



STAFF REPORT ACTION REQUIRED

Solid Waste Management Services – Long Term Waste Management Strategy Progress Report – Q2 2015

Date:	May 12, 2015
To:	Public Works and Infrastructure Committee
From:	General Manager, Solid Waste Management Services
Wards:	All
Reference Number:	P:\2015\Cluster B\SWM\May\008PW (AFS20293)

SUMMARY

The purpose of this staff report is to provide a status update on the development of the Long Term Waste Management Strategy (Waste Strategy). The completed City Council approved Waste Strategy will guide decision making on how the City's waste will be managed over the next 30 to 50 years. This update report presents revised timelines for the project and provides an update on the work completed since January 2015.

In the first quarter of 2015, staff continued to plan the Phase 2 consultation and engagement process. This process will seek feedback from residents and stakeholders on the draft Vision, Guiding Principles and potential waste management options to reduce, divert, and manage residual waste. It also presents draft evaluation criteria that will be used to screen the options under consideration. Key Phase 2 consultation and engagement activities include Councillor engagement, key stakeholder meetings, Stakeholder Advisory Group meetings, outreach events, public meetings, surveys, and other communication and engagement tools.

The Phase 2 consultation and engagement process will continue through the second and third quarters of 2015 with public meetings scheduled in June, ongoing key stakeholder meetings, monthly Stakeholder Advisory Group meetings, and outreach events occurring throughout the spring and summer months. The final draft of the Long Term Waste Management Strategy will be presented to Committee and City Council in May 2016.

RECOMMENDATIONS

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

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

Financial Impact

Funding is available in the approved 2014 and 2015 Capital Budget of Solid Waste Management Services under the project Long Term Waste Management Strategy (Account CSW013-01-01). 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 July 16, 17, 18 and 19, 2013, City Council considered Item PW24.3 entitled “Long Term Waste Management Strategy – Terms of Reference” and adopted, among other items, the Terms of Reference as outlined in the June 4, 2013 staff report from the General Manager, Solid Waste Management Services, as amended, and requested that the General Manager, Solid Waste Management Services, report back to the Public Works and Infrastructure Committee with updates on development of the Long Term Waste Management Strategy at key milestones, and that the final draft of the Long Term Waste Management Strategy be submitted to City Council for approval.

The City Council Decision document can be viewed at:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PW24.3>

At its meeting on October 21, 2013, the Public Works and Infrastructure Committee considered Item PW26.7 entitled “Results of Request for Proposal No. 9119-13-3146 Contract for the Long Term Waste Management Strategy” and authorized the General Manager, Solid Waste Management Services, to enter into an agreement with HDR Corporation for the development of the Long Term Waste Management Strategy.

The Public Works and Infrastructure Committee Decision document can be viewed at: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PW26.7>

At its meeting on June 18, 2014, the Public Works and Infrastructure Committee considered Item PW32.20 entitled “Update on the Development of the Long Term Waste Management Strategy”.

The Public Works and Infrastructure Committee Decision document can be viewed at: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PW32.20>

At its meeting on January 6, 2015, the Public Works and Infrastructure Committee considered Item PW1.5 entitled “Long Term Waste Management Strategy Progress Report – Q1 2015”.

The Public Works and Infrastructure Committee Decision document can be viewed at: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.PW1.5>

ISSUE BACKGROUND

The City of Toronto has a residential target of 70% diversion of waste from landfill by 2016. While waste diversion efforts to date have been successful, it is anticipated that this target will not be achieved. In 2014, the City achieved a residential diversion rate of 53%. Based on the current diversion rates, it is estimated that the Green Lane Landfill will reach capacity in 2029. However, there will still be a need for future disposal capacity beyond that date.

To address this need, the Solid Waste Management Services Division (SWMS) initiated the development of a Long Term Waste Management Strategy for Toronto in 2014, which will guide the Division’s decision making for the next 30 to 50 years. Through a competitive procurement process, HDR Corporation was retained to assist with the research, development and drafting of the City’s Waste Strategy. The Waste Strategy will examine options for the long term management of Toronto’s waste and will recommend waste management policies and programs, including how to manage our remaining garbage even after reducing, reusing, and recycling.

At its meeting on July 16, 17, 18 and 19, 2013, City Council requested, among other items, that the General Manager, Solid Waste Management Services, report back to the Public Works and Infrastructure Committee with updates on the development of the Long Term Waste Management Strategy at key milestones. This report provides the third update.

