



Long Term Waste Disposal EA Terms of Reference

DRAFT EA TOR for Stakeholder Consultation

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August 27, 1997

METROWORKS

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- **Blueprint, March 14, 1997**
- **Working Brief, May 14, 1997**
- **Working Brief Addendum A, July 21, 1997**

EXECUTIVE SUMMARY

Metropolitan Toronto (Metro) has structured a waste disposal planning process which will allow Metro to fulfill the requirements of the Environmental Assessment Act (EA Act). The elements of the process have been identified and will be carried out through consultation with potentially affected stakeholders. The key aspects of the process which are the subject matter of this Environmental Assessment Terms of Reference (EA TOR) are summarized as follows:

Purpose of the Undertaking

- The long term solution to Metro's residual solid waste disposal needs ("waste disposal solution")

Description of the Undertaking

- Metro's preferred waste disposal solution - being the utilization of private and/or public (other municipalities) waste disposal facilities that are top ranked in terms of their environmental performance (i.e. their effects upon the environment of Metro and of Ontario), and which facility (or combination of facilities) is preferred by Metro as a result of Metro conducting legal/technical/financial due diligence reviews of and contract agreement negotiations with the top ranked alternatives.

Implementation of the Undertaking

- The undertaking will be implemented via Metro contracting with the owner(s) of the preferred waste disposal solution(s). This contract may involve Metro simply acquiring waste disposal capacity service or may involve Metro in the development and/or operation of the facility in a partnership relationship with the owner.

Scope of Waste Disposal Solution Alternatives

- Metro will turn to the marketplace to identify its alternatives. Metro will further scope its alternative waste disposal solutions through application of specified mandatory qualification criteria. In summary the alternatives which Metro will assess are the particular proposals for disposal capacity put forward by the marketplace (private and public sector waste management facility proponents). These proposals must:
 - be located in North America,
 - involve proven technologies (landfill and/or incineration/energy recovery),
 - be of specified quantity (between 100,000 and approximately 500,000 tonnes/year for 20 years),
 - be available within specified timeframes, and
 - involve proponents who would be suitable partners for Metro (exhibiting the attributes of financial soundness and having a record of using the best management practices of the waste management industry).

Assessment of the Environmental Effects of the Alternatives

- In general, the potential environmental effects which Metro will assess are those macro-effects which will be caused by Metro contracting for waste disposal capacity, which affect the environment of Metro and of Ontario, and which are not directly or indirectly assessed through other environmental and land-use approval requirements. Metro will assess its alternative waste disposal solutions through application of environmental effects comparative evaluation criteria. The specific environmental effects which Metro will consider are summarized as follows:

- emissions of priority pollutants to air, land and water associated with the disposal of Metro's waste at the disposal facilities' operations and transportation of Metro's waste to those facilities,
- traffic safety associated with waste transportation,
- energy resource management associated with the waste disposal facilities' operations and waste transportation,
- job creation and investment in services and equipment, and
- costs to Metro.

These effects address the EA Act's definition of the term "environment", which includes human health and safety, natural, socio-cultural and economic aspects.

Public Consultation

- The purpose of the undertaking, the scope of the waste disposal solution alternatives to be assessed (including the mandatory qualification criteria), the methodology for assessing the alternatives (including the environmental effects comparative evaluation criteria and criteria priority) and the elements of stakeholder involvement in Metro's planning process have all been defined through consultation with stakeholders. Stakeholders include: waste management industry representatives, interested citizens and public groups and the environmental planning regulator - Environmental Assessment Branch staff of the Ministry of Environment and Energy.
- In carrying out its proposed environmental assessment, Metro will consult with stakeholders on the waste disposal solution alternatives which meet the mandatory qualification criteria (including providing stakeholders with information on the geographic/property locations of qualifying alternatives). This will be input to stakeholders assisting in refining the comparative environmental effects evaluation criteria to be used to assess the alternatives. Stakeholders will be consulted on the results of the application of the environmental effects comparative evaluation criteria and the results of Metro's due diligence review. Stakeholders will have input to the content of Metro's EA document and will participate in the EA Act's review and decision making process' as will pertain to Metro's application for EA Act approval of its undertaking.

Environmental Assessment Act Approval

- Pursuant to the EA Act's requirement, Metro has prepared this EA TOR which documents the process Metro intends to follow in identifying its preferred waste disposal solution, including the manner in which stakeholders have been consulted to date and will be consulted in the future as Metro carries out that planning process. Metro will document the outcome of that process and will submit that document in support of EA Act approval for its undertaking.

Other Approvals

- In addition to Metro seeking EA Act approval, the undertaking - Metro's preferred waste disposal solution - may require other site specific approvals such as a site specific environmental assessment, Environmental Protection Act Certificates of Approval and land use designation and zoning approvals. These other approvals will be the responsibility of the owner(s) of the preferred waste disposal solution facility/site.

Thus, Metro's EA Act approval will address the macro-effects upon the environment of Metro and of the Province of Metro contracting to use the capacities of Metro's preferred and alternative waste disposal facilities. The other environmental and land-use approvals' requirements, as may be applicable will address the effects upon the local site environment of Metro's preferred waste disposal facility.

1.0 DEVELOPING A TERMS OF REFERENCE

1.1 Purpose of this Document

Metro has prepared an EA TOR in support of Metro's proposal to contract for long term residual solid waste disposal. The EA TOR describes in a clear and concise manner Metro's proposed undertaking and how Metro intends to carry out an environmental assessment study in respect of the proposed undertaking. The EA TOR, once finalized via approval of the Minister of Environment and Energy, becomes the guiding document for the completion of the environmental assessment study and the EA documentation required to be submitted in support of EA Act approval.

This EA TOR describes:

- the purpose of Metro's undertaking,
- the scope of alternatives which Metro will assess in identifying the preferred means of achieving its purpose,
- the environmental effects' criteria, and priority to be given those criteria, which Metro will use to assess the alternatives, and
- the stakeholder consultation program which will support Metro's EA planning process.

1.2 EA Act Requirement

Under the EA Act, as amended by the Environmental Assessment and Consultation Improvement Act (Bill 76) which came into effect on January 1, 1997, any proposal by Metro to enter into a contract for waste disposal capacity or services may be subject to EA Act approval, if Cabinet so requires by designation of Metro. While Metro has not been designated under the Act, Metro has determined to proceed in its approach to "contracting out" for waste disposal as if it had been so designated. This is a more prudent planning course for Metro to take for a large undertaking rather than to wait and see if Metro will be designated, "at the end of the day", when Metro has completed its waste disposal planning and identified its preferred undertaking. In addition, such an approach is in keeping with the spirit of the provision that such major decisions should be made in an environmentally responsible manner. Therefore, Metro has proceeded under the EA Act to prepare an EA TOR for approval by the Minister.

