide is not intended to address routine, day to day, contract management or operational issues normally handled through existing contract performance management clauses or contract dispute resolution provisions.

¹ In particular, blue box waste management services, although the guidance within this document may be applied to other relevant waste streams, such as garbage or co-collected source-separated organics (SSO).

Since waste management services involve the procurement and use of capital-intensive facilities and rolling stock equipment, it is not uncommon for an interruption in weekly collection could take in excess of 10 months to secure a permanent, long term solution. An interruption in the recycling processing service could similarly take several months to secure a permanent, long term solution. Unless its a smaller problem, “the fix” will require pre-planning, some hard and potentially unpopular choices and varying levels of inconvenience to the public at large.

1.2. How to Use this Guide

This guide has been prepared to help you develop your Contingency Plan. The main sections of this guide include:

- Section 2: How to Prepare your Contingency Plan - Section 2 describes the steps required to prepare your Contingency Plan. You will undertake these steps in conjunction with the disruption checklist templates in Section 3 and/or 4, as well as the templates.
- Section 3: Short-Term Disruption Checklists - Section 3 includes activity checklists for short-term disruptions to collection or processing services. These checklists can form the basis for your Contingency Plan and are meant to be updated with additional tasks and staff assignments as required.
- Sections 4 and 5: Long-Term Disruption Checklists - Similar to the Section 3 checklists, Section’s 4 and 5 include activity checklists for long-term disruptions.
- Templates - Section 6 includes templates provided for your use, such as form letters or a communication plan. These templates can be modified for use in your Contingency Plan as supporting documents.
- “Food for Thought” Boxes - The activity checklists in Sections 3, 4 and 5 include “Food for Thought” text boxes that provide additional context for the plan developer. These can be removed when you customize the checklists for your plan.

2. How to Prepare your Contingency Plan

The best way to minimize the impacts of unexpected waste management service disruptions is to plan for them. Figure 1 outlines the steps required to develop your municipality's Contingency Plan. These steps are discussed in more detail in the pages that follow.

Figure 1: Steps to Prepare your Contingency Plan

A. Assign responsibility for developing / managing the Contingency Plan.

- Delegate / assign responsibility for developing and managing the Contingency Plan.

B. Define the critical waste management services.

- This would include services such as:
 - Collection services:
 - Curbside waste collection, depot waste collection
 - Receiving Facilities:
 - Transfer stations, depots
 - Blue Box Material processing services

C. Identify the likely disruptions.

- Consider what are the likely sources of disruption to the critical services. These may include:
 - Labour action.
 - Inability of contractor to provide the service.
 - Equipment malfunction or damage.
 - Local or broad-scale disease outbreak.
 - Natural disaster, etc.

D. Identify alternatives for delivery of critical services

- This would include:
 - Alternative collection options or depot drop-off locations
 - Alternative transfer and/or processing facilities

E. Develop a Contingency Plan for both short and long term service disruptions.

- Short term disruptions - see Section 3 for typical tasks related to short-term disruptions for facilities and collection
- Long term disruptions for facilities - see Section 4 for typical tasks related to long term disruptions in facilities
- Long term disruptions for collection services - see Section 5 for typical tasks related to long term disruptions to collection services

F. Consult with the MECP during the development of the Contingency Plan

G. Prepare and send Medical Officer of Health Letter #1

H. Contingency Plan Stand-by

- Regular review and update of Contingency Plan

I. Implement Contingency Plan as necessary

A. Assign responsibility for developing / managing the Contingency Plan.

Management (i.e., senior management) will need to assign responsibility for developing the Contingency Plan to a responsible person with authority to make decisions and direct staff.

Similarly, management will need to assign overall responsibility for implementation of the Contingency Plan should a service disruption occur.

Food for Thought...

When assigning responsibilities for developing and managing the Contingency Plan, consider the following:

- Implementing the Contingency Plan will require the coordination actions of multiple municipal staff within multiple departments. Therefore, the staff person(s) responsible for developing and implementing the plan should be equipped with sufficient authority to ensure the necessary intra-departmental cooperation is provided.

B. Define the critical waste management services.

Take stock of which waste management services your municipality is responsible for and which would be considered critical services in the event of a service disruption. These services may include:

- Collection services:
 - Curbside collection of blue box materials;
 - Depot collection of blue box materials;
 - Curbside garbage collection;
 - Depot collection of garbage;
 - Curbside source-separated organics (SSO);
 - Curbside collection of bulky or other wastes;
- Receiving facilities:
 - Waste transfer stations;
 - Depot stations;
 - Landfills;
 - Organics processing (i.e., composting) facilities;
- Blue Box Material processing services
 - Processing of blue box materials at MRFs; etc.

One approach to assessing these services would be to ask the following questions for each service:

- How vulnerable is this service to a disruption?
- How severe are the consequences if this service were to be disrupted? Consider consequences related to public health, public safety, and customer service.
- Given the vulnerability of the service to a disruption and severity of the consequences, estimate the magnitude of risk of disruption for each service.

Those services that rank as having the highest magnitude of risk should be the focus of your Contingency Plan, or Contingency Plans, as each service may require its own plan of action in the event of a disruption. You can use Table 1 on the following page and the risk matrix in Table 2 to complete this assessment.

Table 1: Service Assessment Table

Waste Management Service	Probability of Service Disruption	Consequences of Service Disruption	Magnitude of Risk (see Table 2 for Risk Matrix)

Table 2: Risk Matrix

		Degree of Consequence				
		Negligible 1	Minor 2	Moderate 3	Minor 4	Catastrophic 5
Probability	Very High Probability 5	Moderate 5	High 10	Extreme 15	Extreme 20	Extreme 25
	High Probability 4	Moderate 4	High 8	High 12	Extreme 16	Extreme 20
	Medium Probability 3	Low 3	Moderate 6	High 9	High 12	Extreme 15
	Low Probability 2	Low 2	Moderate 4	Moderate 6	High 8	High 10
	Very Low Probability 1	Low 1	Low 2	Low 3	Moderate 4	Moderate 5

C. Identify the likely disruptions.

Once you have identified the critical waste management services, consider what may be the likely sources of disruption to the critical services. These may include, for example:

- Labour action;
- Inability of contractor to provide the service;
- Equipment malfunction or damage;
- Local or broad-scale disease outbreak; or
- Natural disaster, among other things.

Use Table 3 as a template for identifying the sources of the possible disruptions., Use the results of this table as a reference list when developing your Contingency Plan, to ensure your Contingency Plan(s) address these types of disruptions.

Table 3: Types of Waste Management Service Disruptions

Waste Management Service	Source of Disruption	Short-Term or Long-Term Disruption

D. Identify alternatives for delivery of critical services.

Once you have identified your critical services requiring a Contingency Plan, identify alternatives for service delivery. For instance, and as applicable:

- Identify alternative **transfer and processing** contractors and facilities:

Management Tasks:

- Identify potential substitute contractors for transfer and processing of wastes during contingency plan.
- Prepare scope of work for use by Procurement in obtaining quotes.
- Working with procurement, identify temporary service contractors to be used during contingency plan and the level. Consider the level of ability of the contractor and their available equipment, including the size and configuration the contractors have available.

Procurement Tasks:

- Obtain quotes from potential substitute contractors transfer and processing of wastes.
- Obtain information on the potential substitute contractors' available capacity and available equipment and configuration (e.g., single or dual stream, side or rear loaders, etc.).
- Work with management to select temporary service contractors to be used during contingency plan.
- Advise successful contractors of selection status.

Operations Tasks

- Support Management and Procurement in identification of alternative transfer & processing contractors and facilities and procurement as required.

- Identify alternative **depot / collection** options:

Management Tasks:

- Lead staff in identifying alternative depot locations or collection options.

Procurement Tasks:

- Consider procurement-related implications of alternative depot locations or collection options.

Operations Tasks:

- Support management in identifying alternative depot locations or collection options, such as quantifying the need for roll-offs, dump trailers, transfer trailers, walking floor or tipper trailers, etc.

Food for Thought...

- Consult with OWMA (Ontario Waste Management Association), CIF (Continuous Improvement Fund) your contractor and other municipalities to seek out and identify short-term processing and disposal capacity.
- Assess what services you provide now to determine what contingency services will be required.
- Consider what services does the municipality want to keep operational and what can be furloughed.
- Consider potential ancillary services that may be required to implement the Solid Waste Contingency Plan, such as:
 - Portable fencing;
 - Security services, including video recording 24 hours at soft target sites;
 - Portable toilets;
 - Pest control;
 - Pumper trucks;
 - Clothing suppliers;
 - Lock cutters;
 - Provision of Personal Protection Equipment (PPE), such as gloves, work boots, reflective t-shirts to identify customer services staff, masks, vests, coveralls, etc.
- Brainstorm a list of potential service delivery alternatives, such as:
 - Open park drop-off;
 - Public space with manned equipment;
 - Remote roll-off sites;
 - How many, where, size of containers;
 - Alternative service provider temp contracts;
 - After hours operating plan;
 - Rover collection crews;
 - Call-in collection service for “hot spots”;
 - Alternative disposal or transfer sites;
 - Contract set-up with alternative sites and service providers for all of the above;
 - Alternative days for collection and/or nighttime services;
 - Monitoring requirements.

E. Develop a Contingency Plan for both short and long term service disruptions.

Now that you've identified your municipality's critical waste management services and possible alternatives for them, you need to prepare your Contingency Plan for the service disruptions.

You will use the templates provided in Section 3, 4 and 5 to prepare your Contingency Plan:

- Section 3: Short Term Disruptions (including facilities and collection);
- Section 4: Long term disruptions for facilities; and
- Section 5: Long term disruptions for collection services.

Each Section includes Activity Tables that act as task checklists for management, procurement, communications or operations staff. While multiple staff will be involved in the activities, the headers of each task checklist are colour-coded to indicate whether the activity is primarily focused on the following areas:

- Senior management - Green;
- Procurement - Grey (note - only included in those tasks in which they would be typically involved);
- Communications - Yellow.
- Solid waste operations - Orange.

Uses the Activity Tables included in the sections as your templates. The tasks identified within them are suggestions only and are not meant to be exhaustive. You will need to update them and add to them based on the requirements of your municipality.

In developing the Contingency Plan:

- Ensure adequate review of proposed contingency plan with internal stakeholders.
- Ensure activities and tasks identified in the Contingency Plan have the appropriate person (or role/position title) allocated to its implementation.
- Ensure staff are aware of the actions they are expected to undertake in the event of a service disruption.

Note: please ensure you review all of Section 2 before you begin developing your Contingency Plan.