COMMENTS

Revised Project Timeline

The new timeline for presenting the final draft Long Term Waste Management Strategy to Committee and City Council will be May 2016. The anticipated completion of the project is later than originally projected due to the following reasons: additional time was required to finalize the project's contract and legal agreement; and a decision was made not to publicly consult during 2014 summer months as it is standard practice to avoid this period as turnout or public participation is typically low during the summer season. Updated project timelines are outlined in Table 1.

Table 1 below outlines the current revised timelines for completion of the following tasks: consultant deliverables, public and stakeholder consultation and engagement, and reports to the Public Works and Infrastructure Committee and City Council.

Table 1: Tasks and Timeline

Tasks for the Long Term Management Strategy		
Tasks	Responsibility	Timeline
Consultant Deliverables		
Deliverable 1: Stakeholder and Public Consultation and Engagement, Communications Plan (City staff)	HDR & City Staff	Completed
Deliverable 2: Document Current Waste Management Profile	HDR	To be completed May 2015
Deliverable 3: Needs Assessment	HDR	Fall 2014 – Fall 2015
Deliverable 4: Identify Options to Address Needs	HDR	Fall 2014 – Fall 2015
Deliverable 5: Detailed Evaluation of Options, Identify Recommended Options & Current System Overlay	HDR	Fall 2015 – Spring 2016
Deliverable 6: Strategy Roadmap Development	HDR	Spring 2016
Deliverable 7: Final Strategy	HDR	Spring 2016
Public & Stakeholder Consultation and Engagement*		
Phase 1 Stakeholder & Public Consultations and Engagement: Develop the Baseline	City staff & HDR	Completed
Phase 2 Stakeholder & Public Consultations and Engagement: Develop the Strategy	City staff & HDR	Spring – Summer 2015
Phase 3 Stakeholder & Public Consultations and Engagement: Document and Decide	City staff & HDR	Winter 2016

Tasks for the Long Term Management Strategy		
Tasks	Responsibility	Timeline
Report to the Public Works and Infrastructure Committee		
Update Report to the Public Works and Infrastructure Committee, summary of Phase 1 public consultation and engagement activities, Deliverable 1	City Staff	June 18, 2014
Update Report to the Public Works and Infrastructure Committee, Deliverables 1 & 2	City Staff	January 6, 2015
Update Report to the Public Works and Infrastructure Committee, preparation for Phase 2 public consultation and engagement activities	City Staff	May 13, 2015
Report to the Public Works and Infrastructure Committee, Deliverables 3 – 4	City Staff	September 2, 2015
Update Report to the Public Works and Infrastructure Committee, preparation for Phase 3 public consultation and engagement activities, Deliverable 5	City Staff	January 2016
Report to the Public Works and Infrastructure Committee with draft Strategy, Deliverables 6 - 7	City Staff	Spring 2016

*Each Phase of public and stakeholder consultation and engagement will include: Councillor engagement, Stakeholder Advisory Group meetings, Public Information Centres, Key Stakeholder Meetings, community outreach events, and online engagement.

Project Process

There are seven (7) deliverables, which will lead to the finalization of the Long Term Waste Management Strategy. A high level overview of the deliverables is outlined in Table 2.

Table 2: Overview of Steps to Complete the Long Term Waste Strategy

Deliverables	Overview
Stakeholder and Public Consultation and Engagement Plan, Communications Plan (Deliverable 1)	Stakeholder and public consultation and engagement are vital to the successful completion of the Long Term Waste Management Strategy. This document outlines key stakeholders and opportunities and tactics for engagement. A separate Communications Plan, developed by Strategic Communications staff, complements the consultation plan and is a living document that identifies strategic objectives, key messages and tactics to promote the Waste Strategy to the public and stakeholders.