The advice of the Director of the Environmental Assessment Branch, MOEE is interpreted to support Metro proceeding to prepare an EA TOR. (Refer to MOEE correspondence, Appendix I of this document.

1.3 Metro's Waste Disposal Planning Process and Schedule

Metro has structured a waste disposal planning process which will enable Metro to identify its preferred waste disposal solution — being contract partnerships with waste disposal capacity suppliers (or supplier) that meet Metro's long term disposal capacity needs in a manner which addresses both Metro's interests and the interests of the Province as defined through the EA Act.

Metro will use a two-stage process to identify and assess its alternatives in the context of the EA Act. Stage 1 "Request for Qualifications" (RFQ) will invite waste disposal capacity proposals from the private and public waste management marketplace and then use "mandatory qualification criteria" to identify those proposals which warrant assessment as alternatives. Stage 2 "Request for Proposals" (RFP) will invite the proponents of those qualifying alternatives to submit project proposals. These project proposals will be assessed using environmental effects comparative evaluation criteria to establish which proposals have top ranking environmental performance.

Documentation of this two-stage process will constitute Metro's Environmental Assessment which will be submitted in support of EA Act approval for Metro's undertaking - the proposal which is among the top ranked in terms of environmental performance and which is preferred by Metro as a result of Metro's due diligence reviews' and contract agreements negotiations' processes.

Following Stage 2, Metro will conduct legal/technical/financial due diligence reviews of the top ranked proposals. These reviews will address Metro's absolute need to confirm that the top ranked proposals are operating (or are capable of operating, in the case of facilities not yet constructed) in compliance with the governing jurisdictions' legislation (e.g. environmental, land-use, occupational health and safety, labour, business-commerce, etc.). Confirmation of compliance and use of sound waste management practices will ensure that the risk of disruption of disposal capacity supply service to Metro is minimal.

Metro will negotiate contract agreements with the top ranked alternatives which qualify through the due diligence reviews. Implementation of these agreements will be conditional upon Metro obtaining EA Act approval. In this way Metro will be able to negotiate agreements in a competitive marketplace context.

Metro's due diligence reviews' and contract agreements negotiations' processes will not be within the purview of Metro's Environmental Assessment. Under the terms of the EA TOR Metro's application for Environmental Assessment Act approval, the Government Ministries and public review of that application and the decision on approval of that application will pertain only to the assessment of the environmental effects of Metro's undertaking and its alternatives as will be defined through the Stage 1 RFQ and Stage 2 RFP processes.

Schedules 1 and 2 (following Section 6.0 of this document) present the sequence of tasks and decisions involved in Metro's waste disposal planning process. The process to date has involved Metro completing categories of specified tasks, documenting the outcome in planning reports which have then served as the focus for stakeholder consultation, both on the tasks completed and on the upcoming next set of tasks to be carried out.

The process tasks completed and documentation prepared to date are summarized as follows:

- Metro's waste disposal planning principles established (**Blueprint, March 14/97**);
- Issues associated with waste disposal decision making identified; a scope of alternatives to be evaluated and typical evaluation criteria proposed (**Blueprint and Working Brief, May 14/97**);
- Resolutions of the stakeholders' priority issues, final scope of alternatives to be evaluated and evaluation criteria and their priorities proposed (**Working Brief Addendum A, July 21/97**);
- Stakeholder consultation on proposed process leading to EA Act approval (**First Draft EA TOR, July 24/97**)

The tasks forward are summarized as follows:

- Government Ministries and public review of the Draft EA TOR, August 27, 1997, (Fall/97);
- Metro decision on submission of EA TOR to the Minister for approval, (Winter/98);
- Minister approves EA TOR (Winter/98);
- Metro conducts RFQ/RFP process', assessing the environmental effects of its waste disposal alternatives, (Spring/98 - Spring/99);
- Metro undertakes due diligence review of the top ranked alternatives, (Summer/99);
- Metro negotiates contract agreements (which are conditional upon Metro obtaining EA Act approval) with the top ranked alternatives, (Summer/99);
- Metro obtains EA approval for its preferred alternative, (Fall/99);
- proponent of the preferred disposal facility obtains other environmental and land use approvals and constructs facilities, as necessary (2000 - 2001);
- Metro's preferred long-term waste disposal capacity solution is implemented over the period 2002 to 2022.

2.0 DESCRIPTION OF THE UNDERTAKING AND SCOPE OF ALTERNATIVES

2.1 Metro's Waste Management Program

There are three components to Metro's overall waste management program:

- **3R's** - reduce, reuse, recycle, including organics' processing for compost resource recovery.
- **New and Emerging Technologies** - Waste management technologies and practices (3R's and/or waste disposal) which have yet to be proven at commercial scale. Metro is researching certain of these technologies via pilot scale demonstration projects, an example being Metro's Mixed Waste Processing and Materials Recovery Pilot Project. Other technologies which might qualify include mixed waste anaerobic digestion and/or pyrolysis for material and energy resources recovery.
- **Waste Disposal** - landfill and/or incineration/energy recovery. Metro does not hold a preference for one of these waste disposal practices over the other, at the generic level. Both practices are permitted under the environmental legislation and policy of the Province.

Metro has adopted an aggressive target for its 3Rs program and is encouraging development of new and emerging waste management technologies. Metro intends to increase the role for 3R's from the current (1997) approximately 25% of total waste managed to 50% by the year 2006. Achievement of this target will involve significantly changing residents' waste management practices and the successful establishment and operation of new waste processing facilities and technologies.

It is not possible to know now what the success of Metro's future 3Rs and new technologies programs will be. Yet, Metro must have the firm capacity to dispose of all residual waste (i.e. waste which is not in fact managed by 3Rs or new and emerging technologies). Waste cannot "pile up in the streets". Thus, Metro must strike a balance between the need to have an assured adequate capacity for residual waste disposal and encouraging 3Rs and new and emerging technologies program development by not contracting for an excessive quantity of waste disposal capacity, such that the contract commitment would have waste disposal competing with, or being a disincentive to, 3Rs and new and emerging technologies program development. Metro will, in negotiating the ranges of waste disposal capacity to be made available, and the timelines for those ranges, strike such a balance.

Thus, Metro's waste disposal capacity needs — the purpose of Metro's undertaking; subject of this environmental assessment — are, and will continue to be, in part, defined by the success of Metro's 3Rs and new emerging technologies programs.

2.2 Metro's Undertaking

Metro's undertaking will be the preferred means of addressing Metro's long term residual solid waste disposal capacity needs. The undertaking will be defined via Metro's two-stage process of alternatives' identification and environmental assessment, and as a result of Metro's due diligence reviews and contract agreements negotiation processes. The undertaking will be implemented through Metro "contracting out" for capacity. The nature of this contract may have Metro simply purchasing disposal capacity service or may involve Metro as a partner in the development and/or operation of the disposal facilities.