Food for Thought...

When customizing the tasks within the Activity Tables and assigning designated persons, consider the following:

- Staff whose positions are assigned tasks under the Contingency Plan should be made aware of the plan, so that they can provide their buy-in and understand what needs to be done in the event of a service disruption.
- Depending on the size of your organization, consider holding one or more staff or senior management workshops during the development of the Contingency Plan or once it is drafted to review roles and responsibilities.

F. Consult with the MECP during the development of the Contingency Plan

The local branch of the Ministry of Environment, Conservation and Parks (MECP) should be consulted during the development of your Contingency Plan. When your Contingency Plan is initiated during the event of a service disruption, you may require approvals or changes to a site's Environmental Compliance Approval.

Management Tasks:

- Confirm the MECP contact (see Template G – Current Contact Information).
- Ensure Contingency Plan describing temporary collection / processing measures is documented (see Template D - MECP Support of the Contingency Plan).
- Meet with MECP to review the Contingency Plan document and obtain their support of it.

Operations Tasks:

- Advise management temporary collection / processing measures to be used
- Support management in developing the Contingency Plan document (see Template D - MECP Support of the Contingency Plan).

Food for Thought...

When consulting with the MECP, consider the following:

- This likely will not result in a formal pre-approval from MECP. However, consulting with MECP on the Contingency Plan will help identify logistical, regulatory and approval issues in advance before the plan is required.
- Obtaining an “approval in principle” from MECP will help streamline or possibly fast-track the approvals process if it becomes needed.
- Document all correspondence with MECP and any other regulatory stakeholders engaged during the development of the Contingency Plan. You may have a different reviewer when it comes time to obtaining a formal approval, and it will help them understand the plan and the issues previously raised and addressed if they can see the previous correspondence.

G. Prepare and send Medical Officer of Health Letter #1

Once the Contingency Plan has been prepared, a letter will need to be sent to the Medical Officer of Health. A template for this letter is provided in Template E - Medical Officer of Health Letters. The letter should be sent to the Medical Officer of Health on approval of the plan and kept on file in case the plan is implemented on short notice.

The purpose of this letter is to inform the Medical Officer of Health that should there be an interruption in collection service, they may be called upon to assist in expediting the approval process through the MECP as a matter of public health.

Management Tasks:

- Designate staff to prepare Letter #1 to Medical Officer of Health (see Template E - Medical Officer of Health Letters)
 - Letter #1 informs the Medical Officer of Health that they may be called upon to assist in expediting the approval process through the MECP as a matter of public health, should there be an interruption in collection service.
- Send letter to Medical Officer of Health on approval of the contingency plan.
- Keep letter on file in case the contingency plan is implemented on short notice.

Operations Tasks:

- Support management in developing letter.

H. Contingency Plan Stand-by

Once your Contingency Plan has been prepared, it should be reviewed and updated regularly to ensure it remains current and relevant. Possible items (among others) to consider during the review and update include:

- Does the Contingency Plan accurately reflect the current delivery of waste management services, including existing contracts and use of facilities?
- Are the alternatives suggested still valid, such as location of alternative drop-off or transfer sites?
- Are the staff task allocations still valid?
- Do the contact lists need to be updated?

Reviewing and updating the Contingency Plan regularly will also ensure staff know where it is when a disruption occurs. When a disruption does occur, time will be a critical factor.

I. Implement Contingency Plan (as necessary)

Implement the Contingency Plan as required. If possible, try to provide as much advance notice as possible to ensure necessary resources are anticipated and positioned. This may be achieved by keeping a close watch on those factors that could have an impact on service disruptions (such as labour talks, repeated equipment maintenance issues, evidence of poor contractor management, or global health situations).

3. Short Term Disruption

This section deals with preparing for a short-term collection (e.g., likely inclement weather or labour strike related), or short-term processing facility interruption that will result in a substantial impact to a number of future collection days. This type of scenario could also be as a result of something far smaller which impairs the ability to collect curbside materials (single to multiple unit truck fire), or prevents the processing of recyclable materials (e.g., MRF baler or processing line failure), for which additional storage capacity may be needed temporarily in order to provide enough recovery time.

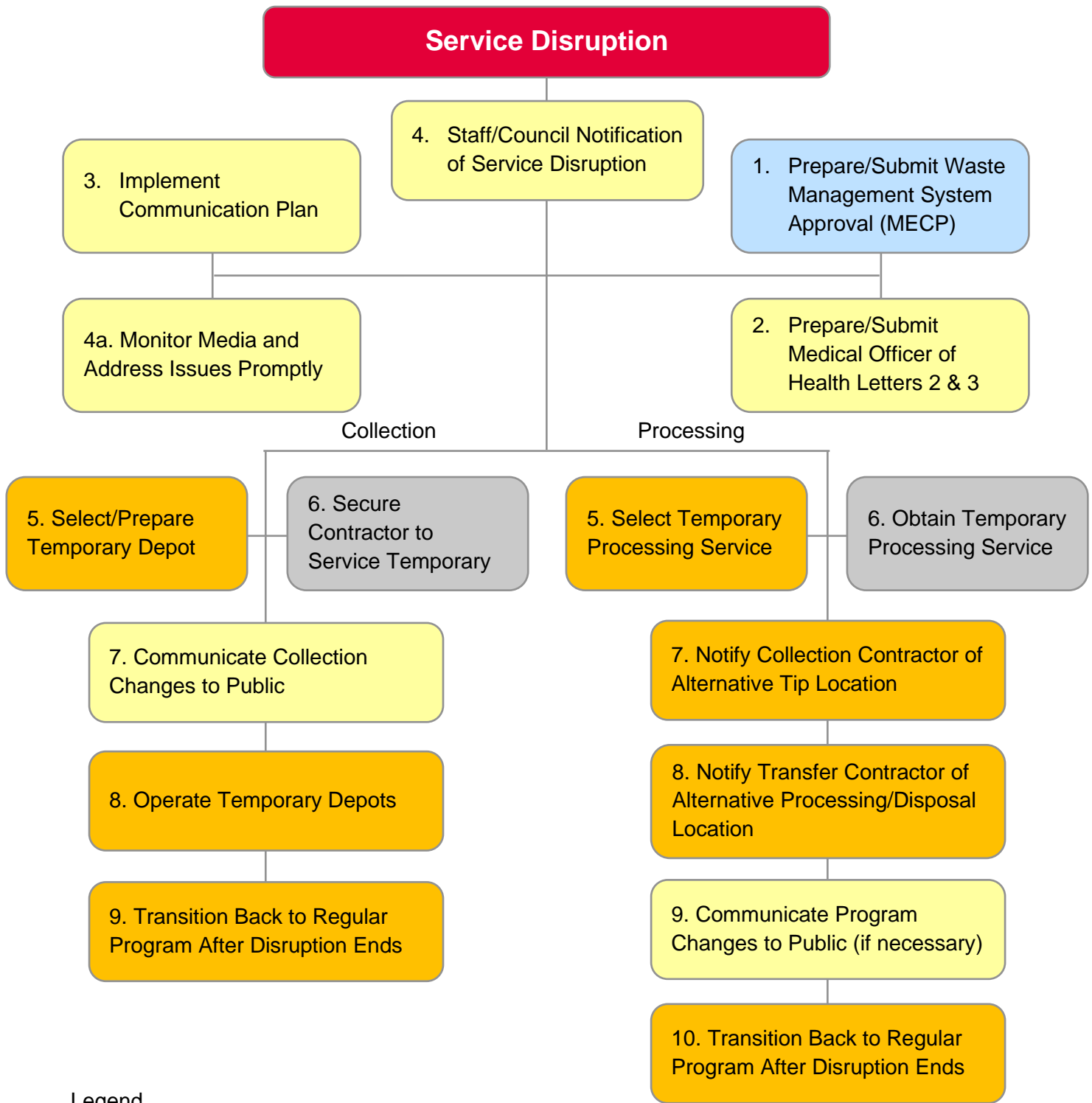
Figure 3 (following page) shows a typical Contingency Plan process for a short-term disruption. This section provides you with a template for your Short-Term Contingency Plan once the disruption occurs.

Each step within the flowchart is allocated to either management or operations, communications, procurement or approvals.

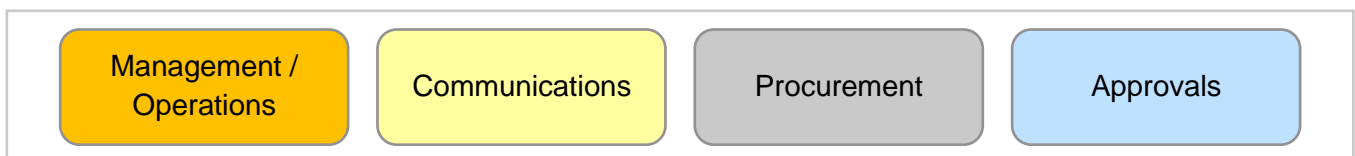
The activity checklists include tasks for management, procurement, communications or operations staff. While multiple staff will be involved in the activities, the headers of each activity checklist are colour-coded to indicate whether the activity is primarily focused on the following areas:

- Senior management - Green;
- Procurement - Grey (note - only included in those tasks in which they would be typically involved);
- Communications - Yellow.
- Solid waste operations - Orange.

Figure 2: Short Term Disruption Contingency Plan



Legend



1. Staff / Council Notification of Service Disruption	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm spokesperson (typically the Chief Administrative Officer, or delegate). <input type="checkbox"/> Prepare internal notification (see Template A – Internal Announcement of Service Interruption). <input type="checkbox"/> Circulate to staff.	
Communications	
<input type="checkbox"/> Prepare / review notice. <input type="checkbox"/> Assist with circulation as necessary.	
Operations	
<input type="checkbox"/> To be added as per local requirements.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Service disruptions can be politically very sensitive, as it can cause considerable inconvenience to the public and have cost impacts for the municipality. As such, elected officials will have an expectation of prompt and regular updates.
- Elected officials and senior management will want to know the context behind what has happened and what steps are being followed to manage the disruption.