Deliverables	Overview
Current Waste Management Profile (Deliverable 2)	This report documents each aspect of the City of Toronto’s waste management system, including but not limited to programs, initiatives and facilities. It also provides a history of waste management in Toronto; and an overview of waste policy and legislation, education and enforcement, and performance monitoring. This document will provide the background and foundation required for determining the City’s current and future waste management requirements.
Needs Assessment (Deliverable 3)	This document will determine the City’s waste management needs over the 30 to 50 year planning horizon. The Needs Assessment has three primary parts as identified below: <ol style="list-style-type: none"> 1) Vision and Guiding Principles Development 2) Projections Development 3) Gaps and Challenges Assessment
Identify Options to Address Needs (Deliverable 4)	Deliverable 4 includes the development of a list of potential options covering the full range of the waste management hierarchy, with a primary focus on the 3Rs.
Detailed Evaluation of Options, Identify Recommended Options & Current System Overlay (Deliverable 5)	Specific evaluation methodology and criteria are being developed to include: environmental criteria, social criteria, and financial criteria, which will support a triple bottom line evaluation. This deliverable will conclude with a series of recommended options that are deemed suitable for implementation in the City of Toronto. They will be combined with the current system to identify all the components (recommended and current) that would form the future waste management system for Toronto.
Strategy Roadmap Development (Deliverable 6)	Once a recommended list of options has been compiled and combined with the current system, a “roadmap” for implementation will be developed.
Final Strategy (Deliverable 7)	The final step is the preparation of the Long Term Waste Management Strategy, which describes the identified options and outlines the preferred long term waste management system. The Waste Strategy will fully document the process undertaken in the above tasks, key information gathered, decisions made, and supporting rationale.

Further details and the work completed to date for each of these steps is outlined in the remainder of this report.

Deliverable 1: Stakeholder and Public Consultation and Engagement, Communications Plan

Solid Waste Management Services is committed to developing the Waste Strategy in consultation with the community and stakeholders, so that the Waste Strategy considers public concerns, ideas and feedback.

In Spring 2014, a detailed Public Consultation and Engagement Plan was developed by the Project Team (Solid Waste Management Services staff and consultants) and presented in the June 2014 Staff Report to the Public Works and Infrastructure Committee. For each Phase of consultation, an Implementation Plan is created to address the specific details and approaches on conducting consultation for that phase.

Staff from the Strategic Communications Division of the City created the Communication Plan in Spring 2015 and are continually updating the document to reflect the needs of the project as it moves forward.

An update on the consultation process was provided to the Public Works and Infrastructure Committee at their January 2015 meeting. This Staff Report provides an update on the Consultation and Communication activities that occurred since the January 2015 Staff Report.

Stakeholder and Public Consultation and Engagement Activities

- *City Council Engagement*

On January 14, 2015, the General Manager of Solid Waste Management Services distributed a copy of Project Update #2 to the Mayor and Members of City Council. This second project update included highlights of the feedback and input received during the spring and summer consultation events. It also provided information on upcoming consultation activities and ways to stay connected with the Project.

On April 14th, 2015, the General Manager of Solid Waste Management Services provided a copy of Project Update #3 to the Mayor and Members of City Council. This third update highlights the importance of developing Vision and Guiding Principles that reflect what is important to the community, and encouraged the public and stakeholders to provide their thoughts on potential Vision and Guiding Principle themes through the completion of online Survey #2 (a hard copy of the survey is available upon request).

Toronto City Council will have an opportunity to provide their feedback on the Vision and Guiding Principle themes through Survey #2 and through Phase 2 public consultation meetings. All comments and feedback will be consolidated and a final draft Vision and Guiding Principles will be brought forward in a Staff Report for review and approval by the Public Works and Infrastructure Committee and City Council in September 2015.

In preparation for the Phase 2 public consultation meetings in June, staff will host two Councillor Briefing Sessions in late May to highlight: the format of the public meetings, content to be presented, and the feedback mechanisms available for input into the process. Further details on these Councillor Briefing Sessions will be communicated in early May.

Members of City Council will continue to be kept up to date on the project progress for the duration of the development of the Waste Strategy. Prior to the next Waste Strategy Staff Report to the Public Works and Infrastructure Committee in September, staff will conduct one-on-one meetings with all Members of City Council. The purpose of these meetings is to review the Waste Strategy process and to answer questions they may have.

- *Stakeholder Advisory Group*

A Stakeholder Advisory Group has been established to provide input and feedback to the Project Team at key points in the development of the Waste Strategy. The group consists of key stakeholders from various organizations with expertise and an interest in the waste that is managed by the City. Members represent the following sectors: local business improvement areas, environment, education and academia, multi-residential, social planning, waste industry representatives, and retail. All Stakeholder Advisory Group meetings are open to the public and the meeting minutes are posted on the project website.

