

# Overview of Solid Waste Management Services Divisional Performance & Contract Management

Audit Committee  
Meeting 13  
July 10, 2026



# Purpose

- **Provide an overview of Solid Waste Management Services' divisional performance**
- **Outline contract management and monitoring already in place**
- **Share management key takeaways from the audit**
- **Describe SWMS next steps and commitments**

# Divisional Overview - Summary

## Solid Waste Management Services

- Collects waste from over **840,000+ homes/multi-res units** and **23,000+ litter & parks bins**
- Manages **700,000+ tonnes** of waste each year
- Operates **four collection yards, seven transfer stations, six household hazardous waste depots, two organics processing facilities, Green Lane Landfill** and **160 former landfills**
- FTE: **1,200+**
- Vehicles: **600**
- 2026 Operating Budget: **\$412 million**
- 10-Year Capital Budget: **\$1.456 billion**
- Portfolio of more than **300 contracts** valued at **\$1.8 billion** (from July 2022 to July 2025)

# Divisional Overview - Performance

## 2025 Service Level Rates

| Service Category                             | Reliability Rate | # of Service Requests | Service Level Rate Achievement |
|----------------------------------------------|------------------|-----------------------|--------------------------------|
| All residential daytime curbside collections | 99.95%           | 54,483                | 93.09%                         |
| Litter bin collections                       | 99.93%           | 2,416                 | 93.65%                         |
| Public space cleaning                        | N/A              | 12,899                | 97.03%                         |
| Parks bins collections                       | 99.96%           | 1,184                 | 98.35%                         |
| All Divisional Services                      | N/A              | 184,123               | 91.52%                         |

**Reliability Rate:** percentage of bins collected without a service request

**Service Level Rate Achievement:** percentage of time a service request was resolved within the service standard timeframe

# Divisional Overview - Collection Contracts

|                                 |                      | 2022      |                  | 2023      |                  | 2024      |                  | 2025      |                  |
|---------------------------------|----------------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|
| Contract                        | Touchpoints per Year | Total SRs | Reliability Rate | Total SRs | Reliability Rate | Total SRs | Reliability Rate | Total SRs | Reliability Rate |
| District 1                      | 10,035,680           | 7,066     | 99.93%           | 7,741     | 99.92%           | 3,521     | 99.96%           | 3,806     | 99.96%           |
| District 2                      | 23,135,688           | 8,651     | 99.96%           | 8,022     | 99.97%           | 7,955     | 99.97%           | 8,844     | 99.96%           |
| Front-end                       | 877,012              | 4,599     | 99.48%           | 7,770     | 99.11%           | 3,983     | 99.55%           | 6,389     | 99.27%           |
| Audit of D1/D2/FE Jan-June 2025 | 17,024,190           | 7,045     | 99.96%           |           |                  |           |                  |           |                  |

# Investments in Contract Management & Oversight

## Units & Programs Dedicated to Divisional Review & Oversight

- Contract Integration Management & Compliance Unit
- Contract Lifecycle Management Framework
- Divisional Contract Assurance Reporting
- Divisional Risk Management Engagement
- Health & Safety Program
- Standard Operating Procedures
- GPS & Telematics



# Contract Management & Monitoring in Place

## Collection & Bin Contracts

### Collection Contracts & Program Support Unit staff

- **Provide comprehensive oversight** of D1, D2, & Front-end collections contracts and Rehrig bin contracts
- **Monitor daily operations** in the field
- **Work closely with contractors** to ensure compliance with the contractual requirements and service standards are met
- **Inspect contractor equipment** (via truck audits and GPS tracking) and monitor work standards (via in-field location audits)
- **Review SRs** and disputed SRs and whole street missed SRs
- **Analyze financial, performance, and operational data** including invoice reconciliation, tracking of KPIs and performance-related records and reports

# Contract Management & Monitoring in Place (cont'd)

## Capital Construction Project Contracts

- Follow the **Divisional Contract Lifecycle Management Framework** and **Engineering and Construction Services (ECS) Capital Works Manual**
  - provide guidelines for managing contracts for both design consultants and construction contractors.
- Consultants' **contractual requirements** are **governed** by the **Construction Act**, **standard contract templates** published by the Purchasing & Materials Management Division and **ECS appendices**.

## Organics Processing Facility Contracts

- **Monitored** with the **support of an external engineering consultant**
  - **bi-weekly site inspections**, **monthly performance reports**, and **monthly operational meetings** where issues are tabled and prioritized for resolution.
- **Monthly contract compliance checklist utilized to track** more than **40** contractual performance standards.

# Audit Review

## Management Key Takeaways from Audit

- Audit concluded that SWMS has contract management practices in place and through continuous improvement can be enhanced.
- Service delivery and reliability remains very strong and can continuously be improved.
- Many of the findings relate to documentation rather than service quality or delivery.
- Most recommendations aim to improve consistency rather than create entirely new processes.
- Future contracts can be updated to incorporate various levels of additional performance criteria to reflect operational realities and ongoing continuous improvement activities.

**Solid Waste Management Services agrees with the recommendations within the Auditor General's Report and will action them in alignment with the commitments made in our Management Responses.**

# Next Steps & Commitments

**SWMS will implement all Management Response commitments within the timelines specified.**

## **Examples of commitments include:**

- Ensuring contracted service providers who are responding to 311 service requests do so in accordance with contractual requirements.
- Completing a cost-benefit analysis on further leveraging GPS data for contract monitoring.
- Exploring with Legal Services additional approaches to performance management and non-compliance for future contracts.
- Continuing to work with other Divisions (ECS, CREM, Toronto Water etc.) to strengthen change order procedures as previously identified by the AG.
- Collaborating with Divisional Partners to establish and provide annual refresher training on the change directive and change order processes.
- Reviewing the potential of establishing additional performance targets or performance standards for future Organics Processing Facility contracts.

# Thank you!