There are three definitional elements to Metro's undertaking: "what", "when", and "by whom", which can, at this time, be described as follows:

- **What** - capacity to management Metro's waste (currently estimated at 500,000 tonnes per year), remaining after 3Rs and new and emerging technologies program activities, via proven disposal practices: landfill and/or incineration/energy recovery.
- **When** - January 1, 2002 (the scheduled date for closure of Keele Valley Landfill) to January 1, 2022. 20 years represents a sufficiently long period of certainty as to how and at what cost Metro's waste will be disposed of so as to be a significant incentive for economic investment and development in Metro. 20 years provides the waste management marketplace with a sufficient period over which to recover costs, thus encouraging market competition by allowing for the development of new waste disposal facilities.
- **By Whom** - as stated above, Metro's undertaking will be "delivered" through a contract and/or partnership between Metro and the proponent of the facility which fulfills the following:
 - is among the environmentally top ranked alternatives - outcome from the RFP;
 - is qualified as a suitable partner for Metro - outcome from Metro's due diligence review;
 - is Metro's preferred choice - outcome from Metro's contract agreement negotiations; and,
 - is the undertaking for which Metro successfully obtains EA Act approval.

2.3 Scope of the Alternatives

Metro needs a long term solution to the management of its residual solid waste. This waste is of significant quantity (i.e. estimated minimum of 10,000,000 tonnes and potentially 20,000,000 plus tonnes over the period 2002 to 2022, depending upon the success of 3Rs and new and emerging technologies programs, along with factors such as population and economic growth). This quantity of waste requires disposal facilities of substantial size. Further, there is a limited period of time between the present (1997) and January 1, 2002 (closure of Keele Valley Landfill) in which to identify and make available such disposal capacity. In consideration of these challenges and based upon the experiences of the SWISC, IWA and Adams Mine Site waste disposal planning processes, Metro has decided to seek to contract out waste disposal to the waste management marketplace (i.e. private sector and/or other municipalities with existing or potential waste disposal capacity).

In taking the decision to seek solutions through partnerships with the marketplace, Metro has decided not to pursue a wholly Metro initiated and structured waste disposal facilities' identification, selection and development process. Rather, Metro will take advantage of the opportunities which the marketplace offers. These advantages includes:

- the potential to make available a large quantity of capacity within a short timeframe;
- the flexibility to adapt to changes in Metro's waste disposal needs (i.e. changes in the quantity and composition of waste generated as Metro's 3Rs and new and emerging technologies programs advance); and
- the opportunity to realize the most cost effective solution for Metro via competitive marketplace pricing and by providing the opportunity to create a partnership structure between Metro and the private sector which brings together the advantages which are unique to each of the two (public/private) sectors.

Metro has defined the marketplace (scope of alternatives) to be waste disposal capacity existing or approvable anywhere in North America. Metro will further define the scope of alternatives by requiring that all alternatives meet specified mandatory qualification criteria. These criteria are presented in Section 4.1 of this document. The criteria were developed through stakeholder consultation. In summary, the criteria define the scope of alternatives which Metro will assess as being the following:

- disposal capacity proposed by the marketplace,
- located in North America,
- involving proven technologies (landfill and/or incineration/energy recovery),
- of specified quantity, available within specified time frames, and
- involving proponents which would be suitable partners for Metro (i.e. exhibiting the attributes of financial soundness and having a record of using the best management practices of the waste management industry).

3.0 DESCRIPTION OF THE STUDY AREA, ENVIRONMENT AND POTENTIAL EFFECTS

3.1 Study Area

The alternatives which Metro will assess are located anywhere in North America. Such a broad study area is necessary in order to address the following demands:

- the significant size of the waste disposal capacity Metro needs,
- the time frame in which that capacity is required to be made available,
- the need for Metro to achieve a cost effective solution via the opportunity to choose from as broad and as competitive a marketplace as possible.

3.2 The Environment And Potential Effects That Will Be Assessed

Metro will assess the potential effects of its waste disposal alternatives on the environment of Metro and of Ontario. Metro will not assess effects that do not impact the environment in and of Ontario for the following reasons.

Metro has the direct responsibility to have regard for the effects which Metro's waste disposal decisions would have on the citizens of Metro. The EA Act requires that Metro consider the effects of its decisions on the environment of Ontario. Waste disposal facilities located in the U.S.A. are regulated under U.S. Federal, State and Municipal law. The basic approaches to regulation of waste disposal facilities and facilities' environmental performance in the provincial and state jurisdictions of Canada and the U.S.A. are reasonably similar. Metro does not have the responsibility or ability to judge in detail the efficacy of non-Ontario jurisdictions' regulation of waste disposal facilities where those facilities affect only the environment of the foreign jurisdictions and do not affect the environment of Ontario. Again, however, Metro will have regard for environmental effects which affect the environment of Ontario, whether or not those effects are generated/sourced in Ontario.

To illustrate this principal, Metro will have regard for certain air emissions from waste disposal facility alternatives located in the U.S.A (and the transportation of waste to those facilities). Emissions of greenhouse gases from the facilities (and transportation to the facilities) affects the global environment and in turn Ontario's environment. Depending upon geographic location, a percentage of smog precursor air emissions affects Ontario's air quality. On the other hand, a U.S.A. landfill which discharges leachate to a local groundwater, and which does not affect Great Lakes water quality, does not affect the environment of Ontario.

Metro will assess the effects which could be caused by Metro's undertaking - transportation and disposal of Metro's waste. Metro will not assess the effects that may be caused by a facility's disposal of waste other than Metro's waste. For example, if a facility is disposing of 1,000,000 tonnes per year, comprised of 500,000 tonnes of Metro's waste and 500,000 tonnes of waste generated by others, Metro will assess the effects caused by Metro's 500,000 tonnes. Metro will not assess the overall effects of the facility, which effects are not directly related to Metro's waste.

The specific effects which Metro will assess are set out in the evaluation criteria presented in Section 4.4 of this document. The criteria were defined and their priorities assigned as a result of stakeholder

consultation. The criteria address the broad definition of the term environment as given in the EA Act. They address the potential macro-effects upon the environment of Metro and of Ontario of both the operation of the alternative waste disposal facilities and the transportation of Metro's waste to those facilities.