The Stakeholder Advisory Group is led by a professional facilitator and has met five times thus far in 2015. Meetings have included discussion on the following topics:

- Solid Waste Management Services' current programs and services (baseline conditions)
- Collection and Transfer
- Challenges and potential opportunities for the 5 Rs (Reduction, Reuse, Recycling, Recovery, Residuals Disposal)
- Financing during the development of the Waste Strategy

In addition, feedback was received on the development of Survey #2 on the Vision and Guiding Principles. Table 3 outlines the meeting goal for each of these meetings.

Table 3: Stakeholder Advisory Group Meeting Objectives (Jan. – April 2015)

Meeting Date	Meeting Goal & Objective
January 22, 2015	<p>To discuss baseline conditions, challenges, and opportunities related to possible 3Rs (Reduction, Reuse, Recycling) options to be considered for the Waste Strategy. Specific objectives include:</p> <ul style="list-style-type: none"> • Present key themes in the most recent draft version of the Vision and Guiding Principles and discuss the manner in which they will be used • Present some of the baseline conditions for preliminary 3Rs options (more to follow in future meetings) being considered for the Waste Strategy
February 19, 2015	<p>Current system, challenges, and opportunities related to the collection and transfer of waste and financing of the existing waste management system to be considered for the Waste Strategy. Specific objectives include:</p> <ul style="list-style-type: none"> • Present the baseline conditions for preliminary Collection, Transfer and Financing options • Discuss challenges and opportunities with collection and transfer identified to date
March 5, 2015	<p>To receive input on the structure, objectives and content for Survey #2 related to the Waste Strategy Vision and Guiding Principles.</p>
March 19, 2015	<p>To discuss baseline conditions, challenges, opportunities and options related to current programs for waste recovery and residual waste. Specific objectives include:</p> <ul style="list-style-type: none"> • Present some of the baseline components for Recovery and Residual Waste • Discuss challenges and opportunities identified to date • Explore options for the future and initial advantages and disadvantages • Provide an overview of Tech Memo #1 Baseline
April 16, 2015	<p>To discuss the overall process for developing the Waste Strategy and the proposed criteria that will be used to evaluate the options being considered. Specific objectives include:</p> <ul style="list-style-type: none"> • Present the overall strategy development process • Present and discuss the proposed evaluation methodology and criteria for the options being considered. • Provide an update on ongoing and pending Phase 2 consultation activities

It is anticipated that the Stakeholder Advisory Group will continue to meet monthly for the duration of the development of the Waste Strategy.

- *Public Information Centres*

As part of the Phase 2 consultation, four Public Information Centres will be hosted in June 2015 in the four quadrants of the City. The meeting details are as follows:

- Tuesday, June 9, 2015 from 6:30 p.m. to 9:00 p.m. at Etobicoke Collegiate Institute - Cafeteria
- Monday, June 15, 2015 from 5:00 p.m. to 9:00 p.m. at Metro Hall - Rooms 308 and 309
- Saturday, June 20, 2015 from 1:00 p.m. to 3:30 p.m. at North York Memorial Hall – Burgundy Room
- Wednesday, June 24, 2015 from 6:30 p.m. to 9:00 p.m. at Scarborough Civic Centre - Committee Rooms 1 and 2

These public meetings will provide an overview of the project process and the gaps and challenges of the current waste management system that have been identified by the project team. Input will also be sought on the list of options, draft Vision and Guiding Principles, and draft detailed evaluation criteria.

The format for the meetings will begin with an open house for participants to view project information panels and speak with the project team. As the open house concludes, a formal presentation will be provided on the Waste Strategy process, preliminary Vision and Guiding Principles, draft evaluation criteria and options. For the remaining time, participants will attend facilitated small group discussions. All feedback received will be documented, reviewed by the project team, and will become part of the project's record.

The meetings will be promoted using a variety of communications tactics such as print media advertisements, social media, the project website, the Waste Strategy e-mail subscribers list, outreach events, and through Stakeholder Advisory Group members.

- *Key Stakeholder Meetings*

Solid Waste Management Services staff hosted five Key Stakeholder Meetings (KSM) in April and early May 2015, with the following groups:

- Current service providers
- Environmental interest groups and Toronto First Nations
- Multi-residential organizations
- Non-profit sector
- Ratepayer associations

The objective of each meeting is to provide an overview of the Waste Strategy and solicit advice and input specific to their area of expertise or interest. Table 4 provides an outline of the specific objective for each Key Stakeholder Meeting.

