



STAFF REPORT ACTION REQUIRED

Update: Draft Long Term Waste Management Strategy

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| Date: | February 11, 2016 |
| To: | Public Works and Infrastructure Committee |
| From: | Acting Deputy General Manager, Solid Waste Management Services |
| Wards: | All |
| Reference Number: | P:\2016\Cluster B\SWM\February\002PW (AFS#22154) |

SUMMARY

The purpose of this report is to present an update to the Draft Long Term Waste Management Strategy (Attachment 1) to the Public Works and Infrastructure Committee for information only. The Draft Long Term Waste Management Strategy (“draft Waste Strategy”) consists of the following elements:

- Policy, program and facility recommendations and implementation plan;
- 10 Year waste reduction plan;
- Performance metrics and KPIs; and
- Financial implications required to fund the recommendations.

In addition, this report provides an update on the status of project deliverables (Attachment 2), public consultation information, and details of the public health evaluation (Attachment 3). The final Long Term Waste Management Strategy (“Waste Strategy”) will be presented to the Public Works and Infrastructure Committee in June 2016 and City Council in July 2016.

Initiation of the City of Toronto’s Long Term Waste Management Strategy

Waste management and diversion programs in the City of Toronto (the City) have significantly evolved over time. In 2013 City Council recognized the need for an updated comprehensive long term waste management plan and commissioned the development of a Long Term Waste Management Strategy. Since 2013, the City has been working through a comprehensive technical evaluation process supported by widespread public and

stakeholder engagement activities to develop the draft Waste Strategy document. Policies, programs and technological options and best practices for new and emerging waste diversion and disposal methods were considered and evaluated. The draft Waste Strategy recommends waste reduction, reuse, recycling, recovery and residual disposal policies and programs, in that order, that are cost-effective, socially acceptable and environmentally sustainable for the long term.

The following provides a summary of the key aspects of the draft Waste Strategy:

Waste Strategy Vision and Guiding Principles to Navigate the Future System

A successful Waste Strategy reflects the interests of the community that it serves, now and in the future. It is driven by a Vision Statement and Guiding Principles that express a philosophy of what the Waste Strategy will strive to achieve and what will be important in making decisions along the way. The following Vision was developed for the future of the City's Integrated Solid Waste Management System.

“Together we will reduce the amount of waste we generate, reuse what we can, and recycle and recover the remaining resources to reinvest back into the economy. We will embrace a waste management system that is user-friendly, with programs and facilities that balance the needs of the community and the environment with long term financial sustainability. Together, we will ensure a safe, clean, beautiful and healthy City for the future.”

This vision statement will be used in concert with eight guiding principles developed to support decision making in the future.

Maximizing the Life of Green Lane Landfill

The development of the draft Waste Strategy placed a priority on maximizing the life of Green Lane Landfill by minimizing the amount of garbage sent for disposal. Several factors that have led to new estimates of the life of Green Lane Landfill to approximately 2040 include:

- The new series of 5Rs (Reduce, Reuse, Recycle, Recover, Residual Disposal) options being recommended through the draft Waste Strategy has the potential to further extend the life of the landfill.
- As part of the draft Waste Strategy, initial projections have been refined with more sophisticated modelling that includes correlation to economic growth factors. With this refinement of the model, it is anticipated that residual waste will not increase over time.

- Review of current landfill operations has revealed that settlement of materials in the site is occurring at a greater rate than initially estimated. Rate of settlement is contingent on the composition of the waste and the analysis suggests that the settlement rate will continue.

Based on the three key findings outlined above, this is almost 10 years more landfill capacity than was previously projected at the beginning of the development of the Waste Strategy. With this additional available capacity, evaluation results have determined that initiating further reviews and studies for expansion of Green Lane Landfill or acquisition of landfills will not be required in the next 10 years.

A Commitment to Prioritizing Waste Hierarchy through Reduction, Reuse and Recycling

The draft Waste Strategy places emphasis on waste reduction, reuse and recycling activities to promote the importance of resource conservation and reduced environmental impact. The recommended programs require minimal capital investment, but have the potential to reduce the amount of material requiring management by the City by more than 30,000 tonnes per year once fully implemented.