2. Prepare / Submit Waste Management System Approval (MECP)	Title of Designated Person Assigned to Task
Management	
<ul style="list-style-type: none"> <input type="checkbox"/> Advise MECP of disruption and intended course of action; confirm MECP contact (see Template G – Current Contact Information). <input type="checkbox"/> Confirm temporary collection / processing measures to be used. <input type="checkbox"/> Ensure Contingency Plan describes temporary collection / processing measures is documented (see Template D - MECP Support of the Contingency Plan). <input type="checkbox"/> Meet with MECP to review Contingency Plan document and obtain their support. <input type="checkbox"/> Complete and submit applications for temporary environmental compliance approvals (ECAs) or amendments to existing ECAs. 	
Communications	
<ul style="list-style-type: none"> <input type="checkbox"/> To be added as per local requirements. 	
Operations	
<ul style="list-style-type: none"> <input type="checkbox"/> Advise senior management of temporary collection / processing measures to be used. <input type="checkbox"/> Support senior management in developing the Contingency Plan document (see Template D - MECP Support of the Contingency Plan). <input type="checkbox"/> Support management with completion and submission of applications for temporary environmental compliance approvals (ECAs) or amendments to existing ECAs. 	

Food for Thought...

When completing the above tasks and assigning designated persons, consider the following:

- Approval from the MECP to complete a waste management Service application would allow the municipality to:
 - Operate temporary garbage and recycling collection depots throughout the affected area;
 - Establish operating hours for temporary depots to maximize public convenience;
 - Consider making advance arrangements with relevant waste management facilities so waste from the temporary depots can be received after normal operating hours; and
 - Operate a temporary transfer station for the storage/bulking of blue box materials collected at the temporary depots if shipping direct from depots is not practical.
- MECP decisions/approvals take time. Liaise with MECP as early as possible in the process;
- Keep senior management abreast of discussions and correspondence with MECP;
- When engaging MECP, provide them with a copy of the previous MECP correspondence. This will provide them with context and demonstrate how potential issues have been identified and addressed.

3. Prepare / Submit Medical Officer of Health Letters #2 and #3	Title of Designated Person Assigned to Task
Management	
<ul style="list-style-type: none"> <input type="checkbox"/> Designate staff to prepare letters 2 and 3 to the Medical Officer of Health (see Template E - Medical Officer of Health Letters). <input type="checkbox"/> Draft Letter 2 to Medical Officer of Health <input type="checkbox"/> Letter 2 is formal notification letter to Medical Officer of Health, notifying him/her of an interruption in the collection service. <input type="checkbox"/> Draft Letter 3 to MECP on behalf of Medical Officer of Health <input type="checkbox"/> Letter 3 is a draft notification letter prepared on behalf of the Medical Officer of Health that is to be forwarded to the MECP. <input type="checkbox"/> Send letters to Medical Officer of Health. <input type="checkbox"/> Designate staff responsible for follow-up with the Medical Office to ensure that correspondence has been sent to the MECP. 	
Communications	
<ul style="list-style-type: none"> <input type="checkbox"/> To be added as per local requirements. 	
Operations	
<ul style="list-style-type: none"> <input type="checkbox"/> Support management in letter preparation. <input type="checkbox"/> Support management in letter follow-up. 	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Time is of the essence. Therefore, it is important to have an approved draft letter template available at the start of the process;
- Ensure Medical Officer of Health is kept in the loop regarding the ongoing status of the disruption and any changes to the process

4. Implement Communication Plan / 4a. Monitor Media and Address Issues Promptly	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm communications staff allocated to Communication Plan implementation. <input type="checkbox"/> Assign staff to assist with implementation of Communication Plan.	
Communications	
<input type="checkbox"/> Review Communication Plan and update as required. <input type="checkbox"/> Implement Communication Plan and assist with media engagement. <input type="checkbox"/> Monitor, track and respond to public and media inquiries. <input type="checkbox"/> Address media issues promptly.	
Operations	
<input type="checkbox"/> Support management and communications as necessary.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Communication is the single most important factor in achieving the success of your contingency plan.
- The plan manager must insure accurate, timely and continuing communication of both internal and external information at all levels.
- The communication plan should highlight the timelines for when communications are to be rolled out. For example, public notification letters, general notice/posters and guidelines for staff should be distributed as necessary at least a week prior to opening of the temporary collection depots. All online presence should be updated accordingly to reflect the change in service. As well, depot signage will need to be prepared and delivered to the appropriate depot locations.
- A single designated official will be the chief spokesperson for the municipality on all matters relating to waste management service interruptions, including: Temporary Service Delivery; Interim Service Delivery; and Status of Permanent Service Delivery.
- All media inquiries concerning waste management service disruptions are to be forwarded to the designated official. As required, the designated official and/or team will coordinate: Media briefings, releases and advisories; Interviews; Messages intended for the media and public; and Website updates and all social media messaging.

If you are preparing your Short-Term Disruption Contingency Plan for Collection Services, proceed to Page 22.

If you are preparing your Short-Term Disruption Contingency Plan for a Processing Facility, proceed to Page 28.

- For Processing Facility task tables, proceed to Page 28. –

Collection 5. Select / Prepare Temporary Depot	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Determine the necessary financial resources required to operate the temporary depots. <input type="checkbox"/> As necessary, coordinate security issues with police and/or security contractors. <input type="checkbox"/> Coordinate with owner/manager of temporary depot location(s).	
Procurement	
<input type="checkbox"/> Assist with procurement issues relating to securing temporary depot location(s), including preparation of purchase orders and other service agreements. <input type="checkbox"/> Assess/implement holdbacks from defaulted contractor.	
Communications	
<input type="checkbox"/> To be added as per local requirements.	
Operations	
<input type="checkbox"/> Confirm the number of storage bins and size required daily to run the temporary service depots will need to be determined to meet the community's needs. <input type="checkbox"/> Determine type and number of equipment required for the operation e.g. barriers, pylons, temporary fencing and signage, shovels/brooms to clean up spills, etc. <input type="checkbox"/> Assist Management with coordination owner/manager of temporary depot location(s).	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Distribution of bins and collection scheduling will be dependent upon the number of depots that will operate during the service interruption and their operating schedule (i.e., open daily or on a rotating basis). The types of services maintained at the site will also influence the type and size of bins, such as: blue box only; garbage and recycling; garbage, recycling and SSO, etc. These considerations will require careful coordination with the transfer haulage contractor.
- Ensure temporary depots have sufficient space to store and shuttle/maneuver empty/spare bins;
- Signage, (including any street/traffic, restrictions, hours, operational instructions, etc.) will need to be prepared in advance and installed at each temporary depot prior to opening.
- In a strike situation, anticipate service disruption such as picket lines and potential damage to the site and equipment. Coordination with police services and contracting with temporary security services may be necessary.
- Financial resources used to pay for temporary operations can be taken from the holdbacks collected from the defaulted contractor. Additional funding may be required to secure interim service in the event that the cost exceeds available existing service funds. If required, the plan administrator is responsible for obtaining Council authorization for emergency/interim funds prior to implementation of the plan.

Collection	Title of Designated Person Assigned to Task
6. Secure Contractor to Service Temporary Depots	
Management	
<input type="checkbox"/> Advise Procurement of need to engage substitute contractors. <input type="checkbox"/> Coordinate with Procurement in engaging substitute contractors with as much advance notice as possible. <input type="checkbox"/> Once engaged, provide substitute contractors with package containing required information on temporary depots, emergency contacts, and any other information necessary to carry out the authorized work (see Template B – Contractor Notification for Temporary Depots and Template F – Temporary Depot Staff Schedule and Customer Service Package.).	
Procurement	
<input type="checkbox"/> Coordinate engagement of substitute contractors, providing as much advance notice as possible. This will include developing, negotiating and finalizing any required agreements or purchase orders.	
Communications	
<input type="checkbox"/> Provide Management with any applicable updated contact information.	
Operations	
<input type="checkbox"/> Provide daily supervision to engaged substitute contractors. <input type="checkbox"/> Assemble information package.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- The amount of advance notice required by these contractors should be considered as part of the activation process. Authorized contractors should be contacted upon activation of the plan to give them as much advance notice as possible.
- Staff will need to provide authorized contractors with a package containing information on the temporary depots, emergency contacts, and any necessary information for them to carry out authorized work (see Template B – Contractor Notification for Temporary Depots). This may have been previously prepared but will need to be reviewed and updated to make sure the information is current.
- It is important to establish daily communication with the contractor(s) to be able to react in a timely manner to any operational issues or changes that need to be addressed;

Collection 7. Communicate Collection Changes to Public	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm messages to be communicated to public. <input type="checkbox"/> Review documents and communications materials prior to release for completeness and accuracy.	
Communications	
<input type="checkbox"/> Update communication plan as necessary to reflect current conditions. <input type="checkbox"/> Draft required communications based on input from Operations and management, for management’s review. <input type="checkbox"/> Disseminate required communications as per communications plan.	
Operations	
<input type="checkbox"/> Provide required operations information to Management and Communications for preparation of communications material.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Communication is the single most important factor in achieving the success of your contingency plan.
- Effective communication on what is required of residents and the public will make management of solid waste at the temporary locations easier.
- The public communication on collection changes can help to manage the public’s expectations on the service disruption.
- A single designated official will be the chief spokesperson for the municipality on all matters relating to waste management service interruptions, including: Temporary Service Delivery; Interim Service Delivery; and Status of Permanent Service Delivery.
- Senior management should be made aware of all communication messages prior to release and updated daily regarding media inquiries.
- All media inquiries concerning waste management service disruptions are to be forwarded to the designated official. As required, the designated official and/or team will coordinate: Media briefings, releases and advisories; Interviews; Messages intended for the media and public; and Website updates and all social media messaging.

Collection	Title of Designated Person Assigned to Task
8. Operate Temporary Depots	
Management	
<input type="checkbox"/> Engage and mobilize temporary depot staff. <input type="checkbox"/> Confirm hours of operation and scheduling of staff members. <input type="checkbox"/> Prepare work schedule and customer service package (see Template F – Temporary Depot Staff Schedule and Customer Service Package). <input type="checkbox"/> Work with Human Resources (if applicable) and operations to ensure temporary depot staff are trained on health and safety, depot operations, and complaint procedures (see Template H).	
Communications	
<input type="checkbox"/> Confirm with Management procedure for managing complaints.	
Operations	
<input type="checkbox"/> Oversee temporary depot staff. <input type="checkbox"/> Monitor and maintain the waste storage areas. <input type="checkbox"/> As necessary, coordinate collection schedules with service contractor.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- The customer service package (Template F – Temporary Depot Staff Schedule and Customer Service Package) outlines what to expect when working at a temporary depot, how to handle complaints and who to notify for inquires or issues that arise.
- In labour disruption / strike situations, temporary depots may be targeted for picket lines. Those who will be required to manage the depots should be provided with training on what to expect in such situations and legal obligations and limitations.
- Management will need to ensure a schedule is developed that identifies who will be on call to address temporary depot related inquires/issues, conduct visits to the depots to ensure operations run smoothly, and provide telephone customer service support.
- Ensure bins are loaded, transferred, and replaced in accordance with the information package provided to temporary contractors.