In identifying its preferred waste disposal solution from among its alternatives, Metro will have regard for **human health and safety and the natural environment** through consideration of the "total loadings" of priority pollutants associated with Metro's waste, emitted from the waste disposal facilities and waste haul vehicles, and the effect of waste haul on traffic safety. It is noted that all facilities which Metro evaluates must be found to be in compliance with the environmental, occupational health and safety and land use planning/zoning requirements of their relevant locational jurisdictions. These requirements address the aspects of public health, worker and natural environmental protection by limiting the exposure concentrations of pollutants in the area of a facility's site. By considering the absolute quantity (vs. concentration) of emissions (i.e. "total loadings") that may be caused by disposing of Metro's waste, Metro will be addressing the macro-effect of its undertaking on the environment of Metro and of Ontario. Metro will not duplicate the consideration of the "micro-effects" upon the local environment which are addressed in the course of facilities obtaining site specific environmental licensing (e.g. Environmental Protection Act Certificate of Approval) and land use permits.

Metro will have regard for the **socio-cultural elements of the environment** by considering the extent to which the alternative facilities and their waste haul systems have the potential to generate net increased direct and indirect employment and investment in goods and services sourced from Metro and from Ontario. It is noted that the potential to affect socio-cultural resources local to facilities are addressed through land use designation and zoning permit requirements. These requirements manifest both Provincial and local municipal interests and values (e.g. Provincial Policy Statements pertaining to agricultural foodlands and wetlands presentation, etc; and, local environmental sensitive areas protection designations, heritage protection designations, general land use compatibility and including local traffic safety and traffic flows). Metro will not duplicate these requirements in Metro's environmental assessment.

Metro will have regard for the **economic effects** of its waste disposal decision by considering the system costs to Metro of the alternatives.

The advice of the Director of the Environmental Assessment Branch, MOEE is interpreted to support Metro defining the scope of its assessment to address the effects upon the environment of Metro and Ontario of Metro's proposal to contract for waste disposal, which effects are not addressed by other approvals' requirements. (Refer to MOEE correspondence, Appendix I of this document.)

4.0 EVALUATION OF THE ALTERNATIVES AND IDENTIFICATION OF THE PREFERRED WASTE DISPOSAL SOLUTION

4.1 Introduction

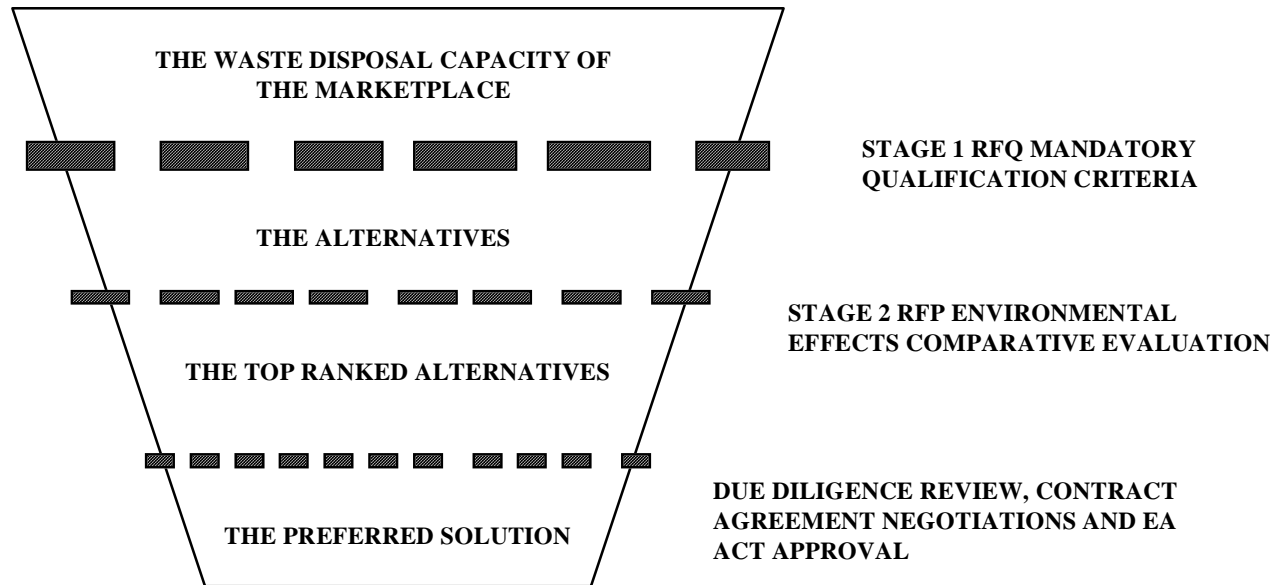
Metro will canvass the waste management marketplace using a two stage Request For Qualifications/Request for Proposals process to select its preferred waste disposal solution. The RFQ and RFP evaluation criteria presented in this Section were developed through consultation with stakeholders on the issues which stakeholders view as being central to Metro's waste disposal planning. This has included extensive consultation on the criteria themselves.

By definition, the EA TOR will provide a present (i.e. 1997) framework to an EA planning process (including the application of criteria) which will be used in the future (1998-1999) to evaluate alternative waste disposal solutions which have not yet been defined by the waste management marketplace (i.e. future responses to the RFQ/RFP). It is desirable to provide at the outset definitive criteria in the EA TOR. Nevertheless, it is not possible to fully and completely define the criteria to be used at the RFP stage in the absence of knowledge of the alternative solutions which will be bid and which will quality through the mandatory RFQ process. Therefore, there is a need to retain the ability to refine the Stage 2 RFP evaluation criteria, following Stage 1. A suggested mechanism for reviewing and fine tuning the RFP evaluation criteria has been a subject of extensive stakeholder consultation. Stakeholders strongly support Metro taking a two stage approach (RFQ/RFP) and employing the proposed criteria review and refinement mechanism following the RFQ outcome and prior to initiating the RFP. The elements of this mechanism are presented in Section 4.3 of this document.

The outcome of Stage 2 environmental effects comparative evaluation will be the identification of the top ranked waste disposal alternatives. Metro will conduct a legal/technical/financial due diligence review of the top ranked alternatives. Metro will then negotiate contract agreements with each of the alternatives which qualify through the due diligence review. The implementation of the agreements will be conditional upon Metro receiving EA Act approval.

Metro will submit the alternative which is preferred as a result of the due diligence review and contract agreement negotiations processes for EA Act approval. Thus, the alternative which is both approved under the Provincial EA Act and is preferred outcome from Metro's due diligence review and contract negotiations will be the preferred waste disposal solution.

The sequence of evaluation/decision-making steps which will narrow the entire marketplace down to Metro's preferred waste disposal solution is represented as follows:



4.2 Stage 1 RFQ Mandatory Qualification Criteria - The Alternatives

Table 1 (following this section) presents the Stage 1 RFQ Mandatory Evaluation Criteria which will be used to short list (qualify) the initial proposals of the marketplace. In addition to the information inferred by the Stage 1 criteria, respondents must provide a summary description of their proposed waste disposal capacity, including:

- a. the type of disposal technology (i.e. landfill and/or incineration/energy recovery),
- b. the preferred and potential alternative partnership structures (e.g. roles for respondent and Metro re: obtaining facility/site environmental and land use approvals, facility financing, design, build, ownership and/or operation), and
- c. the geographic/property location(s) where capacity exists or is to be developed and the status of property ownership.