The draft Waste Strategy recommends five new reduction and reuse focused programs for early implementation that address food waste reduction, textiles, sharing and reuse opportunities and supporting ongoing waste exchange programs.

Leveraging Programs and Services Already in Place in order to Further Improve Waste Diversion Potential

The draft Waste Strategy shows that the City already has in place the programs, infrastructure and services that will assist the City of Toronto in achieving a 70% waste diversion rate which would make them a leader amongst similar-sized cities in North America and world-wide. During the first five years of the Waste Strategy, emphasis will be placed on further improving the performance of the current integrated waste management system by focusing on further improving participation and proper utilization of existing programs and services. This is especially important in the multi-residential and industrial, commercial, and institutional sectors where lack of participation and high contamination rates are prevalent.

A complimentary approach to enforcement of programs, services and By-laws will be implemented to improve system performance, together with ongoing education and engagement activities that could divert an additional 30,000 tonnes annually of material currently being landfilled.

Strategic System Planning to Minimize the Need for new Capital Infrastructure Investments

The draft Waste Strategy minimizes the need for new capital infrastructure investment (such as energy from waste and other emerging technologies) by placing emphasis on residents and non-residential customers of the City to “do the right thing” by reducing the amount of waste they generate and ensuring participation in already existing reuse and recycling programs.

In later years of the draft Waste Strategy implementation, a mixed waste processing facility with organics recovery is being recommended for further consideration as a final step to recover additional divertible resources before landfilling. This option is being recommended only after the 10 year review is completed in order to determine the success of the Waste Strategy and reassess the need for additional processing and resource recovery technology in the system.

Working Together with Community Partners to Enhance Access to Diversion Programs, Collaborate in Service Delivery and Increase Citizen Engagement to Support Sustainable Solid Waste Management Practices

The draft Waste Strategy recommends a number of different options where the involvement of community partners will be critical in the successful delivery of these new programs. This will be of particular importance when considering new reuse initiatives such as swap events and waste exchanges. This approach respects the City’s diverse population and civic identity through supporting collaboration amongst community members which share neighbourhoods and also fosters opportunities where people can discuss experiences from within their social organizations.

Maintaining Flexibility for Future Changes to the Waste Management Landscape

Waste management systems are in a constant state of flux with new management technologies and approaches becoming available, changes in consumer buying habits and product packaging and new advances in environmental protection and governing legislation. All these changes require a Waste Strategy that has specific goals, however, is flexible to adapt to a constantly changing environment in which the system operates. The timing of some recommended options considers the newly proposed Bill 151: *Waste-Free Ontario Act* legislation and the potential impacts it may have on how waste is managed in the future in the City.

Service, Stewardship and Commitment in Continuing to Deliver High Quality and Cost Effective Customer Service for Waste Management Programs

A new cost allocation and sustainable rate model has been developed to support implementation of the Waste Strategy and lead to a fully self-sufficient and sustainable solid waste utility in the future. This new model will ensure that the high quality services, stewardship over our waste management practices and commitment to cost efficient

services being provided are done so at a fair and reasonable price to each customer in the system.

RECOMMENDATIONS

The Acting Deputy General Manager, Solid Waste Management Services, recommends that:

1. The Public Works and Infrastructure Committee receive this report for information.

Financial Impact

Funding in the amount of \$2.495 million is available in the approved 2016 Capital Budget of Solid Waste Management Services under the project Long Term Waste Management Strategy (Account CSW013-01-01). This funding includes on-going staff and consultant expense and provision for public consultation. There are no other incremental financial impacts as a result of this report.

The Deputy City Manager & Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

At its meeting on March 19, 2013, the Public Works and Infrastructure Committee considered Item PW21.1 entitled “Long Term Waste Management Strategy” and requested that the General Manager, Solid Waste Management Services, report to the Public Works and Infrastructure Committee on June 19, 2013 with the proposed Terms of Reference and process for the development of a Long Term Waste Management Strategy, including the proposed principles, scope, statement of work, key deliverables, consultation, costs and timelines of the study, prior to initiating the Request for Proposal for a consultant.