Collection 9. Transition Back to Regular Program After Disruption Ends	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm end of disruption. <input type="checkbox"/> Communicate end of disruption internally, to staff and Council. <input type="checkbox"/> Coordinate transition back to regular service delivery with temporary service providers, Communications, Operations, and (if necessary) Procurement.	
Procurement	
<input type="checkbox"/> Assist with the coordination of winding down temporary service provider agreements/contracts and resumption of service with current contracted service provider. This may include closing off some purchase orders and opening others. <input type="checkbox"/> Identify and advise of any contract-related considerations (e.g., holdbacks, etc.)	
Communications	
<input type="checkbox"/> Communicate program impacts / changes to affected customers, if required.	
Operations	
<input type="checkbox"/> Assist Management with transition back to regular program.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Prepare a post disruption report that assesses the project results, activities, and processes that allows you to identify lessons learned and update the contingency plan.
- When coordinating the winding down of temporary services, use the temporary service providers for all clean-up services.

- For Collection task tables, return to Page 22. -

Processing	Title of Designated Person Assigned to Task
5. Select Temporary Processing Service	
Management	
<input type="checkbox"/> Determine the necessary financial resources required to operate the temporary processing service. <input type="checkbox"/> As necessary, coordinate security issues with police and/or security contractors. <input type="checkbox"/> Coordinate with alternative service provider(s) to secure service.	
Procurement	
<input type="checkbox"/> Assist with procurement issues relating to securing temporary depot location(s), including preparation of purchase orders and other service agreements. <input type="checkbox"/> Assess/implement holdbacks from defaulted contractor.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> Assist Management with alternative processing service provider(s).	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- In a strike situation, anticipate service disruption such as picket lines and potential damage to the site and equipment. Temporary security services may be necessary to protect against site vandalization after-hours. Coordination with police services is recommended to ensure the safety of temporary staff and strikers.
- Financial resources used to pay for temporary operations can be taken from the holdbacks collected from the defaulted contractor. Additional funding may be required to secure interim service in the event that the cost exceeds available existing service funds. If required, the plan administrator is responsible for obtaining Council authorization for emergency/interim funds prior to implementation of the plan.
- A list of possible service providers should have been prepared when developing the contingency plan. Use this list to identify alternative service providers. Consult with OWMA, CIF and other municipalities for updated information on alternative short-term service providers.

Processing 6. Obtain Temporary Processing Service	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Assign signing authority to engage temporary processing service provider.	
Procurement	
<input type="checkbox"/> Coordinate engagement of substitute service. This will include developing, negotiating and finalizing any required agreements or purchase orders. <input type="checkbox"/> Provide necessary documentation and oversight to engage temporary processing service provider.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> Provide support and coordination assistance to management and Procurement as required.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Transfer logistics between collection and processing, such as:
 - Where the collection fleet will drop off its collected materials; and
 - How will transfer trailers to the alternate sites be loaded and unloaded.
- The distance to the alternative sites and the expected tonnage collected should be discussed with the alternate service providers to ensure adequate transfer capacity is secured.

Processing	Title of Designated Person Assigned to Task
7. Notify Collection Contractor of Alternative Tip Location (if required)	
Management	
<input type="checkbox"/> Confirm if alternative tip location for recyclables is required. <input type="checkbox"/> Ensure collection contractor receives and confirms adequate notification of alternative tip location.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> Advise Management and collection contractor of any special requirements or considerations for alternative tip location.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- If recyclable materials are typically delivered directly to the MRF for processing, then an alternative transfer location may be required for the collected recyclables.
- If recyclable materials are usually dropped off at a transfer location before being sent for processing, then this practice may be continued as per usual. However, in the case of a labour disruption / strike situation, alternative transfers may be required as normal transfer operations may be subject to picket lines.
- Reduce the potential for additional delays by ensuring the contractor has all the information he or she needs, such as a map to the location, time of day restrictions, any special instructions when on site, etc.

Processing 8. Notify Transfer Contractor of Alternative Processing / Disposal Location	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Ensure transfer contractor receives and confirms adequate notification of alternative processing / disposal location.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> Advise Management and collection contractor of any special requirements or considerations for alternative processing / disposal location.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Reduce the potential for additional delays by ensuring the contractor has all the information he or she needs, such as a map to the location, time of day restrictions, any special instructions when on site, etc.
- Work with MECP ahead of time to amend the alternate service provider restrictions to avoid or reduce any approval-related impediments.

Processing 9. Communicate Program Changes to Public (if necessary)	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm whether any temporary changes are required to waste collection program based on requirements of alternative processing service provider. <input type="checkbox"/> Confirm messages to be communicated to public. <input type="checkbox"/> Review documents and communications materials prior to release for completeness and accuracy.	
Communications	
<input type="checkbox"/> Update communication plan as necessary to reflect current conditions. <input type="checkbox"/> Draft required communications based on input from Operations and management, for management’s review. <input type="checkbox"/> Disseminate required communications as per communications plan.	
Operations	
<input type="checkbox"/> Provide required operations information to Management and Communications for preparation of communications material.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- The temporary processing service provider may have requirements that require changes to how residents set out their waste or other program changes. These need to be communicated to those affected by the changes.
- Communication is the single most important factor in achieving the success of your contingency plan.
- A single designated official will be the chief spokesperson for the municipality on all matters relating to waste management service interruptions, including: Temporary Service Delivery; Interim Service Delivery; and Status of Permanent Service Delivery.
- All media inquiries concerning waste management service disruptions are to be forwarded to the designated official. As required, the designated official and/or team will coordinate: Media briefings, releases and advisories; Interviews; Messages intended for the media and public; and Website updates and all social media messaging.

Processing	Title of Designated Person Assigned to Task
10. Transition Back to Regular Program After Disruption Ends	
Management	
<input type="checkbox"/> Confirm end of disruption. <input type="checkbox"/> Communicate end of disruption internally, to staff and Council. <input type="checkbox"/> Coordinate transition back to regular service delivery with temporary service providers, Communications, Operations, and (if necessary) Procurement.	
Procurement	
<input type="checkbox"/> Assist with the coordination of winding down temporary service provider agreements/contracts and resumption of service with current contracted service provider. This may include closing off some purchase orders and opening others. <input type="checkbox"/> Identify and advise of any contract-related considerations (e.g., holdbacks, etc.)	
Communications	
<input type="checkbox"/> Communicate program impacts / changes to affected customers, if required.	
Operations	
<input type="checkbox"/> Assist Management with transition back to regular program.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- During the wind-down period, consider using the contracted service providers for clean-up or closing-out tasks.

4. Long Term Contingency Plan – Facility

This section deals with preparing for a long term service failure such as a fire at the municipality’s owned or contracted processing facility, or the possibility that one of the primary pieces of MRF stationary equipment may be disabled through some sort of critical failure requiring several months time to restore normal operations. The municipality will potentially need to source an alternate means of storing the waste and an alternate facility for processing or disposal.

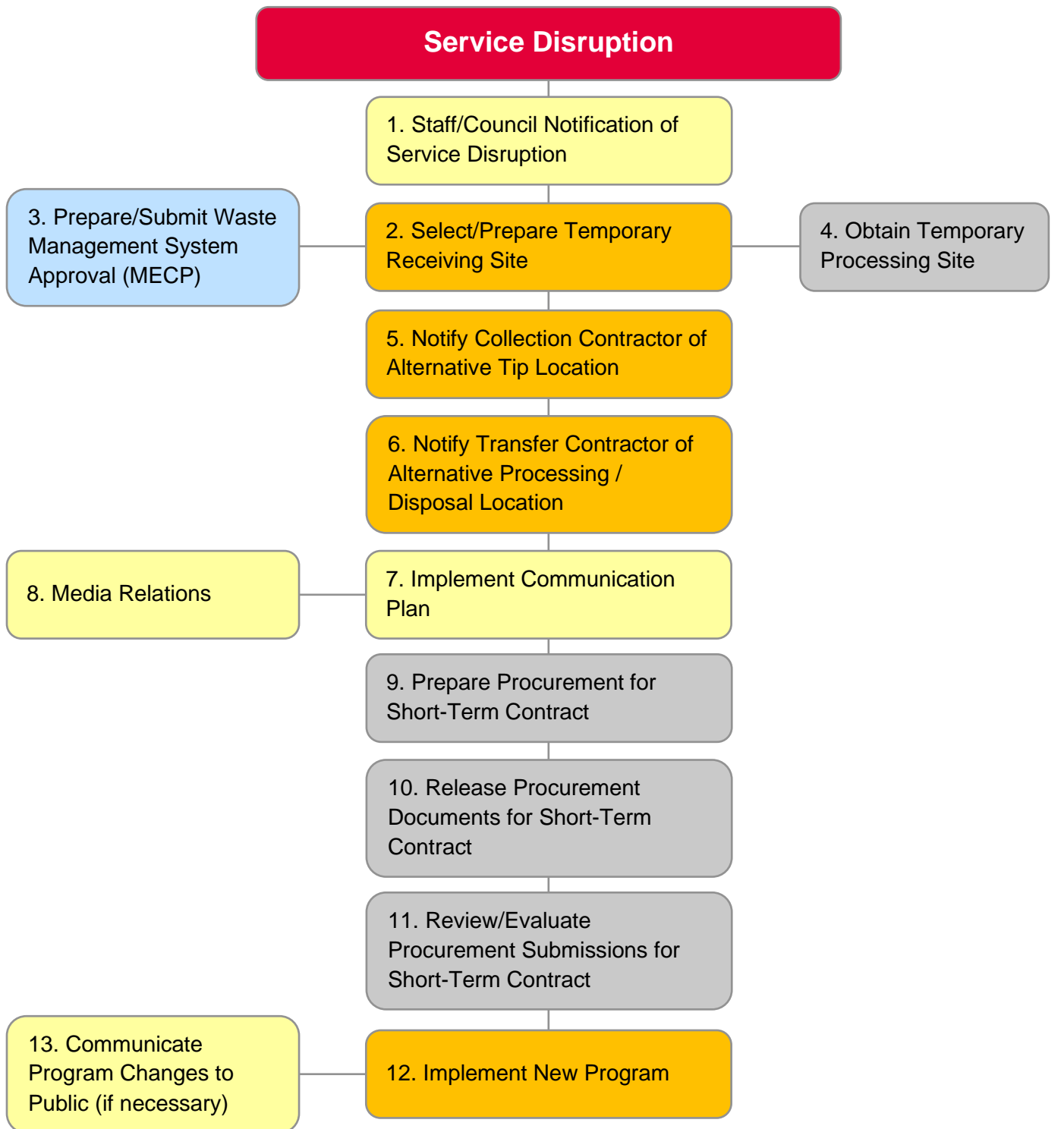
Figure 4 (following page) outlines a typical Contingency Plan for a long-term disruption at a processing facility. This section provides you with a template for your Long Term Contingency Plan that would be implemented once the disruption occurs.