In order to allow a fair comparison of proposed facilities during the Stage 2 RFP evaluation, respondents must propose facilities at specific sites. Respondents must submit evidence of their ability to implement their proposals at the sites which they specify via respondents having current possession, an option to purchase or similar interest in property. A proposal for facilities at a site “to be determined” cannot be fairly compared with facilities at a specific site. For example, the effects of waste haul are unique to the route to (and therefore, location of) a disposal facility.

Respondents must submit information item c. separately from information items a. and b. and the information inferred by the Stage 1 Criteria. Site location/property ownership will be submitted in a separate sealed envelope. During the course of Stage 1 this information will remain known only to the individual respondents.

Respondents will be evaluated in regard to the Stage 1 Criteria. Respondents to the RFQ must meeting each and every one of the mandatory criteria. Since failure to meet any of the of the Stage 1 criteria will disqualify a bid from participating in the Stage 2 RFP process, the Stage 1 criteria have equal priority relative to each other.

Metro will consider the offers from respondents which would involve Metro as an active co-proponent in projects (e.g. Metro financing, operating or providing land for a facility) to identify which (if any) such offers Metro would be willing to pursue. These partnership offers may be put forward as the proposed means of qualifying under certain of the Stage 1 mandatory criteria (e.g. a proposal to have Metro operate a respondent's waste disposal facility could be one means by which a respondent whom was not yet in the waste management business could qualify in regard to Criteria No. 4). **Metro will have sole discretion in deciding upon any partnership offers.**

The site location/property ownership envelopes of only those respondents who qualify through Stage 1 (the "alternatives") will then be opened. In this way there will be no potential (or perception of there being a potential) for the matter of site location/ownership to bias the Stage 1 decision. The site location/ownership envelopes of the respondents who do not qualify through Stage 1 will be returned unopened. Respondents who qualify through Stage 1 will be required to place a notice in the local newspaper(s) of the community(s) in which their site(s) are located. The notice will summarize the respondent's proposal, will advise the community of the opportunity to participate in the Stage 2 Criteria Refinement Process, and how a copy of the EA TOR can be obtained. As a minimum respondents will be required to maintain a local telephone number which the public can contact to obtain further information on the proposal and/or to request copies of the approved EA TOR. The notice must be given and telephone contact service established at least 1 week prior to Metro making generally publicly known the results of the Stage 1 process.

All of the information (including site location/ownership) submitted by the respondents who qualify through Stage 1 will then be made public by Metro for the purposes of the information being input to refining the Stage 2 Evaluation Criteria.

Respondents to the Stage 1 RFQ shall not submit any price information. Price will have absolutely no bearing on a respondent's ability to qualify through Stage 1. Indeed, if any price information is introduced in Stage 1 it will only raise the perception of Stage 1 having been potentially biased. Respondents who qualify through Stage 1 will be asked to submit price information, along with the other information inferred by the Stage 2 Evaluation Criteria, at the Stage 2 RFP. Three categories of prices will be requested:

- \$/te. For proponent's base capacity bid
- \$/te. For capacities greater than base bid
- \$/te. For capacities less than base bid.

Table 1
Stage 1 RFQ - Mandatory Qualification Criteria

	Criteria	Rationale for Criteria
1	<p>Respondent must provide at least 20 years of disposal capacity to Metro. Capacity shall not be less than 100,000 te/yr.</p> <p>Metro will define in the RFQ its total base capacity needs, being total waste generation minus the 3Rs program target(s) Metro has adopted and minus the quantity of waste Metro will allocate for management by as yet unproven waste technologies.</p>	<ul style="list-style-type: none"> • Bids for less than Metro’s total capacity needs (but not smaller than 100,000 te/yr for the full 20 years) will be permitted in order to foster competitive marketplace bidding. • Metro must have the capacity to address exceedances and shortfalls in the actual waste management capacity performance which is achieved in the future by Metro’s 3Rs and new technologies programs.
2	<p>Capacity proposed for the period 2002-2007 must be available without restriction to Metro on January 1, 2002. All necessary approvals for this capacity must be in place by January 1, 2001; and,</p> <p>Capacity proposed for the period 2007-2022 must be available without restriction to Metro on January 1, 2007. All necessary approvals for this capacity must be in place by Jan. 1, 2005.</p> <p>Respondents may propose an earlier start date for the “second period” (i.e. earlier than January 1, 2007). However, this capacity must be “back-stopped” with capacity which is approved by January 1, 2001 and in place by January 1, 2002.</p> <p>Respondents which do not have approved facilities in place must submit an approvals and facility construction schedule, with timelines which reflect approvals' legislative requirements and norms.</p>	<ul style="list-style-type: none"> • Metro must have assured capacity for the first years following closure of Keele Valley Landfill (2002). • Metro will accommodate the introduction of facilities which cannot meet the 2002 start date.
3	<p>All capacity must involve technologies which have been clearly proven; this is, have at least 3 years of full scale related operating experience and performance data at a scale equivalent to the capacity the respondent bids to Metro.</p>	<ul style="list-style-type: none"> • Metro must have the assurance of capacity which is based on proven technology. • Metro will commit to providing a portion of its residual waste for demonstration projects for new and emerging technologies.
4	<p>Respondent (or lead member of any consortium or joint venture) must be incorporated in Ontario as a business, backed by substantial financial assurance and have at least 3 years of related business experience.</p>	<ul style="list-style-type: none"> • Metro must have the assurance that it is dealing with financially stable and resourceful companies which are subject to the laws of Ontario.
5	<p>Respondent must provide a security of \$1 million with their statement of interest and qualifications</p>	<ul style="list-style-type: none"> • Metro must be dealing with serious respondents who are responsible for fulfilling their commitments. Even bids at the minimum capacity of 100,000 te/yr constitute 2,000,000 tonnes over the minimum 20 year bid period. The impact on Metro of respondents misrepresenting their capabilities in regard to 2,000,000 tonnes can be very significant.