The Public Works and Infrastructure Committee Decision document can be viewed at:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PW21.1>

At its meeting on September 30, 2015 – October 2, 2015, City Council considered PW7.3 entitled “Solid Waste Management Services Long Term Waste Management Strategy: Vision, Guiding Principles, Evaluation Criteria and Options” and adopted the Strategy’s vision, guiding principles and evaluation criteria. While considering this item, City Council also adopted, among other items, that “Estimated Health Care Cost” be added to the Cost criteria section of the evaluation criteria.

The City Council Decision document can be viewed at:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.PW7.3>

ISSUE BACKGROUND

Solid Waste Management Services (SWMS) initiated the development of a Waste Strategy for Toronto in 2014 to guide the Division's decision making for the next 30 to 50 years. The Waste Strategy was undertaken to examine options for the long term management of Toronto's waste and to recommend waste management policies and programs, including how to manage the City's remaining garbage even after reducing, reusing, and recycling.

During June and July 2015, the project team comprised of SWMS staff and consultants, engaged in extensive consultation activities to seek input on the draft vision statement and guiding principles, draft list of options and draft evaluation criteria. In October 2015, City Council approved the final vision statement, guiding principles and evaluation criteria for the Waste Strategy. At this meeting, City Council also adopted, among other items, that "Estimated Health Care Cost" be added to the Cost criteria section of the evaluation criteria.

Following the approval of the vision, guiding principles and evaluation criteria, the project team began their evaluation, which resulted in a draft list of recommended options and implementation details.

The proposed *Waste-Free Ontario Act* (Bill 151) could have a significant impact on how waste is managed in the future in the City of Toronto. The City will need to assess potential legal and technical implications of these changes once more is understood about the new legislation. A report on the proposed *Waste-Free Ontario Act* has been brought forward to the 2016 Public Works and Infrastructure Committee meeting of February 29, 2016.

COMMENTS

Summary of Draft Waste Strategy

The City of Toronto provides a comprehensive waste management system that includes providing support and services from the initial generation of waste (or avoidance of generation) through to the monitoring of closed landfill sites, long after the final residual waste has been disposed and the site has been closed. This system is a comprehensive network of programs, services, trucks, transfer and drop-off facilities, processing facilities, and residual waste management facilities. The system provides services to a wide range of customers and is financially supported through a number of funding and revenue sources.

The City of Toronto Solid Waste Management Services efficiently and effectively operates a world class system, particularly when considering the size and variability of its customer base (e.g. ~50 per cent of the City's population resides in multi-residential buildings), materials collected, and complexity in the system. It is one of the largest municipal solid waste management operations in North America. The Waste Strategy presents options that work with the current system to reduce the amount of waste generated and to increase the amount of waste diverted from landfill.

The draft Waste Strategy places emphasis on waste reduction, reuse and recycling activities to promote greater performance out of the current integrated waste management system in the first ten years, including the rollout of several new programs with supporting promotion and education in combination with a more aggressive approach to enforcement of existing programs, services and by-laws.

One of the primary goals of the development of the Waste Strategy was to identify means to reduce the amount of waste being sent to landfill in the future. This can be accomplished by reducing the amount of waste being generated, reusing materials, and increasing diversion of recyclable materials including organics.

Health Evaluation of Waste Strategy Options

To the project teams' knowledge, an "Estimated Health Care Cost" evaluation is generally not undertaken for the development of a municipal waste strategy. Solid Waste Management Services staff consulted with Toronto Public Health to seek advice on the most appropriate means to undertake this aspect of the evaluation.

Toronto Public Health developed an approach that is in line with the Waste Strategy's evaluation process and conducted a public health analysis of the options using a rapid Health Impact Assessment (HIA) for the waste management options by applying a public health lens to each option. A rapid HIA approach utilizes available information and is complemented with input from appropriate subject matter experts. This approach was selected in contrast to conducting an in-depth HIA, which involves knowledge and/or collection of site-specific data on the project or facility, such as the community in which the project is located and the perspectives of stakeholders. As site-specific data or information for each of the options is unavailable at this time, it was determined that a rapid HIA approach was appropriate at this stage in the Waste Strategy. Comprehensive and legislated reviews/further studies will also be undertaken for any project and technology options during implementation of the final City Council endorsed Waste Strategy.

The project team convened an expert workshop on January 6, 2016, which reviewed and provided feedback on Toronto Public Health's methodology for assessing the options and the ranking and scoring of the options.