Each step within the flowchart is allocated to either management or operations, communications, procurement or approvals.

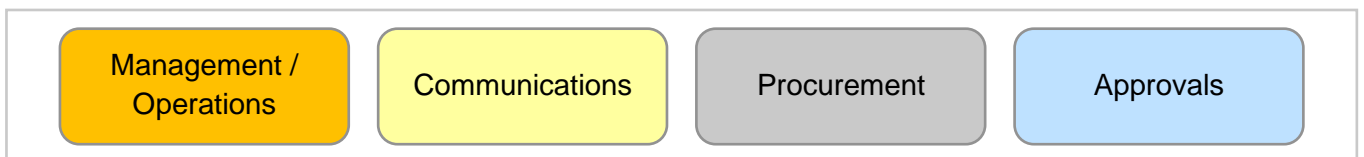
The activity checklists include tasks for management, procurement, communications or operations staff. While multiple staff will be involved in the activities, the headers of each activity checklist are colour-coded to indicate whether the activity is primarily focused on the following areas:

- Senior management - Green;
- Procurement - Grey (note - only included in those tasks in which they would be typically involved);
- Communications - Yellow.
- Solid waste operations - Orange.

Figure 3: Long Term Contingency Plan - Facility



Legend



1. Staff / Council Notification of Service Disruption	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm spokesperson (typically the Chief Administrative Officer, or delegate) <input type="checkbox"/> Prepare internal notification (see Template A – Internal Announcement of Service Interruption) <input type="checkbox"/> Circulate to staff	
Communications	
<input type="checkbox"/> Prepare / review notice. <input type="checkbox"/> Assist with circulation as necessary	
Operations	
<input type="checkbox"/> Continue to update Management service disruption as it proceeds and anticipated impacts.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Service disruptions can be politically very sensitive, as it can cause considerable inconvenience to the public and have cost impacts for the municipality. As such, elected officials will have an expectation of prompt and regular updates.
- Elected officials and senior management will want to know the context behind what has happened and what steps are being followed to manage the disruption.

2. Select / Prepare Temporary Receiving Site	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Determine the necessary financial resources required to operate the temporary receiving sites. <input type="checkbox"/> As necessary, coordinate security issues with police and/or security contractors. <input type="checkbox"/> Coordinate with owner/manager of temporary depot location(s).	
Procurement	
<input type="checkbox"/> Assist with procurement issues relating to securing temporary receiving sites, including preparation of purchase orders and other service agreements. <input type="checkbox"/> Assess/implement holdbacks from defaulted contractor.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> Confirm the number of storage bins and size required daily to operate the temporary receiving sites, based on the community's needs and types of services being maintained. <input type="checkbox"/> Determine type and number of equipment required for the operation e.g. barriers, pylons, temporary fencing and signage, shovels/brooms to clean up spills, etc.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Under the current collection contract, the contractor hauls blue box materials directly to the recycling processing facility after each collection day. If processing services are interrupted, then waste management staff will identify a temporary storage location or alternate processor (i.e., a temporary receiving site) for the blue box material.
- Selection of the temporary receiving site should consider:
 - Adequate height of overhead bay doors to allow for loading and off-loading of material, by both curbside and transfer vehicles.
 - Availability of a loader with “high-reach” capabilities that is tall enough to load trailers from ground or floor level.
 - Building has multiple bunkers/bays offering concrete push walls, which will help reduce cross-contamination of materials.
 - Building is equipped with a fire suppression system.

3. Prepare / Submit Waste Management System Approval (MECP)	Title of Designated Person Assigned to Task
Management	
<ul style="list-style-type: none"> <input type="checkbox"/> Advise MECP of disruption and intended course of action; confirm MECP contact (see Template G - Current Contact Information) <input type="checkbox"/> Confirm temporary collection / processing measures to be used. <input type="checkbox"/> Ensure Contingency Plan describes temporary collection / processing measures is documented (see Template D - MECP Support of the Contingency Plan). <input type="checkbox"/> Meet with MECP to review Contingency Plan document and obtain their support. <input type="checkbox"/> If required, complete and submit applications for temporary environmental compliance approvals (ECAs) or amendments to existing ECAs. 	
Communications	
<ul style="list-style-type: none"> <input type="checkbox"/> To be added as per local requirements 	
Operations	
<ul style="list-style-type: none"> <input type="checkbox"/> Advise senior management of temporary collection / processing measures to be used <input type="checkbox"/> Support senior management in developing the Contingency Plan document (Template D - MECP Support of the Contingency Plan). <input type="checkbox"/> Support management with completion and submission of applications for temporary environmental compliance approvals (ECAs) or amendments to existing ECAs. 	

Food for Thought...

When completing the above tasks and assigning designated persons, consider the following:

- Approval from the MECP to complete a waste management Service application would allow the municipality to:
 - Operate temporary garbage and recycling collection depots throughout the affected area;
 - Establish operating hours for temporary depots to maximize public convenience;
 - Consider making arrangements with relevant waste management facilities so waste from temporary depots can be received after normal operating hours; and
 - Operate a temporary transfer station for the storage/bulking of blue box materials collected at the temporary depots if shipping direct from depots is not practical.
- MECP decisions/approvals take time. Liaise with MECP as early as possible in the process;
- Keep senior management abreast of discussions and correspondence with MECP;
- When engaging MECP, provide them with a copy of the previous MECP correspondence. This will provide context and demonstrate how potential issues have been identified and addressed.

4. Obtain Temporary Processing Site	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Once any required approvals are in place, secure access to temporary processing site	
Procurement	
<input type="checkbox"/> Coordinate engagement of temporary processing services, providing as much advance notice as possible. This will include developing, negotiating and finalizing any required agreements or purchase orders.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> Support management as required.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- The proximity of the temporary processing site to other system facilities.
- The amount (tonnage) of material required to be transferred daily.
- The appropriate level of transfer trailers.
- Whether the recyclables are collected single or dual stream and how that may affect trailer selection.

5. Notify Collection Contractor of Alternative Tip Location (if required)	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm if alternative tip location for recyclables is required. <input type="checkbox"/> Ensure collection contractor receives and confirms adequate notification of alternative tip location.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> Advise Management and collection contractor of any special requirements or considerations for alternative tip location.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- If recyclable materials are typically delivered directly to the MRF for processing, then an alternative transfer location may be required for the collected recyclables.
- If recyclable materials are usually dropped off at a transfer location before being sent for processing, then this practice may be continued as per usual.
- Reduce the potential for additional delays by ensuring the contractor has all the information he or she needs, such as a map to the location, time of day restrictions, any special instructions when on site, etc.

6. Notify Transfer Contractor of Alternative Processing / Disposal Location	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Ensure transfer contractor receives and confirms adequate notification of alternative processing / disposal location.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> Advise Management and collection contractor of any special requirements or considerations for alternative processing / disposal location.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Reduce the potential for additional delays by ensuring the contractor has all the information he or she needs, such as a map to the location, time of day restrictions, any special instructions when on site, etc.

7. Implement Communication Plan / 8. Media Relations	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm communications staff allocated to Communication Plan implementation. <input type="checkbox"/> Assign staff to assist with implementation of Communication Plan	
Communications	
<input type="checkbox"/> Review Communication Plan and update as required. <input type="checkbox"/> Implement Communication Plan and assist with media engagement. <input type="checkbox"/> Monitor, track and respond to public and media inquiries. <input type="checkbox"/> Address media issues promptly.	
Operations	
<input type="checkbox"/> Support management and communications as necessary.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Communication is the single most important factor in achieving the success of your contingency plan.
- The plan manager must insure accurate, timely and continuing communication of both internal and external information at all levels.
- The communication plan should highlight the timelines for when communications are to be rolled out. For example, public notification letters, general notice/posters and guidelines for staff should be distributed as necessary at least a week prior to opening of the temporary collection depots. All online presence should be updated accordingly to reflect the change in service. As well, depot signage will need to be prepared and delivered to the appropriate depot locations.
- A single designated official will be the chief spokesperson for the municipality on all matters relating to waste management service interruptions, including: Temporary Service Delivery; Interim Service Delivery; and Status of Permanent Service Delivery.
- All media inquiries concerning waste management service disruptions are to be forwarded to the designated official. As required, the designated official and/or team will coordinate: Media briefings, releases and advisories; Interviews; Messages intended for the media and public; and Website updates and all social media messaging.

9. Prepare Procurement for Short-Term Contract	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Coordinate with Procurement to prepare procurement documents (e.g., RFP, request for quote, etc.) for short-term contract, based on existing procurement document.	
Procurement	
<input type="checkbox"/> Assist with procurement issues relating to securing short-term contract, including providing necessary contract templates and language, clauses related to provision of short-term services, etc. <input type="checkbox"/> Advise on procurement requirements related to securing emergency short-term services, such as the need for a formal RFP process or selection of quotes.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> To be added as per local requirements	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- The short-term contract procurement document can be based on the existing request for proposal (RFP) documents for collection and recycling processing.
- Formatting and standard terms should match current public works contract language.
- The scope of work and supplementary specification sections should address program delivery and any updated contract language appropriate to the work being done according to industry standards.
- Sample bid documents and contracts can be found on the CIF web site at <https://thecif.ca/procurement-2/>.
- Updating and obtaining Council/purchasing/legal approval for new procurement documents can take a significant amount of time depending on the age and complexity of the existing contract(s) and the level/number of municipal departments and/or consultants involved. Many municipalities have not updated their waste and recycling contracts/RFPs for over seven years. Outside consulting support with industry experience and municipal procurement expertise may be needed to assist waste management staff in completing this task. Preparation of the contingency plan should include a review of the existing contract and old RFP documents.

10. Release Procurement Documents for Short-Term Contract	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Review and approve procurement documents for obtaining short-term contract. <input type="checkbox"/> Identify and implement steps to expedite the procurement.	
Procurement	
<input type="checkbox"/> Assist with procurement issues relating to securing short-term contract, including distribution of procurement documents, review of respondent submissions, and required process of candidate selection.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> To be added as per local requirements	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Proponents will, in most instances, require eight weeks to prepare for submission. The RFP documents for both collection and recycling processing (if required) should be issued at the same time.