6	Respondent must provide audited financial statements for the 3 preceding years. (If the respondent is a private organization, audited financial statements or equivalent business financial performance documentation may be submitted and this information will be kept in confidence by Metro, subject to any requirements of law).	<ul style="list-style-type: none"> • Metro must have evidence of ongoing financial stability of respondents.
7	Respondent must provide agreement to bond, declaration of insurance (to be specified) and evidence of financial capability.	<ul style="list-style-type: none"> • Metro must manage financial risk through assessment of financial characteristics of respondents.
8	Respondent must provide details of any partnership or joint venture relationships including the respondent’s equity position and decision-making authority within the partnerships that relate to the respondent’s bid to Metro	<ul style="list-style-type: none"> • Metro must have sufficient information to determine if a respondent has any conflict of interest and if any potential exists for the respondent not to fulfill a contract by virtue of demands imposed by the respondent’s partners.
9	<p>Respondent must provide letters of reference from the public jurisdictions (municipalities) in which the respondent has operating facilities, to a maximum of 3 municipalities. These “letters” can be in the form of a statement from the municipality that the respondent and the municipality have an “host community - waste disposal facility operations’ agreement” and the respondent is meeting the commitments of the agreement.</p> <p>Respondent must provide letters of compliance from the environmental authorities regulating the respondent’s operating facilities, to a maximum of 3 regulators. These “letters” can be in the form of a statement or similar documentation from the regulator that the respondent has submitted annual monitoring and operations reports for the waste disposal facility which have been found to be acceptable by the regulator. The reports must have addressed the matter of compliance with environmental regulatory requirements.</p>	<ul style="list-style-type: none"> • Metro needs assurance that respondents have a record of use of the best management practices of the waste management industry and a proven capability to be a responsible corporate citizen, vis-a-vis Metro being associated in the future with the preferred respondent(s) in a partnership relationship.

4.3 Criteria Review and Refinement Mechanism

The criteria to be used in Stage 2 to evaluate responses to the RFP must be given final definition in the context of consideration of the scope and nature of the submissions which qualify through Stage 1. Metro will maintain some flexibility in its EA planning process to be able to amend, revise, refine or develop new Stage 2 criteria, in consultation with stakeholders, to ensure a fair and complete evaluation, based on the nature of the specific alternatives to be evaluated.

The following steps constitute the elements needed to refine the Stage 2 evaluation process:

- Following completion of the Stage 1 RFQ, the Stage 2 criteria definitions and priorities will be reviewed in light of the nature of the specific waste disposal alternatives which are to be comparatively evaluated in Stage 2 and the potential environmental effects typically associated those alternatives.

- The need for refinements, proposed refinements and their rationale, will be presented in a public report and will be the subject of a stakeholder consultation meeting(s) including a workshop dealing with the proposed refinements.
- Final refinements will be identified considering the outcome of the consultation process and will be reported to stakeholders.
- The refined criteria, priorities and/or evaluation methodology will be issued with the Stage 2 RFP documentation and will be employed in the Stage 2 evaluation of the responses to the RFP.

The criteria review and refinement mechanism described above is an integral part of Metro's Environmental Assessment planning process, as described in this EA TOR, and as may be submitted to and approved by the Minister of Environment and Energy. If approved, the EA TOR containing the RFQ and RFP criteria and the criteria review and refinement mechanism will be issued with the RFQ and RFP documents. In this way, all stakeholders will be provided with a clear, current and common understanding of how Metro intends to assess its alternatives.

4.4 Stage 2 RFP Environmental Effects Comparative Evaluation Criteria - The Top Ranked Alternatives

It is desirable to define, to the extent possible, within the EA TOR document, and prior to commencement of the RFQ/RFP process, the criteria and their priorities which will be used to evaluate the bid responses to the RFP. As a result, Stage 2 evaluation criteria were proposed in the Blueprint, Working Brief, Addendum A and First Draft EA TOR documents (refer to Appendix II) and were the focus of three public consultation workshops and seven stakeholder consultation meetings. The criteria and their priorities presented in Table 2 (following) are the result of the Metro Project Team's consideration of the following:

- Metro's Waste Disposal Planning Principles (Blueprint),
- the outcome of the process of identifying and resolving the issues which stakeholders raised (Working Brief and Working Brief Addendum A), and
- the stakeholder consultation program output pertaining to criteria definitions and priorities.

The criteria reflect Blueprint Planning Principle No. 2: "Metro will not undertake a comparative evaluation of generic waste disposal technologies, i.e. landfill vs. incineration". Rather specific waste disposal facility and associated transportation system options will be put forward by the marketplace. Under Metro's EA TOR, the alternatives will be evaluated in terms of their macro-effects upon the environment of Metro and of Ontario.

As was discussed in Section 4.3 above, it is necessary to reserve the ability to review and refine the Stage 2 RFP comparative evaluation criteria in light of the nature of the specific proposals (and their potential environment effects) which come through the Stage 1 RFQ process. As a result, a category of criteria: "Other", is included in Table 2.

TABLE 2
STAGE 2 RFP COMPARATIVE EVALUATION CRITERIA

	Criteria	Measure	Priority (weighting factor points out of a total of 100 points)
1.	Human Health and Safety, Natural Environment		40
1.1	<ul style="list-style-type: none"> • Substance emissions to air, land and water associated with waste disposal facility operations and waste haul 	<ul style="list-style-type: none"> • Quantity of the following priority pollutants categories released to the environment, expressed as the quantity of substance emitted per tonne of waste managed (transported and disposed): <ul style="list-style-type: none"> - greenhouse gases (CO₂, CH₄, N₂O expressed as global warming potential CO₂ equivalents) (climate change) - acid gases (NO_x, SO_x and HCl) (acid precipitation) - smog precursors (NO_x, PM₁₀ and VOCs) (smog formation) - heavy metals (Pb, Cd, and Hg) and trace organics (dioxins, vinyl chloride, PAH's) (health risk) - BOD (water quality change) (Each of the above 5 priority pollutants categories will be assumed to have <u>equal</u> importance.) 	30
1.2	<ul style="list-style-type: none"> • Traffic safety associated with waste haul 	<ul style="list-style-type: none"> • Traffic safety exposure factors for road and rail, incorporating school bus routes, major at-grade crossings, special intersections, etc. (derived from MTO level of service ratings and National Transportation Safety Board (rail) data) 	5