The rapid HIA identified clear differences among the options (and categories of options) and identified a potential for both adverse and beneficial impacts on public health. The category with the greatest potential for health and equity benefits is the Waste Reduction and Reuse category. The category that has the greatest potential to improve the City's waste diversion target is the Multi-residential category. A few options in this category have the potential to also benefit public health including two options for Alternative Collection Methods and the Community Composting option. Even with a successful Waste Strategy, the City will still need to address residual waste in the future. There are two categories that address residual waste: Residual (landfill options) and Residual Recovery – New Facilities

(for example, Direct Combustion, Emerging Technologies, and Waste to Liquid Fuel). These categories have the greatest potential adverse impacts on public health.

Estimates on the potential health care costs of the options are not possible to provide without site specific information on the nature, scale and location of the projects. Based on the available information and expert judgement, none of the options were identified to have a strong potential to increase health care costs.

By providing an assessment through a public health lens, strategies can be identified to enhance benefits and mitigate potential adverse impacts. Options that reduce inequalities and improve health and that also support the City's strategic priorities are preferred from a public health perspective.

Attachment 3 provides an overview of the methodology and results of the rapid HIA that was conducted to provide the rationale for the scores.

Details of Draft Waste Strategy Recommendations

As noted in the September 2015 update report to the Public Works and Infrastructure Committee, the Waste Strategy list of options have been categorized into an integrated systems approach that follows the flow of waste from generation to final disposal. This follows the waste hierarchy priority and mirrors aspects of a circular economy or cradle-to-cradle approach. Controls, Bans and Enforcement was added as a separate component of the integrated systems approach to highlight its essential role in an effective and efficient waste management system.

This section of the report highlights, for each category of the integrated systems approach, the recommended options. Additional details on the rationale and importance; primary objectives and benefits; proposed timeline for implementation; and long term implementation and operational considerations for the recommendations are outlined in the draft Waste Strategy (Attachment 1).

1. Promotion & Education

Promotion and education is an integral component to the success of the overall strategy. A range of implementation tools have been identified to support in the promotion and education of new programs and services to be implemented as part of this draft Waste Strategy. Options include: outreach (e.g. multi-residential workshops); engagement (e.g. expand social media presence); partnerships (e.g. Community Partnership Unit within Solid Waste Management Services); and communications (e.g. targeted group communications).

The full list of tools are to be used in addition to the promotion and education tools already used by the City to communicate with residents.

2. Reduction & Reuse

The draft Waste Strategy recommends five new reduction and reuse focused programs for early implementation that address food waste reduction, textiles diversion, sharing and reuse opportunities and supporting ongoing waste exchange programs. These include:

- Food Waste Reduction Strategy (promote food waste reduction);
- Textile Collection and Reuse Strategy (provide separate textile diversion opportunities);
- Sharing Library (public sign-out of infrequently used materials);
- Support Reuse Events (City supported events that allow residents to obtain gently used materials for reuse);
- Explore Opportunities for Waste Exchange (establish a waste exchange centre or partner with existing organizations to promote material reuse).

3. Collection & Drop-Off Depots

The use of mobile depots, collecting a range of products, are being recommended. These mobile depots will also be used to test the best locations for potential permanent neighbourhood depots. Permanent neighbourhood depots are recommended for implementation later in the initial 10 year schedule to provide greater access to services for residents without vehicles in order to transport their materials. The recommended options are:

- Develop a Mobile Drop-off Service for Targeted Divertible Materials (mobile drop-off service located in high traffic/high density areas for a limited period of time).
- Develop a Network of Permanent, Small Scale Neighbourhood Drop-off Depots in Convenient Locations (implement and operate permanent, small scale drop-off depots at convenient locations).

4. Commissioners Street Transfer Station

As part of the waterfront redevelopment, the Commissioners Street Transfer Station is proposed for relocation. This transfer station provides the only City-owned downtown option for residents to drop off waste. The relocation of the Commissioners Street Transfer Station within the Port Lands Area is recommended to maintain this essential piece of infrastructure to service the downtown core in the future.