11. Review / Evaluate Procurement Submissions for Short Term Contract	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Oversee evaluation process. <input type="checkbox"/> Prepare council report recommending contract award.	
Procurement	
<input type="checkbox"/> Manage review and evaluation of responses to procurement document, ensuring that process is consistent with applicable laws and municipal policies.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> To be added as per local requirements	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- The evaluation team should consist of representatives from waste management, purchasing and/or other staff as determined by the plan manager. The evaluation process should take no longer than three weeks. Based on the outcome of the evaluation process, the plan manager will draft the Council report containing recommendations for contract award. The Council report is to be submitted in advance of the meeting as specified by municipal administrative procedures.
- Interim contractors will continue with collection until the RFP successful proponent obtains suitable equipment and trained staff. This process could take 12 to 16 months, depending on the equipment specified in the procurement documents.

12. Implement New Program	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Role out new service contract as per normal operating procedure. <input type="checkbox"/> Identify and implement steps to expedite implementation of new program.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> To be added as per local requirements	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Substitute contractor(s) should be able to maintain the existing collection and recycling processing services. However, should changes occur, then the municipal staff will need to communicate program changes to the public. Regardless of any changes made to services, the plan manager will need to work closely with all affected municipal departments to communicate and roll out any new strategies and/or specifications.
- Should a new permanent contractor(s) be required to replace a contractor(s) in default, it can require in excess of 16 months following award of a new contract to acquire and take delivery of new collection equipment and train new operators, particularly if new equipment is required instead of used. Plan managers are cautioned not to announce the end of or actually cease contingency plan operations prematurely.

13. Communicate Program Changes to Public <i>(if necessary)</i>	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm whether any changes are required to waste collection program based on requirements of the new contractor. <input type="checkbox"/> Confirm messages to be communicated to public. <input type="checkbox"/> Review documents and communications materials prior to release for completeness and accuracy.	
Communications	
<input type="checkbox"/> Update communication plan as necessary to reflect current conditions. <input type="checkbox"/> Draft required communications based on input from Operations and management, for management’s review. <input type="checkbox"/> Disseminate required communications as per communications plan.	
Operations	
<input type="checkbox"/> Provide required operations information to Management and Communications for preparation of communications material.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- If there are any significant changes to the current collection service under the new contract, new promotion and educational material will need to be developed. Staff should follow an implementation structure and promotion and education campaign similar to the one currently in use and updated with current information as required.
- Any changes to collection procedures or materials collected/processed may require a preauthorized budget increase to accommodate higher levels of P&E. Plan managers should be prepared to identify and obtain any required additional P&E financial resources prior to implementation of the plan. For additional guidance on P&E development and costing, refer to CIF P&E publications at the following link: <https://thecif.ca/promotion->

5. Long Term Contingency Plan – Collection

This section deals with potential chronic collection related service interruption or series of interruptions that cannot be resolved by your existing service provider. For instance, collection routes are regularly not being completed for a number of months and your existing contractor has no credible solution. In this case you may opt to procure a second contingency contractor to take over a portion of the contract or potentially adjust collection schedules (e.g. from four day to five-day collection week).

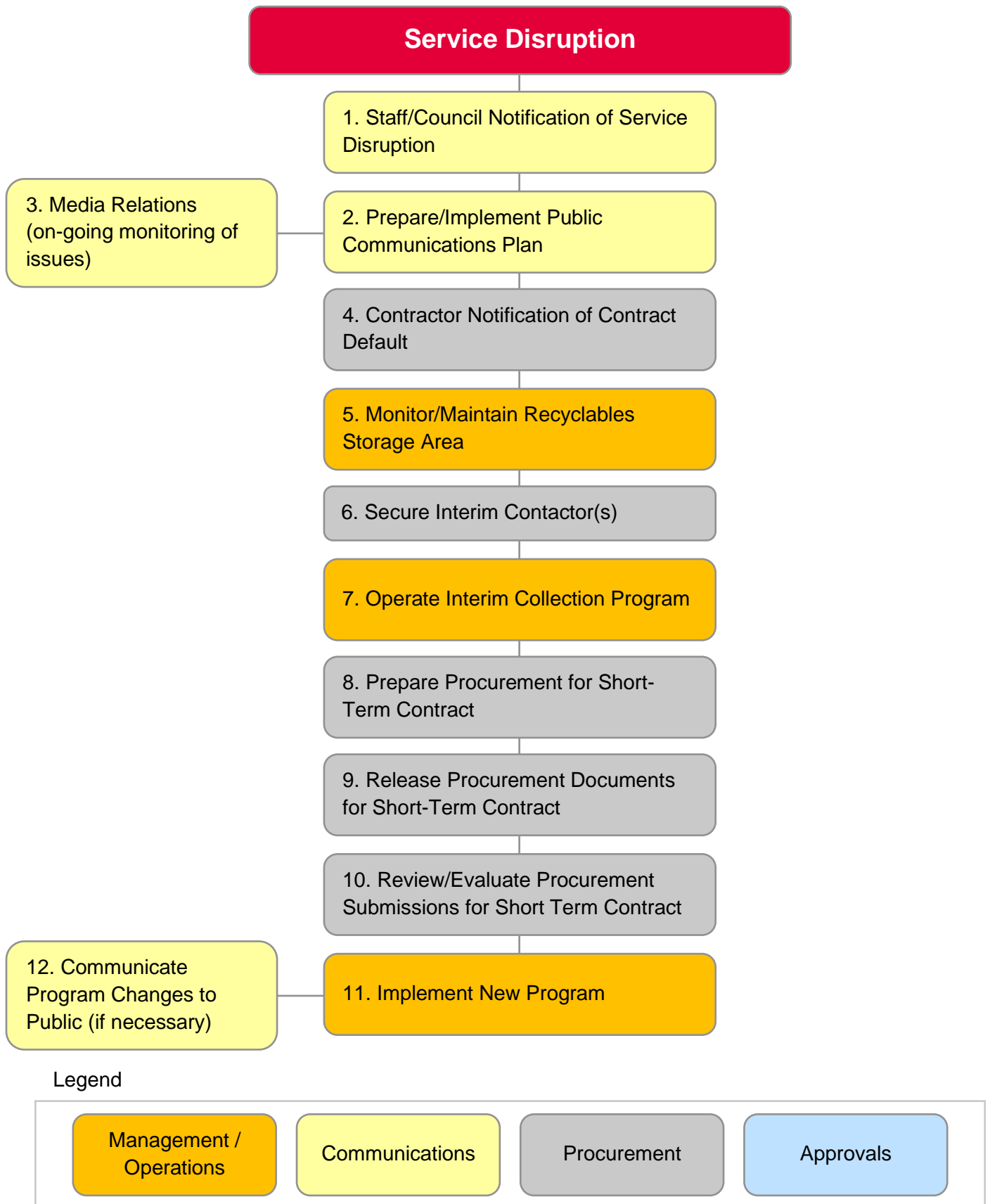
Figure 5 (following page) outlines a typical Contingency Plan for a long-term collection disruption. This section provides you with a template for your Long Term Contingency Plan that would be implemented once the disruption occurs.

Each step within the flowchart is allocated to either management or operations, communications, procurement or approvals.

The activity checklists include tasks for management, procurement, communications or operations staff. While multiple staff will be involved in the activities, the headers of each activity checklist are colour-coded to indicate whether the activity is primarily focused on the following areas:

- Senior management - Green;
- Procurement - Grey (note - only included in those tasks in which they would be typically involved);
- Communications - Yellow.
- Solid waste operations - Orange.

Figure 4: Long Term Service Contingency Plan – Collection



1. Staff / Council Notification of Service Disruption	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm spokesperson (typically the Chief Administrative Officer, or delegate) <input type="checkbox"/> Prepare internal notification (see Template A – Internal Announcement of Service Interruption) <input type="checkbox"/> Circulate to staff	
Communications	
<input type="checkbox"/> Prepare / review notice. <input type="checkbox"/> Assist with circulation as necessary	
Operations	
<input type="checkbox"/> To be added as per local requirements	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Service disruptions can be politically very sensitive, as it can cause considerable inconvenience to the public and have cost impacts for the municipality. As such, elected officials will have an expectation of prompt and regular updates.
- Elected officials and senior management will want to know the context behind what has happened and what steps are being followed to manage the disruption.

2. Implement Communication Plan / 3. Monitor Media and Address Issues Promptly	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm communications staff allocated to Communication Plan implementation. <input type="checkbox"/> Assign staff to assist with implementation of Communication Plan	
Communications	
<input type="checkbox"/> Review Communication Plan and update as required. <input type="checkbox"/> Implement Communication Plan and assist with media engagement. <input type="checkbox"/> Monitor, track and respond to public and media inquiries. <input type="checkbox"/> Address media issues promptly.	
Operations	
<input type="checkbox"/> Support management and communications as necessary.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Communication is the single most important factor in achieving the success of your contingency plan.
- The plan manager must insure accurate, timely and continuing communication of both internal and external information at all levels.
- The communication plan should highlight the timelines for when communications are to be rolled out. For example, public notification letters, general notice/posters and guidelines for staff should be distributed as necessary at least a week prior to opening of the temporary collection depots. All online presence should be updated accordingly to reflect the change in service. As well, depot signage will need to be prepared and delivered to the appropriate depot locations.
- A single designated official will be the chief spokesperson for the municipality on all matters relating to waste management service interruptions, including: Temporary Service Delivery; Interim Service Delivery; and Status of Permanent Service Delivery.
- All media inquiries concerning waste management service disruptions are to be forwarded to the designated official. As required, the designated official and/or team will coordinate: Media briefings, releases and advisories; Interviews; Messages intended for the media and public; and Website updates and all social media messaging.

4. Contractor Notification of Contract Default	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Advise Procurement of contractor default. <input type="checkbox"/> Track documentation of contract infractions by contractor.	
Procurement	
<input type="checkbox"/> Advise contractor of contract default and path forward (confirm with Legal who should be sending the correspondence to the contractor). <input type="checkbox"/> Assess/implement holdbacks from defaulted contractor.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> To be added as per local requirements	

5. Monitor / Maintain Recyclables Storage Area	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Ensure operations staff perform regular monitoring and maintenance of recyclables storage area.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> Monitor recyclables storage area for transfer requirements, cleanliness, public safety, etc. <input type="checkbox"/> Manage timely pick-up of recyclable materials for transfer to processing location.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Careful selection of storage bins will help make maintenance activities easier, as bins that are accessible and of sufficient size will limit overflow litter or dumped waste.