Table 4: Objectives of Each Key Stakeholder Meeting

KSM Group	Meeting Objective
Current Service Providers	Seek feedback on the Waste Strategy and on their first hand operational experience on ways to improve the programs and services provided by the City
Environmental, First Nations	Seek feedback on the Waste Strategy, the City’s waste management needs and challenges identified to date, and input on forming potential partnerships with the environmental community
Multi-Residential	Seek feedback on the Waste Strategy, the current waste management system as it relates to multi-residential buildings, and on ways to improve the success of waste diversion programs in multi-residential buildings
Non-Profit Sector	Seek feedback on the Waste Strategy, the City’s waste management needs and challenges identified to date, potential collaboration or partnership opportunities, and on examples of successful waste reduction and reuse partnerships
Ratepayer Associations	Seek feedback on the Waste Strategy, the City’s waste management needs and challenges identified to date, items that should be considered in the Waste Strategy and potential options to address identified needs

Additional meetings will be scheduled with staff from the Ministry of the Environment and Climate Change, City Divisions/Agencies & Corporations as required, and others deemed necessary as the project develops.

Staff will continue to bring forward project information to the Green Lane Landfill First Nations communities and Public Liaison Committee during the development of the Waste Strategy.

- *Community Outreach Events*

Staff are continuing to engage citizens at several special events as the project develops. During the Green Living Show on March 27-29, 2015, staff provided information on Solid Waste Management Services programs and the Long Term Waste Management Strategy to event attendees at two booth displays on the show floor. On Saturday March 28, 2015, staff participated in a Food Waste panel discussion (“Appetite for Change”), during which an overview of the Waste Strategy was presented. In addition, on Sunday March 29, 2015, staff hosted a Waste Strategy Open House to disseminate information. In total, staff engaged with 630 residents at the event.

Staff have also engaged students from a Grade 12 computer science class at Woburn Collegiate Institute to develop software applications, focussing on an aspect of Solid Waste Management Services' business as part of a class project. Four software applications are being created using open data from Solid Waste Management Services. The applications will be presented to staff in a demonstration forum in May 2015. This outreach provided a unique opportunity to engage youth on the Waste Strategy. The students will own the applications and the City will not endorse or procure any of the applications developed.

Information on the Waste Strategy will be provided during the 2015 Community Environment Days season. Members of the public can speak with staff to learn more about the project and the various ways in which to become engaged. Staff are further investigating outreach events to be conducted in the late Spring and Summer of 2015. They are also seeking opportunities to potentially partner with other organizations (e.g. Toronto & Region Conservation Authority) hosting events.

Staff are currently organizing a Speaker Series in which industry experts partake in a moderated panel discussion on specific areas of waste management. The title of the Speakers Series is called "Wast(ED)" and is a play on the words "waste education". The first event, held on April 29th, entitled "Wast(ED): Community", involved a panel of experts that discussed community-led waste reduction and reuse programs. The panelists included speakers from the following organizations: Greenest City (moderator), Furniture Bank, Toronto Tool Library, Repair Café, Project Get Reel, and Toronto Environmental Alliance's Waste Free Challenge. The remaining two events currently being planned are "Wast(ED): Clothing" and "Wast(ED): Food".

Solid Waste Management Services will be a program sponsor of an art installation for Scotiabank Nuit Blanche, which will be held on October 3 – 4, 2015. The development of the art installation is in its infancy, but will seek to connect to the Waste Strategy and the importance of the first 3 Rs: Reduce, Reuse, and Recycle.

- *Communication and Engagement Tools*

Project Update #2 was released in early January 2015 and included highlights of the feedback and input received during summer consultation events. It also provided information on upcoming consultation activities and ways to stay connected with the Project.

Project Update #3 was released in early April 2015. It highlighted the importance of developing a Vision and Guiding Principles that reflect what is important to the community and encouraged the public and stakeholders to provide their thoughts on potential Vision and Guiding Principle themes through the completion of an online survey.

Both project updates were communicated to the public and stakeholders through a variety of internal and external communication tactics including: the project website, social media, Waste Strategy e-mail subscribers list, posters at Community Centres, libraries, and Solid Waste Management Services facilities, prepared “matte” stories for the Mayor and Members of City Council, leveraging Stakeholder Advisory Group member networks, and internal staff communications.

Survey #2 was released to the public in early April 2015 and will be open for approximately 1 month. As of May 8, 622 surveys had been completed. The purpose of this survey is to solicit feedback on the draft Vision and Guiding Principle themes for the Waste Strategy. More information on Survey #2 is outlined below under Deliverable 3, *Needs Assessment*.