5. Waste Recycling & Processing

A range of options have been provided with respect to the appropriate next steps and timing to address these future considerations. At this time, no additional capital investment is recommended beyond what has already been currently allocated to add new recycling or organics processing capacity in the next 10 years. Where organics processing capacity is required, private sector facilities will be utilized until such time as the City generates sufficient Green Bin material to support the development of a third Anaerobic Digestion (AD) facility.

The City currently has sufficient capacity in its current Blue Bin materials processing contracts to manage projected quantities up to 2023. As a future consideration, it is recommended that the City not make any investments with respect to long term Blue Bin materials processing capacity until the Province comes forward in next two to five years with the regulatory framework under the proposed *Waste-Free Ontario Act* (Bill 151) that will more clearly define the City's future role in the waste management system.

The success of organics waste reduction programs, recommended for early implementation in the draft Waste Strategy, will need to be monitored to determine their potential impact on long-term organics processing capacity requirements. Provincial discussions on a potential ban of organics from landfills in Ontario (to encourage greater diversion) and the potential implications to the City should also be closely monitored as it relates to: the ability to secure long term private sector organics processing capacity; and the need and/or opportunity to construct new organics processing capacity in the City.

The next steps in implementing the recommended Mixed Waste Processing with Organics Recovery Facility Development should take into account the potential need for long term organics processing capacity. This could include investigating opportunities to co-manage similar organic waste streams.

6. Materials & Energy Recovery

The Waste Strategy evaluated a range of recovery technologies, including mixed waste processing (with or without organics recovery), direct combustion, emerging technologies, organics biocell/biomodule development, refuse derived fuel, and waste to liquid fuel. A Mixed Waste Processing Facility with Organics Recovery came out as preferred and is being recommended for future implementation. This option consists of a combination of mechanical materials recovery (i.e. mixed waste processing) and either mixed waste composting or anaerobic digestion (AD) as a subset technology.

7. Residual Waste Disposal

The near term recommendations for residual disposal include a review of tipping fees at the transfer stations to ensure full cost recovery and utilizing private sector landfill contracts (already in place) to divert materials away from Green Lane Landfill to maximize its life span. With the recommendations in the draft Waste Strategy, Green Lane Landfill is

estimated to close in approximately 2040 which provides an opportunity to invest in enhancing and expanding 3Rs opportunities before considering additional landfill disposal capacity.

8. Overall System Recommendations for Multi-Residential Buildings

The Waste Strategy recognizes the unique challenges facing the City, as multi-residential buildings make up approximately 55% of the dwelling units in the city. It also recognizes the need for increased waste diversion in the multi-residential sector to support the City's diversion goal and reduce the amount of material currently sent to landfill.

The opportunities identified for the multi-residential sector were grouped into three main categories; organics management, waste collection methods, and planning, policies and enforcement. The planning, policies and enforcement recommendations are outlined below:

Multi-residential By-laws and Enforcement – consider increasing enforcement efforts (including joint enforcement with the Province where necessary and appropriate) of existing applicable waste diversion laws and/or enacting new, legally permissible by-laws to mandate City-wide waste diversion requirements from all multi-residential buildings regardless of service provider (City serviced or private hauler service).

Updates to Current Multi-residential Development Standards – review and revise, where appropriate, the multi-residential development standards that apply to new builds and introduce new requirements, such as common area drop-off depot requirements, flexible space requirements to allow for the addition of future programs, etc.

In addition to the multi-residential specific options, additional options that are contained in the 10 Year Reduction Plan. The plan is a collective of options whose goal is to reduce the amount of waste being generated, reuse materials and increase diversion of recoverable materials that further supports the goal to increase diversion in the multi-residential sector.

9. Overall System Recommendations for Industrial, Commercial & Institutional

The City provides some waste management services to a limited number of Industrial, Commercial and Institutional (IC&I) facilities, and provides disposal options at City transfer stations as well as at the Green Lane landfill. The recommended options are:

- Expanding the City's Yellow Bag Program to commercial businesses that may not have the opportunity to participate due to current eligibility requirements.
- Increase IC&I waste diversion through exploring policy instruments, such as mandatory recycling by-laws for all or some IC&I establishments, mandatory provision of diversion service by haulers as a condition of providing garbage service and other by-laws targeting diversion in the IC&I sector.