1.3	<ul style="list-style-type: none"> Energy resources management 	<ul style="list-style-type: none"> Net energy resource consumption/production, in terms of heat energy per tonne of waste managed: <ul style="list-style-type: none"> type and quantity of fuel consumption re waste haul energy balance of waste disposal facilities' operations (i.e. energy consumed plus energy generated in the case of EFW or landfill gas energy recovery) 	5
2.	Social		20
2.1	<ul style="list-style-type: none"> Employment <ul style="list-style-type: none"> Metro direct jobs and indirect jobs (from investment in Metro sourced services and equipment directly a result of waste management) 	<ul style="list-style-type: none"> Net number of jobs per tonne 	7.5
2.2	<ul style="list-style-type: none"> Ontario (not including Metro) direct jobs and indirect jobs (from investment in Ontario services and equipment directly a result of waste management) <p>(2.1 and 2.2 include direct and indirect jobs that are a result of the multiplier effect of waste management on the economy.)</p>		5
2.3	<ul style="list-style-type: none"> Value of the jobs and investment located in Metro 	<ul style="list-style-type: none"> Net present value \$/tonne of wages and investment 	5
2.4	<ul style="list-style-type: none"> Value of the jobs and investment located outside Metro, in Ontario. 		2.5
3.	Economic		40
3.1	<ul style="list-style-type: none"> System Costs to Metro: <ul style="list-style-type: none"> disposal cost (including site approvals, development and operating costs if Metro co-proponency is proposed) and including waste haul charges and all internal costs that may be associated with the proposal, such as any modifications which Metro would have to make to its transfer station. 	<ul style="list-style-type: none"> Net present value \$/tonne 	40

	Other Criteria		
	Criteria addressing specific potential environmental effects (in addition to criteria cited above) associated with the waste disposal bids, as may be identified during the Criteria Review/Refinement Task, following Stage 1 RFQ	<ul style="list-style-type: none"> To be determined 	To be determined

Metro’s Stage 2 RFP will require that respondents submit information which describes the environmental performance (as per criteria, Table 2) associated with their facilities managing Metro’s waste (disposal facilities and waste haul). The environmental performance of facilities must include the effects associated with receiving, processing and disposing of waste and managing disposal facility residues (e.g. EFW ash, landfill leachate and landfill gas) and closure and post-closure care over the contaminating life-span of the facility.

The environmental benefits associated with recovery of material resources from a waste disposal facility’s operations (e.g. ferrous metal recovery from EFW ash or energy recovery from landfill gas) will be accounted for under criteria 1.1 and 1.3, via virgin materials and energy displacement environmental burden off-set credits.

Metro will receive respondents’ performance claims and will subject that information to an independent engineering review. Claims that are accepted will then be comparatively evaluated by Metro.

A number of comparative evaluation methodologies were considered for application to Metro’s waste disposal planning. Guidance on this matter was drawn from the Ministry of Environment and Energy publication, Waste Management Planning Volume 1: Sectorial Environmental Assessment Proposal for Waste Management Planning Technical Appendices, June, 1994, specifically Section 6, Development and Application of an Evaluation Methodology. A weighted additive method (as described above) was adopted as the most appropriate methodology. In summary, the weighted additive method will require that the effects of the disposal alternatives be expressed as numeric ratios of each other and that explicit numeric weights for the criteria be used. By combining the environmental effects with the criteria weights, numeric overall performance scores will be generated for each alternative. This methodology will allow for the integration of the disparate effects of economic costs, environmental quality and social elements. By comparing the overall performance scores a ranking of the alternatives will be identified.

Each respondent’s performance claim will be expressed as a percentage of the total effect of all responses in regard to a criteria. For example, 3 respondents’ performance claims are accepted, having the following potential effects in regard to greenhouse gas emissions:

- Respondent A: 800 kg CO₂ equivalent greenhouse gas emissions per tonne waste = 26% of total

- Respondent B: 1,000 kg CO₂ equivalent greenhouse gas emissions per tonne waste = 33% of total
 - Respondent C: 1,200 kg CO₂ equivalent greenhouse gas emissions per tonne waste = 40% of total
- Total: 3,000

A similar calculation will be done for acid gas, smog precursors, heavy metals and trace organics and BOD. The percentage figures for the 5 priority pollutants categories associated with each respondent will be directly added. This will generate a “gross” performance measure for each respondent in terms of criteria 1.1. These gross performance numbers will then be multiplied by the priority (weighting factor) assigned the criteria to generate a “weighted” performance number. (In the example given, Criteria 1.1 has a priority of 20 points). The weighted performance numbers for all criteria (i.e. 1.1 through 3.3) will be added to yield an overall weighted performance for each respondent. Comparison of these overall performance figures will yield a ranking of the respondents.

Comparison of the total loadings of priority pollutants generated over the life cycle (transportation and facility operations) of waste disposal alternatives is increasingly being used to evaluate the environmental effects of waste management options. Waste management planning activities in a number of industrialized countries (United States, United Kingdom, Switzerland, France, Germany and Canada) are being designed to make environmental assessment approvals’ decisions based upon consideration of the total pollutant loadings of alternatives.

The uncertainty inherent in the environmental effects lifecycle inventory and analysis methodology which will give rise to the alternatives' ranking must be accounted for. This uncertainty can stem from a number of sources, including, for example, potential inaccuracies in characterizing the physical contexts which are the causes of the generation and release of pollutants (e.g. the difficulty in quantifying the emissions generated at USA waste disposal facilities which will disperse into Ontario's airshed — as this is a function of meteorological phenomena which are themselves only partially understood). Further, pollutant emission factors used to identify total emission loadings can be uncertain, particularly where default factors (based on averaging data from other facilities) must be used in cases where facilities do not yet exist and there is no empirical record of performance.

To account for these uncertainties, all alternatives which score within a percentage figure of the top ranked alternative, together with the top ranked alternative, will be assumed to have an equal level of environmental performance. This level of performance will be defined to be "top ranked" and will qualify those alternatives to be the subject of Metro's due diligence review and contract agreement negotiations processes — the outcome of which will be the preferred alternative for which Metro will seek Environmental Assessment Act approval.

The percentage figure will be defined by Metro based upon the magnitude of the uncertainties associated with the environmental effects of the alternatives which are assessed in Stage 2. It is expected that this figure will be in the order of 20%.

Thus, the outcome of the Stage 2 - Metro’s EA process - will be the identification of alternatives (or an alternative; depending upon the alternatives’ environmental effects’ performance scores and the uncertainties associated with quantifying those effects) which are defined to be top ranked.

Metro will not make publicly known the content of project proposals submitted in Stage 2 or the results of the comparative environmental effects evaluation until the completion of Metro's due diligence reviews and contract agreement negotiations processes (refer to Section 4.5). This will prevent respondents from knowing what their competitors' environmental performance claims (including project system costs to Metro) are. This will allow Metro to negotiate agreements in a competitive marketplace context.

Metro will submit a report, following completion of agreements negotiations, to all stakeholders for their review and comment. The report will fully describe the project submissions, their evaluation and outcome of Stage 2, and will provide a statement of the outcome of Metro's due diligence review and contract agreements negotiations processes.

4.5 Due Diligence Review of Facilities/Respondents and Contract Agreement Negotiations - the Preferred Alternative

In addition to the environmental assessment of waste disposal proposals (i.e. Stage 2 comparative evaluation), Metro will conduct a financial/technical/legal due diligence review of facilities/sites and respondents and will negotiate contract agreements with respondents. Under the terms of Metro's EA TOR, Metro's review and negotiations processes are not within the purview of the Provincial Environmental Assessment Act as may apply to Metro's long term waste disposal solution undertaking.