6. Secure Interim Contractor(s)	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Advise Procurement of need to engage substitute contractors. <input type="checkbox"/> Coordinate with Procurement in engaging substitute contractors with as much advance notice as possible. <input type="checkbox"/> Assess whether additional funding is required to secure the interim contractor. If required, obtain necessary approvals from Procurement or Council.	
Procurement	
<input type="checkbox"/> Coordinate engagement of temporary processing services, providing as much advance notice as possible. This will include developing, negotiating and finalizing any required agreements or purchase orders.	
Communications	
<input type="checkbox"/> Provide Management with any applicable updated contact information.	
Operations	
<input type="checkbox"/> Provide daily supervision to engaged substitute contractors. <input type="checkbox"/> Assemble information package. <input type="checkbox"/> Assist Management with Management of contract.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- The amount of advance notice required by these contractors should be considered as part of the activation process. Authorized contractors should be contacted upon activation of the plan to give them as much advance notice as possible.
- Given the number of collection routes, several companies will likely need to be contracted to provide temporary services, as it is unlikely one company will have the necessary surplus staff and equipment resources on-hand to perform all required services.
- Contract administration will be performed by designated waste management staff. Staff should work with the contractor(s) to best determine how collections are to be carried out during this interim period. Changes to the collection routes and schedule should be minimized. However, should changes to the collection schedule be required, the waste management division should work with the designated official to develop an appropriate public communication plan.
- It is important to establish daily communication with the contractor(s) to be able to react in a timely manner to any operational issues or changes that need to be addressed.

7. Operate Interim Collection Program	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Manage contract and contractor activities.	
<input type="checkbox"/> Monitor funding requirements to maintain contracted operations.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> Assist Management in managing contractor activities.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- The negotiation of contract terms will rest with the plan administrator or delegated staff.
- Financial resources used to pay for temporary operations may be taken from the performance security collected from the defaulting contractor, as well as the monthly operating fees that would have been paid to the defaulting contractor had services not been interrupted.
- Additional funding and/or emergency assignment of a sole source contractor may be required to secure interim service in the event that costs exceed available existing service funds or time constraints necessitate immediate action. If required, the plan administrator is responsible for obtaining Council authorization for emergency/interim funds prior to implementation of the plan.
- Be aware that converting contract performance security into actual funds in-hand can take significant amounts of time and legal work depending on the type of performance security being held, e.g. a line of credit vs. a performance bond. Therefore, it is important to have the necessary financial resources required to implement the plan prearranged so as to be available when actually needed. This may require Council approval.

8. Prepare Procurement for Short-Term Contract	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Coordinate with Procurement to prepare procurement documents (e.g., RFP, request for quote, etc.) for short-term contract, based on existing procurement document.	
Procurement	
<input type="checkbox"/> Assist with procurement issues relating to securing short-term contract, including providing necessary contract templates and language, clauses related to provision of short-term services, etc. <input type="checkbox"/> Advise on procurement requirements related to securing emergency short-term services, such as the need for a formal RFP process or selection of quotes.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> To be added as per local requirements	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- The short-term contract procurement document can be based on the existing request for proposal (RFP) documents for collection and recycling processing.
- Formatting and standard terms should match current public works contract language.
- The scope of work and supplementary specification sections should address program delivery and any updated contract language appropriate to the work being done according to industry standards.
- Sample bid documents and contracts can be found on the CIF web site at <https://thecif.ca/procurement-2/>.
- Updating and obtaining Council/purchasing/legal approval for new procurement documents can take a significant amount of time depending on the age and complexity of the existing contract(s) and the level/number of municipal departments and/or consultants involved. Many municipalities have not updated their waste and recycling contracts/RFPs for over seven years. Outside consulting support with industry experience and municipal procurement expertise may be needed to assist waste management staff in completing this task. Preparation of the contingency plan should include a review of the existing contract and old RFP documents.

9. Release Procurement Documents for Short-Term Contract	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Review and approve procurement documents for obtaining short-term contract. <input type="checkbox"/> Identify and implement steps to expedite the procurement.	
Procurement	
<input type="checkbox"/> Assist with procurement issues relating to securing short-term contract, including distribution of procurement documents, review of respondent submissions, and required process of candidate selection.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> To be added as per local requirements	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Proponents will, in most instances, require eight weeks to prepare for submission. The RFP documents for both collection and recycling processing (if required) should be issued at the same time.

10. Review / Evaluate Procurement Submissions for Short Term Contract	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Oversee evaluation process. <input type="checkbox"/> Prepare council report recommending contract award.	
Procurement	
<input type="checkbox"/> Manage review and evaluation of responses to procurement document, ensuring that process is consistent with applicable laws and municipal policies.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> To be added as per local requirements	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- The evaluation team should consist of representatives from waste management, purchasing and/or other staff as determined by the plan manager. The evaluation process should take no longer than three weeks. Based on the outcome of the evaluation process, the plan manager will draft the Council report containing recommendations for contract award. The Council report is to be submitted in advance of the meeting as specified by municipal administrative procedures.
- Interim contractors will continue with collection until the RFP successful proponent obtains suitable equipment and trained staff. This process could take up 12 to 16 months, depending on the equipment requirements.

11. Implement New Program	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Role out new service contract as per normal operating procedure. <input type="checkbox"/> Identify and implement steps to expedite implementation of new program.	
Communications	
<input type="checkbox"/> To be added as per local requirements	
Operations	
<input type="checkbox"/> To be added as per local requirements	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- Substitute contractor(s) should be able to maintain the existing collection and recycling processing services. However, should changes occur, then the municipal staff will need to communicate program changes to the public. Regardless of any changes made to services, the plan manager will need to work closely with all affected municipal departments to communicate and roll out any new strategies and/or specifications.
- Should a new permanent contractor(s) be required to replace a contractor(s) in default, it can require in excess of 16 months following award of a new contract to acquire and take delivery of new collection equipment and train new operators, particularly if there is a requirement for new equipment versus used. Plan managers are cautioned not to announce the end of or actually cease contingency plan operations prematurely.

12. Communicate Program Changes to Public (if necessary)	Title of Designated Person Assigned to Task
Management	
<input type="checkbox"/> Confirm whether any changes are required to waste collection program based on requirements of the new contractor. <input type="checkbox"/> Confirm messages to be communicated to public. <input type="checkbox"/> Review documents and communications materials prior to release for completeness and accuracy.	
Communications	
<input type="checkbox"/> Update communication plan as necessary to reflect current conditions. <input type="checkbox"/> Draft required communications based on input from Operations and management, for management’s review. <input type="checkbox"/> Disseminate required communications as per communications plan.	
Operations	
<input type="checkbox"/> Provide required operations information to Management and Communications for preparation of communications material.	

Food for Thought...

When customizing the above tasks and assigning designated persons, consider the following:

- If there are any significant changes to the current collection service under the new contract, new promotion and educational material will need to be developed. Staff should follow an implementation structure and promotion and education campaign similar to the one currently in use and updated with current information as required.
- Any changes to collection procedures or materials collected/processed may require a preauthorized budget increase to accommodate higher levels of P&E. Plan managers should be prepared to identify and obtain any required additional P&E financial resources prior to implementation of the plan. For additional guidance on P&E development and costing, refer to CIF P&E publications at the following link: <https://thecif.ca/promotion->

6. Templates

6.1. Template A: Internal Announcement of Service Interruption

NOTICE

<insert date>

Garbage and Recycling Collection Service Interruption

There has been or is likely to be a service interruption to garbage and/or recycling collection affecting the following service areas;

(list areas)

The waste management division has implemented a contingency plan in case of a service interruption.

Temporary Depots

Waste management and/or approved substitute contractor(s) will be setting up temporary depots within each affected area to collect affected materials only. Until further notice, these temporary depots will be in place until a new permanent contractor can resume regular services.

Communication Updates

Communication to the public will be sent out promptly with updated information regarding the temporary depots and will announce when normal service will resume. The municipal Facebook and twitter accounts, local newspapers and radio will also contain details, updates and ongoing public service announcement (PSA).

For More Information

For more information in this interruption, please visit {website address} or contact {contact information}.

6.2. Template B: Contractor Notification for Temporary Depots

Contact Information

Daily Depot Contractor Operation Contacts	
Other Waste Management Contacts	

*Primary Contact

Contractor Contact Information

Contacts	Name, Position, Phone, Mobile and Email Address
Dispatch	
Invoicing	
Contract Management	

Temporary Depot Locations, Hours of Operation and Logistics

Insert map of temporary collection depot locations and hours of operation.

List of potential ancillary supplies required to implement contingency plan

- portable fencing
- security services with video recording 24 hours at soft target sites
- porta pot
- vector control
- pumper trucks
- clothing suppliers
- lock cutters
- gloves, work boots, reflective t-shirts to identify customer services staff, masks, vests, coveralls

6.3. Template C: Public Communication Plan

Communication: Contingency planning for potential waste management service interruption

Updated (INSERT DATE)

Context

This planning document supports the collection and recycling processor contingency plan & working document. It is intended to guide further communication plan development in the event of a service interruption with either the collection and/or recycling processor contractor.

Goals

Municipal / Public Works organizational goal	Communication support goal
1. Minimize the customer service impacts of an interruption to garbage and recycling collection.	1. Establish identifiable, predictable communication channels to deliver clear and frequent information and messages about how services will be delivered.
2. Minimize the public health impacts of reduced garbage and recycling collection.	2. Support liaison between Public Works and Public Health. Provide easy-to-understand information about how to reduce risks and maintain public safety.
3. Maintain confidence in the waste management services.	3. Provide key stakeholders, including media, with timely and fulsome information. Reinforce commitment to excellent customer service.
4. Set the groundwork for a permanent solution for garbage and recycling collection moving forward.	4. Support Public Works as required through the communication of future decisions about service delivery.

Stakeholders

External	Internal
General public / community	Council
Residents living in affected communities	Area municipal senior staff
ICI clients	Management teams
Media	All municipal employees
Neighbouring municipalities	
Public Health	
Government (MP, MPP, Ministry of Environment, Conservation and Parks)	

Public spokespersons and key messages

Primary spokesperson: **INSERT TITLE**

Secondary spokespersons:

- i. **INSERT TITLE;**
- ii. **INSERT TITLE;**
- iii. **INSERT TITLE**

Key messages (for elaboration with specific details and examples):

- The health and safety of the community is our primary concern through this service interruption.
- We are working to make our interim solution as convenient as possible under the circumstances.
- The waste management program is committed to a high standard of service.

6.4. Template D: MECP Support of the Contingency Plan

Working with and obtaining support and preapprovals from MECP takes time. Plan managers must take steps to clear as many requirements as possible with MECP before the plan is implemented in order to avoid unexpected delays.