10. Overall System Recommendations for Construction, Renovation & Demolition

The City provides limited waste management services for Construction, Renovation & Demolition (CRD) materials. Typically these waste materials are managed by the private sector outside of the City of Toronto waste management system. The recommended options are:

- Establish: Drop-Off Depots for CRD Waste; CRD Waste Processing Facility; and CRD policies such as mandatory separation and economic incentives to encourage CRD waste generators to bring their materials to the Drop-Off Depot and Processing facilities
- Consider phased-in disposal bans at City transfer stations on construction, renovation and demolition materials

11. Overall System Recommendations for Incentive Based Options

The volume-based rate program allows SWMS customers to see, understand, and control the costs of the waste management services they use. However, there are other forms of incentives that could be implemented in the future waste management system to help further drive system performance. The Waste Strategy is recommending “Incentive Based Drop-Off System” for implementation. This option considers a reward based system (either through returning cash or coupons from the company/retailer/association/product manufacturer sponsoring the reverse vending equipment) for participation.

12. Overall System Recommendations for Research, Development and Innovation

The concept of a Research, Development and Innovation Unit (RDI Unit, formally called “Centre of Excellence”) within SWMS was identified as a potential means to advance new, innovative ideas promoting resource conservation, including waste, with potential collaboration with water, and energy stakeholders. The RDI Unit could help to develop and promote new markets for recyclable materials and could include an Economic Development and Green Sector Market Acceleration Program to support innovation and commercialization by local green companies. The RDI Unit would work to develop partnerships and could also facilitate training.

13. Controls, Bans and Enforcement

In order to realize greater performance of the existing waste management programs and services, a more aggressive approach to enforcement is being recommended. It explores whether and how greater waste reduction and diversion might result from undertaking one or more of the following City-wide controls, where legally permissible: banning certain packaging and other material; mandating recycling separation and processing; imposing levies (e.g. coffee cups); implementing disposal bans (e.g. construction, renovation and demolition materials); developing local EPR measures; improving enforcement of existing City waste by-laws; and coordinating with the Province on joint enforcement efforts.

To further support an enhanced approach to enforcement in the future system, it is being recommended that enforcement requirements and associated enforcement staff be managed within the SWMS division to allow for greater integration with the SWMS operations and program delivery staff.

14. System Financing

A range of implementation tools have been identified to support in the financing and funding of new infrastructure and services to be implemented as part of the final recommended Waste Strategy. Details on all the potential financial implementation tools is provided in the draft Waste Strategy. The implementation tools include:

- Fully Independent Utility with No Rebate Program;
- Public-Private Partnerships (“P3”) for Major Capital Works;
- Debt Financing;
- Increase Solid Waste Management Services Customer Base;
- Allocating Costs for Waste Management to Applicable Waste Streams;
- Alternative Revenue Generation Opportunities; and
- Performance Based Incentives.

Roadmap to Future Waste System

The draft Waste Strategy recommends options that are specific to contributing to reduced waste to landfill over the next 10 years, collectively known as the “10 Year Reduction Plan”. Within the first 10 years of implementation of the draft Waste Strategy, the future integrated waste management system is estimated to have the ability to reduce or reuse approximately 200,000 tonnes of waste being generated and potentially increase overall waste diversion to approximately 70 per cent. This 10 Year Reduction Plan, estimated to start this year, would have an approximate combined capital and operating cost of \$137 million.

Looking beyond the first 10 years, with the addition of a Mixed Waste Processing with Organics Recovery facility, the first 25 years of implementation is expected to divert even more waste (potentially up to an additional 75,000 tonnes per year) and have an approximate total combined capital and operating cost of \$470 million (tonnages and costs include the 10 Year Reduction Plan and the Mixed Waste Processing with Organics Recovery facility).

In addition to the 10 Year Reduction Plan, the draft Waste Strategy also recommends greater use of existing private sector landfill contracts, which together extend the life of the Green Lane landfill out to at least 2040. A Mixed Waste Processing with Organics Recovery facility is recommended to further capture of additional divertable materials. Other recommendations (e.g. additional controls, bans, etc.) will be put on hold for the first five years of implementation, pending additional information on the potential impact of Bill 151 and it’s yet to be developed regulations.