The due diligence review is for the purposes of Metro obtaining a detailed understanding of respondents' capabilities to deliver long term waste disposal capacity and any potential liabilities Metro would accrue from using such capacity. Metro must be satisfied in regard these critical matters. Therefore, Metro will require that the top ranked respondents (outcome from Stage 2) must, upon subsequent request by Metro, provide information pertaining to, but not limited to, the following:

- facility operating, maintenance, monitoring, reporting procedures re environmental regulatory compliance,
- corporate/facility environmental management systems structures,
- site agreements, land ownership,
- land-use regulatory compliance,
- labour relations and occupational health and safety regulatory compliance,
- inter-jurisdictional matters (e.g. circumstances of the Canada-USA border re export regulations and policy, risk characterization re USA "Super-Fund" liability),
- commercial (including business and property tax) regulatory compliance, and
- project financing and economics (e.g. availability and security of markets/revenues derived from disposal of wastes other than Metro's wastes, or sale of recovered energy).

Metro will negotiate contract agreements with the top ranked alternatives which qualify through the due diligence reviews. Implementation of these agreements will be conditional upon Metro obtaining EA Act approval. In this way Metro will be able to negotiate agreements in a competitive marketplace context.

5.0 STAKEHOLDER CONSULTATION

5.1 Stakeholder Consultation in the Development of the EA TOR

Metro has undertaken an extensive stakeholder consultation program in the activities leading to the development of Metro's EA TOR. The elements of, and outcome from, this program, as it has been progressively developed and implemented, are documented in the Blueprint, Working Brief, Working Brief Addendum A and First Draft EA TOR. In summary, the consultation program has involved the following:

- Meetings and correspondence exchanged with waste management industry representatives: Board of Directors and individual members of the Ontario Waste Management Association, the members of the "Waste to Energy Industry Group", members of the Metro Solid Waste Management Industry Consultation Committee,
- Meetings and correspondence exchanged with staff of the Environmental Assessment Branch, MOEE, and
- Public workshops (February 22/97, May 24/97 and July 24/97) including notification and information dissemination prior to, during and follow up to the workshops.

Through the consultation program, stakeholders dealt with the following:

- Establishing the structure for Metro's overall waste disposal planning process and the principles underlying that structure, (refer to Blueprint),
- Identifying and reaching resolutions on the key issues pertaining to Metro seeking a waste disposal solution (refer to Working Brief and Working Brief Addendum A),
- Identifying the mandatory qualification criteria which will define the alternatives which Metro will assess and the criteria and criteria priorities which Metro will use in that assessment (refer to Working Brief Addendum A), and
- Metro's environmental assessment process as being the means of achieving EA Act approval (refer to First Draft EA TOR).

5.2 Stakeholder Consultation for the Completion of Metro's Waste Disposal EA Planning Process

The following are the key elements of the stakeholder consultation plan forward from to date:

- Consultation on the Draft EA TOR with the core review Ministries and agencies of the Province,
- Metro's decision to submit a Final EA TOR to the Minister for approval,
- Environmental Bill of Rights registry notification of application for approval of the Final EA TOR for stakeholder review and comment,
- Distribution of the draft RFQ document for stakeholder review and comment (including meetings and correspondence exchanged as appropriate),
- Notification of project proposal to be given in the local communities by the respondents qualified through Stage 1,
- Distribution of the report on the outcome of the RFQ process (those bids which qualified under the RFQ criteria, including site location information) to stakeholders for input to criteria refinement workshop,

- Stakeholder participation in a workshop to review and refine the definitions and priorities of the Stage 2 environmental effects comparative evaluation criteria; Report on workshop,
- Distribution of the draft Stage 2 RFP document for stakeholder review and comment,
- Distribution of the report on the outcome of Stage 2 (i.e. environmental effects ranking of the alternatives) for stakeholder review and comment,
- Preparation of the report, summarizing stakeholder input to and positions on the outcome of Stage 1 RFQ process, criteria refinement process and Stage 2 RFP process, for input to Council's decision to proceed to seek EA Act approval,
- Preparation of the draft environmental assessment document for stakeholder review and comment input to preparation and submission of the final environmental assessment document, and
- Stakeholder consultation through the EA Act's consultation elements (i.e. stakeholders' opportunities to review: the final environmental assessment, government review of the final environmental assessment and proposed decision on environmental assessment approval, and including potential environmental mediation and/or hearing mechanisms).

6.0 COMPLETING METRO'S EA PLANNING PROCESS

The next steps in Metro's waste disposal EA planning process are proposed to involve consultation on this Draft EA TOR with the core review Ministries and agencies of the Province. This consultation should conclude this Fall. During this period, developments such as the establishment of a Greater Toronto Services Board and the Board's role re management of the GTA's waste should have been clarified, thus allowing the new City of Toronto Council to decide early in 1998 how the City should proceed (e.g. submit Final EA TOR to the Minister of Environment and Energy or defer decision on submission pending further consideration).

The sequence of tasks and decisions involved in Metro's waste disposal planning process are summarized as follows:

- **Principles Established (Blueprint)**
- **Issues Identified/Resolved, Scope Of Alternatives Defined, Environmental Evaluation Criteria Defined (Working Brief and Addendum A)**
- **Compliance with EA Act - EA planning process described in EA TOR (First Draft EA TOR, July 24; Draft EA TOR, Aug. 27; Final EA TOR); submission by Metro and approved by Minister**
- **Alternatives Evaluation Process (RFQ, Criteria Refinement, RFP)**
- **Due Diligence Review**
- **Contract Agreements Negotiations**
- **EA Approval**
- **Other Facility Approvals, as necessary**
- **Project Implementation**

Schedule 1 (following) presents the overall environmental assessment planning and project implementation schedule. Schedule 2 (following) presents the summary of the key planning, documentation, consultation and project management elements involved in the development of the EA TOR.

Under the "Timeline Regulation" (Bill 76 - Environmental Assessment and Consultation Improvement Act, 1996), as proposed on July 22, 1997, the following timelines will apply to the review and approval of an EA TOR:

- Core Government Team reviews Terms of Reference; 4 weeks, and it is posted on the Environmental Bill of Rights Website location for the concurrent period of time, and
- Minister's decision on approval of Terms of Reference; 7 weeks.

APPENDIX I

**Director of the Environmental Assessment Branch,
MOEE Correspondence to Metro**

APPENDIX II

Background Information

- **Blueprint, March 14, 1997**
- **Working Brief, May 14, 1997**
- **Working Brief Addendum A, July 21, 1997**