

Residual Waste Management Work Plan

The Residual Waste Management Work Plan (Plan) outlines strategic and long-term planning activities to manage residual waste. The Plan also contains short- and medium-term actions that Solid Waste Management Services can initiate to extend the lifespan of Green Lane Landfill, which will provide time to study, develop and operationalize long-term options.

Long-term planning activities

As part of the Plan, staff recommend initiating the following strategic long-term planning activities outlined in Table 1. Each option will be assessed through an environmental, social and financial lens to examine their potential impacts. It is imperative that the activities begin immediately in order to complete technical and operational studies as well as investigate options and report back to City Council as soon as possible with final long-term disposal option recommendations. Some options may not materialize while others may be expedited based on market conditions. Staff will keep Council informed throughout this process.

Table 1 - Residual Waste Management Work Plan: Long-term options

Options	Descriptions
Purchase of a landfill with or without the plan to expand	As the development of a new landfill is not feasible within the boundaries of Toronto, Solid Waste Management Services staff will begin a process to engage, and where there is interest, negotiate with existing Ontario landfill owners for the purchase of a landfill to meet the City's needs.
Build a new landfill or energy from waste facility	Solid Waste Management Services staff will issue a request for expression of interest for municipalities in Ontario to identify their interest in becoming a host for the City to build a new landfill or energy from waste facility or to partner with the City to build this infrastructure.
Purchase facility, space or partner with existing energy-from-waste facility	Solid Waste Management Services staff will begin a process to engage, and where there is interest, negotiate with existing energy-from-waste facility owners for the purchase of and/or partner in the operation of an energy-from-waste facility for the processing of residual waste through incineration. Solid Waste will also engage in a process for new energy-from-waste infrastructure both within and outside of the City.

Options	Descriptions
Expand Green Lane Landfill	The Residual Waste Disposal Study identified that the City-owned lands adjacent to and near Green Lane Landfill could be further studied to determine whether landfill expansion could be viable. Solid Waste Management Services will initiate a technical feasibility study to determine expansion potential at Green Lane Landfill

Short- and medium-term actions

As part of the plan, the above outlined long-term planning activities will be undertaken concurrently with one or a combination of the following short- and medium-term actions found in Table 2 to reduce waste being sent to Green Lane Landfill in order to extend its lifespan until a long-term option can be operationalized.

Table 2 - Residual Waste Management Work Plan: Short- and medium-term actions

Actions	Descriptions
Utilize short-term landfill contracts	Solid Waste Management Services currently has three short-term contracts with privately-owned landfills for contingency disposal. Solid Waste Management Services staff will utilize the waste disposal contingency contracts with private landfills in Ontario to redirect waste from Green Lane Landfill.
Pursue medium-term landfill contracts	To secure more competitive disposal rates with privately-owned landfills, Solid Waste Management Services will pursue direct negotiations with Ontario landfill owners for landfill disposal capacity for contracts up to 10 years in length.
Pursue energy-from-waste contracts	Given the current and anticipated future landfill capacity constraints in the province Solid Waste Management Services will pursue direct negotiations for new residual processing contracts with energy-from-waste providers.
Consider collect and dispose contracts	Currently, the City has approximately half of its waste collected by contracted waste collection service providers. The waste collected as part of these contracts is disposed of at the Green Lane Landfill. Solid Waste Management Services will consider including waste disposal as an option when procuring new waste collection contracts to determine if there are cost saving opportunities in bundle waste collection with waste disposal.

To provide the best value for the City of Toronto, Solid Waste Management Services recommends proceeding with non-competitive negotiations to secure new residual waste management agreements or amended and extend existing residual waste disposal agreements. Additional staffing complement will also be required to support the

implementation of the proposed Plan and the short- and medium-term actions. Solid Waste Management Services will adjust the staffing complement as required.

Urgency for the City to Implement Plan

Any delay in executing the Plan could put the City in financial risk as it is anticipated that the cost of securing residual disposal will increase as landfill capacity in Ontario diminishes. Furthermore, delays could result in the City being entirely reliant on private or other non-City-owned residual waste management options for a prolonged period if Green Lane Landfill reaches capacity without a new long-term option being operational. The greater this duration, the greater the City's exposure to potential financial pressures and uncertainty tied to the residual waste management market conditions at that time.

To mitigate and manage the potential risk to the City, the Plan recommended by Solid Waste Management Services as presented is intended to be considered as a whole to provide the City with the maximum choice and flexibility when considering a preferred option or options. Considering and pursuing only one long-term option at this stage may require the City to initiate applicable requirements under Ontario's *Environmental Assessment Act*. Under such requirements, the City would be obligated to consider and evaluate alternatives to a proposed undertaking. The City would therefore be required to examine the options outlined in the Plan.