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Mayor John Tory  
Office of the Mayor, Toronto City Hall  
2<sup>nd</sup> Floor, 100 Queen St. West  
Toronto, ON  
M5H 2N2

January 26, 2017

Dear Mayor Tory,

**RE: Competitive Contracting for Waste Management Services**

We are writing to show our support for moving toward open, competitive contracting for waste and recycling collection services in Scarborough through a process of managed competition.

The Ontario Waste Management Association (OWMA) is the largest waste management association in Canada and represents more than 250 member companies and municipalities within Ontario's private and public sectors. Our members provide services, such as curbside recycling and waste collection, processing and marketing of recyclable materials, organics processing and composting, and solid waste disposal and hazardous waste management.

The idea that Toronto should harness competitive markets to provide taxpayers with the best possible service at the most affordable rate is not a new one. OWMA members have long championed the need for fair and open competition in the marketplace to ensure that there is an opportunity to compete for and deliver cost-effective services for Ontarians.

Competitive bidding is a proven process that works. The City is already saving millions of dollars a year by competitively contracting waste collection services in the west end of Toronto. In our experience, we have seen across the province that open competition for waste collection contracts lowers costs for property taxpayers, results in better services for residents, and delivers environmental outcomes in a more effective and efficient manner.

Many other Ontario municipalities already rely on competitive contracting for collection services and have experienced excellent results in terms of both cost and performance. As such, there is already a wealth of knowledge on how to ensure contracting is done in a fair and transparent manner while keeping controls in place to ensure environmental outcomes are achieved.

To optimize the value of a managed competition process and ensure a level-playing field, it is essential that there is a fair comparison of all direct operating and overhead costs required to arrive at a price for both private and public bidders. No party should be forced to a higher threshold of success than another.

From our perspective, the upcoming Council deliberations about competitive contracting for waste services are not about the private versus public sector. Instead, it's about making educated decisions that take into account all of the available options while providing a fair opportunity to assess what is in the best economic and environmental interests of Toronto residents.



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As council considers this matter, we would like to again indicate our support for moving toward open, competitive contracting for waste and recycling collection services. Taking this direction will deliver more cost-effective and efficient services for residents.

Please, feel free to contact us if you have any questions.

Sincerely,

Gord White  
CEO  
Ontario Waste Management Association

CC: Toronto City Councillors