Included with the draft Waste Strategy is a review period recommendation of five years to identify the status and success of implementation and also reassess the potential impacts of the new Provincial legislation and its potential impact on activities recommended in years five through 10. Further details on the implementation plan are outlined in the draft Waste Strategy. Additional five year reviews are recommended for the duration of the Waste Strategy implementation.

Rate model & Rebate

The project team is nearing finalization of the development of a long term sustainable rate model to maintain the current system and fund new projects brought forward as a result of the Waste Strategy. In order to develop the model, the project team compiled baseline budgetary information and information on customer types (e.g. single-family, multi-family, etc.), collection container size and service frequency (e.g. weekly, bi-weekly, etc.). This information is being used to assess the appropriate allocation of solid waste fees in the future by customer type and also determine the costs of providing “Public Good Services” such as perpetual landfill care and litter collection. Following the confirmation of the recommended options through the Phase 3 consultation process, this rate model will be applied to the recommended options. Once complete, the proposed rate structure for the first 10 years of the Waste Strategy implementation will be presented with the Final Waste Strategy to the Public Works and Infrastructure Committee in June 2016 and City Council in July 2016.

Performance Metrics – Key Performance Indicators (KPIs)

Monitoring the performance of the current integrated solid waste management system, as well as new options that may be added, is important to measure progress and ensure efficiency of the overall waste management system. Understanding the performance of the overall waste management system allows for the identification of potential areas for improvement, future trends to consider, and return on investment as new programs or facilities are implemented.

It is proposed that the metrics identified in the draft Waste Strategy be considered for future reporting. These metrics have been specifically identified to:

- Reflect the performance of the current integrated waste management system;
- Measure the results of the implementation of new Waste Strategy related recommended options;
- Monitor trends associated with waste reduction and reuse activities; and,
- Provide for transparency on aspects of solid waste management including customer service, enforcement actions, safety performance, etc.

Annual Report Card

The draft Waste Strategy recommends consideration of an annual report card as a means of demonstrating the progress achieved by Solid Waste Management Services, as well as the accomplishments of the program participants. An annual report card presents the opportunity to report on the current year, highlight accomplishments, and present minor adjustments.

Phase 3 Public and Stakeholder Consultation & Engagement

The third and final round of public consultation and engagement events will provide an opportunity for the public and stakeholders to comment on the recommended options to be included in the Waste Strategy and information related to implementation.

The consultation process will launch with an Overview Event to be held in late March 2016. At this event, participants will hear an overview of the process to develop the draft Waste Strategy, with a particular focus on the evaluation process, the recommended options and the proposed plan to implement the recommended options. Participants will be provided with an opportunity for discussion and input.

In addition to the Overview Event, three (3) separate Topic Specific events will be held to provide the public and stakeholders with an opportunity for a more in-depth discussion and to learn more about the recommended options and implementation details for the following option groupings: 3Rs (reduce, reuse, recycle) & Multi-Residential; Construction/Demolition/Renovation and Industrial, Commercial & Institutional sector; and Recovery and Residual Waste.

The feedback received through the Overview Event and Topic Specific events will focus on the implementation of the specific options within the topic area.

Stakeholders and members of the public that wish to comment on how the recommended options were determined, will have an opportunity to do so on the project website (www.toronto.ca/wastestrategy) where all detailed evaluation results will be available.

The information presented at the Overview Event and Topic Specific events will be available on the project website. This will ensure that those unable to attend in person will be able to access online the same presentation and survey as those that were in attendance.

Next Steps

Following the consultation period in March and April 2016, the project team will review the feedback received and will incorporate changes as required. The final Waste Strategy will be presented to the Public Works and Infrastructure Committee at their meeting on June 20, 2016. City Council will be requested to adopt the final recommended Waste Strategy at their July 12-13, 2016 meeting. Pending City Council approval, staff will begin to implement the recommendations of the final Waste Strategy in fall 2016.

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SIGNATURE

Rob Orpin
Acting Deputy General Manager
Solid Waste Management Services

Attachment 1 – Draft Long Term Waste Management Strategy
Attachment 2 – Deliverable Update
Attachment 3 – Health Assessment of the Options under Consideration for the
City of Toronto’s Waste Strategy