The information below was requested by the Ministry of Environment, Conservation and Parks to evaluate their support in the contingency plan.

Planned temporary depot management activities including:

Location maps of all planned storage areas	Template B – Contractor Notification for Temporary Depots
Waste storage limits for each storage location	Two 40-yard bins for garbage and two 40-yard bins for recycling, increase number of bins as needed
Waste handling protocols (screening and storage methods)	Temporary depots will be staffed when depots are open to the public. Staff will be trained and supplied with educational material (waste calendar) to properly direct residents. Material that is not accepted at the depots will be directed to the waste management facility (e.g. C&D). Signage will be in place to discourage illegal dumping when depots are closed.
Frequency of waste removal	It is anticipated that the bins will be dumped at least once a day before being transported to a new depot location.

Steps to be taken to minimize contact between waste and storm water;

Any measures to ensure that contaminated storm water and/or leachate does not enter any storm sewer or natural water course (i.e. leak-proof bins, covers/tarps temporary barriers).	Both garbage and recycling will be contained in 40-yard waste disposal open bin which are leak-proof. Kits will be made available at each of the depot locations in the event of a spill.
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Steps to be taken to minimize nuisance impacts;

Odour	Waste only stored for maximum one day before being dumped and relocated. We don't anticipate any odours to occur within that timeframe.
Vermin/ Vectors	Waste will be enclosed in a 40-yard and will be dumped each day which will minimize vermin and vector issues. Staff at the depot will ensure that waste is not dumped outside of the bin. Loaders may be available to assist with picking up material that was illegally dumped when the depot was closed.
Dust	There will be minimal dust created at the depots compared to normal operations. Temporary Dust suppression (water spray) may be required.
Noise	Normal operations of each municipal and yard should not impact surrounding area.

Building on the Communication Plan located in [Template C – Public Communication Plan](#) staff will also:

Distribute neighbour's notification letters	Attach sample once created (include link)
Prepare newspaper articles, social media, radio ads	Attach sample once created (include link)
Implement the complaint response protocol	Template H – Temporary Depot Complaint Procedure

6.5. Template E: Medical Officer of Health Letters

First Letter

<Letter Head>

<INSERT DATE>

Attention: (INSERT NAME)

The municipality is responsible for providing residents and businesses with waste collection and processing. The municipality currently has a contract with (INSERT CONTRACTOR NAME) for waste collection and processing.

As part of our emergency management planning, we are currently developing a contingency plan as a precaution in the event the contractor is unable to meet the terms of the agreement. We recognize that a failure to collect garbage, for any reason, could have potential impacts to public health.

In the event that collection was impacted, the municipality would require approval from the Ontario Ministry of Environment, Conservation and Parks (MECP) in order to implement a temporary collection service. One requirement to initiate the emergency protocol to allow for an alternative collection service is to obtain a supporting letter from the local Medical Officer of Health. A copy of this draft letter has been included in the attached emergency plan.

Although dispute resolution in the event of contractual issues is our first priority, we recognize the importance of contingency planning. We would welcome the opportunity to consult with you as we continue through the process of developing our emergency management plan.

A copy of the draft emergency management plan is attached for your review. Please forward any comments to us by <INSERT DATE>. Alternatively, we can schedule an in-person meeting for further discussion.

Sincerely,

(INSERT NAME)

Second Letter

<Letter Head>

<INSERT DATE>

Attention: (INSERT NAME)

On behalf of the municipality, I am writing to formally notify local Public Health of a service interruption in the garbage and recycling collection program. In follow up to my earlier correspondence to you, our current contractor is unable to fulfill the terms of the collection contract. The resulting service interruption will impact households within the urban and rural service area.

This situation is an immediate threat to public health and safety, as it increases the likelihood of improper handling of waste and associated disease vectors.

To mitigate this service interruption, the municipality is requesting your support to advocate on our behalf with the Ministry of Environment, Conservation and Parks (MECP) to expedite its approval process so that the municipality can establish temporary collection depots within two weeks of the service being suspended. In an effort to assist you with this task, the municipality has drafted a sample letter to the MECP for your review and comment.

Our main priority will always be the health and safety of our residents and business owners. We will work with you and the team at Public Health, as well as, the MECP to ensure we can provide a safe and timely alternative.

We are happy to provide any additional information and expedite any discussions that may be required to complete this request.

Sincerely,

(INSERT NAME)

Third Letter

<Public Health Letter Head>

(INSERT DATE)

District Office

Attn.: District Manager,

Ministry of the Environment, Conservation and Parks

Dear (INSERT NAME),

As a matter of public health, I am writing this letter to notify you that the municipality of (INSERT NAME) garbage and recycling collection contractor is unable to fulfill the requirements of the collection contract due to <insert reason here>.

Approximately (INSERT NUMBER) households located within the service area will be affected by this service interruption. Refuse, if left unattended, is an ideal breeding ground for bacteria, insects and vermin and may lead to the spread of infectious diseases. Such conditions may constitute a health hazard requiring action under the *Health Protection and Promotion Act*.

Beginning (INSERT DATE), the municipality will be implementing its collection contingency plan which was developed to mitigate service level interruptions, as well as, to minimize environmental and public health impacts. To activate this plan, the municipality will need to apply for a temporary ECA with the MECP in order to have temporary collection depots in place for residents to dispose of their garbage and recycling. The municipality anticipates that these temporary depots will be in place until another collection contractor can be retained to provide collection of garbage and recycling.

Due to the potential public health impacts created by uncollected garbage and the need to implement a temporary collection program as quickly as possible, Public Health is requesting that any permits/applications submitted by the municipality concerning this issue be reviewed forthwith.

Questions and/or comments can be directed to:

(INSERT NAME)

Sincerely,

6.6. Template F: Temporary Depot Staff Schedule and Customer Service Package

What to Expect When Working at a Temporary Collection Depot

Residents and businesses looking to drop off bagged garbage and recycling should be directed to the 40 yard roll off bins onsite. Quickly inspect the recycling for the following acceptable material:

- Aluminum/steel food and beverage cans
- Tin foil (no food residue)
- Aluminum trays
- Tin cans
- Pop bottles and milk/juice cartons
- Yogurt containers
- Laundry detergent and shampoo bottles
- Glass jars
- Film plastic consolidated together
- Frozen juice containers
- Newspaper
- Flyers
- Egg cartons
- Boxboard/cardboard (flattened)
- Small thermoform
- Meat trays
- Take out containers
- Empty and dry paint and aerosol cans (lid off)

Use the “What goes where?” search tool on the municipal website for a list of other acceptable material.

If residents/businesses inquire about the following material, please direct them to the following locations (this material **is not accepted** at the temporary depot):

(INSERT NAME)	(INSERT NAME)	(INSERT NAME)
Mon-Fri 8:30-4:30pm Sat 8:00-4:00pm. Closed holidays & Sun.	Wed-Fri 10:00-6:00pm (Apr- Nov) Sat 10:00-5:30pm (All year)	Mon-Sat 9:00-5:00pm (Oct- Mar) Mon-Sat 9:00-8:00pm (Apr- Sep)
<ul style="list-style-type: none"> - Construction & Demolition - Household Hazardous Waste - Brush, leaf & yard waste - Electronics - Scrap metal - White goods - Tires (off the rim) - Textiles (i.e. clothing) 	<ul style="list-style-type: none"> - Brush, leaf & yard waste - Construction & Demolition - Electronics - Household Hazardous Waste - Large articles - Tires (off rim) - White goods (Freon removed) 	<ul style="list-style-type: none"> - Brush, leaf & yard waste - Construction & Demolition - Large articles - Scrap metal - White goods (Freon removed)

Copies of the complaint procedure ([Template H – Temporary Depot Complaint Procedure](#)) will be supplied to staff in case a resident/business has a complaint regarding the temporary collection depots. All inquiries can be forwarded to the general waste management number and a staff member will triage out to the appropriate person(s).

Personal Protective Equipment (PPE), including CSA-approved shoes and hi-vis vests, must be worn when onsite. Gloves and shovels can be provided in the event material needs to be cleaned up around the bins. A kit will be present at each depot location in the event of a spill.

Each depot must have a minimum of two staff working at all times for safety reasons. A third person may be needed to cover shift changes, lunches and traffic control. **Arrive 15 minutes before your scheduled shift to allow for overlap.**

Staffing Schedule

Shift Time	Depot	Monday	Tuesday	Wednesday	Thursday	Friday
10:00AM- 2:30PM	Depot 1					
	Depot 2					
2:30PM- 7:00PM	Depot 1					
	Depot 2					

Depot Locations & Hours of Operation

Hours	Depot 1	Depot 2
Monday 10:00AM - 7:00PM		
Tuesday 10:00AM - 7:00PM		
Wednesday 10:00AM - 7:00PM		
Thursday 10:00AM - 7:00PM		
Friday 10:00AM - 7:00PM		

6.7. Template G: Current Contact Information

General Contact Information	Current Contact
Ministry of Environment, Conservation and Parks	Insert local contact information
Public Health	

6.8. Template H: Temporary Depot Complaint Procedure

Complaint Procedure for Temporary Waste Depots

For Depot Contractor Staff:

- 1) If, at any time, a complaint is received regarding the temporary waste depots, staff shall respond to these complaints according to the following procedure:
 - a. staff shall record and number each complaint, on a log sheet, and shall include the following information:
 - i. The nature of the complaint;
 - ii. The name, address and the telephone number of the complainant (if the complainant will provide this information); and
 - iii. The time and date of the complaint.
 - b. The complaints will be forwarded to waste management staff who will investigate and take appropriate steps to mitigate the cause of the complaint and provide a formal reply to the complainant (if applicable).
 - c. All complaint logs will be retained and filed using municipal (online tracking software).

- 2) If the complaint is of urgent matter, the complainant can contact
(INSERT NAME)
(INSERT NUMBER).

For Municipal Staff:

- 1) If at any time, a complaint is received regarding the temporary waste depots, customer service staff shall respond to these complaints according to the following procedure:
 - a. Information to be recorded:
 - i. The nature of the complaint;
 - ii. The name, address and the telephone number of the complainant (if the complainant will provide this information); and
 - iii. The time and date of the complaint.
 - b. An email will be generated to notify the waste management staff who will investigate and take appropriate steps to mitigate the cause of the complaint and provide a formal reply to the complainant (if applicable).
 - c. All complaints logged in the system will be closed out by waste management staff once the complainant has been contacted.

Complaint Log

To be completed by temporary staff depot attendant