The project website (www.toronto.ca/wastestrategy) continues to be updated with new information. All communication and outreach materials direct participants to the web site for information.

In conjunction with Phase 2 Public Information Centres, the project website will host an interactive online engagement tool that will allow participants to consider the economic, social and environmental evaluation criteria and provide their thoughts on the relative importance of the criteria. In addition, this online engagement opportunity will allow for commentary on the options. This tool will serve as a third project survey. Fact Sheets are also being developed to provide further background information.

Staff utilize social media (e.g. Twitter) to assist with promoting the development of the Waste Strategy. Tweets are sent via the Strategic Communications (@TorontoComms) or Get Involved (@GetInvolvedTO) Twitter accounts and are used to promote upcoming events, the release of a Project Update or survey, and to initiate thought and discussion on waste-related topics. The project also has a dedicated hashtag (#TOWastestrategy) in order to further encourage social media conversations.

Staff are maintaining a log of comments that are received through the project e-mail address (wastestrategy@toronto.ca), phone, mail, and fax. Between January 1 and May 5, 2015, the City received 25 comments via e-mail from the public. The comments were predominately questions about the current waste collection program and sorting, requests to be added to the Waste Strategy e-mail subscribers list and suggestions for the Waste Strategy. Suggestions included ways to further reduce and reuse waste and manage residual waste and ideas on alternative ways to collect waste. During this time period 14 phone calls were received. The phone calls were regarding how certain items should be disposed, inquiries on collection, damaged bins, suggestions and contact information for addition to the Waste Strategy e-mail subscribers list. No mail or faxes were received between January and the beginning of May.

Deliverable 2: Current Waste Profile

To initiate the development of the Waste Strategy, a comprehensive Current Waste Profile report was created to document each aspect of the City of Toronto's current waste management system. The City of Toronto Solid Waste Management Services Division is one of the largest municipal solid waste management operations in North America. It serves nearly 1,000,000 customers, which include the following:

- Residential
 - Single family residences (approximately 450,000)
 - Multi-residential buildings (approximately 420,000 units)
 - Residential units above commercial (RUAC) establishments (approximately 12,000)
- Non-Residential
 - Small commercial establishments (approximately 14,000)
 - Agencies and Corporations
 - Charities, Institutions and Religious Organizations (CIROs)
 - Schools
 - Private Industrial, Commercial and Institutional (IC&I) waste accepted at transfer stations and landfill
 - Specific service sharing arrangements with other municipalities

The Current Waste Profile provides details on the following information:

- The history of waste management in Toronto
- Review of municipal, provincial and federal waste-related policy and legislation
- Detailed overview of the solid waste system (collection, transfer, processing, and disposal)
- Waste generation, composition, and diversion rates
- Privately managed waste
- Solid waste education and enforcement
- Financial overview
- Progress and performance monitoring

The Current Waste Profile will be utilized as the foundation from which future project deliverables are to be developed. The document will be finalized by May 2015.

Deliverable 3: Needs Assessment

The *Needs Assessment* will examine the 30-50 year planning horizon and identify where the City needs to go during that period. It consists of three main components, each of which are outlined below: Vision and Guiding Principles, Projections, and Gaps & Challenges.

Vision & Guiding Principles

A successful Waste Strategy reflects the interests of the community that it serves now and in the future. It is driven by a Vision and Guiding Principles that express a philosophy of what the Waste Strategy will strive to achieve. The Vision and Guiding Principles will also take into account the City of Toronto's Corporate Strategic Actions, recognizing that the development of the Waste Strategy is identified as a Strategic Action (Action Item #7).

A long term waste management strategy must include a Vision for the ultimate objective of the system. It should also include key Guiding Principles to follow as it moves from the current system through implementation to the future system. The development of the Vision and Guiding Principles will seek to establish the future direction of the system allowing for a "work-back" to better understand what will need to be done in the short term to ultimately achieve the long term desired state.

Draft Vision and Guiding Principle themes have been developed through a combination of feedback received during the Phase 1 public consultation events in June 2014, a visioning session with Stakeholder Advisory Group members, and a visioning session with members of the Solid Waste Management Services' Senior Management Team. Survey #2 outlines the resulting draft themes and requests public and stakeholder input based on two main questions.

Question 1 of Survey #2 asks participants to identify which three themes are most important to them and if there is one (1) theme that is least important to them. This will assist staff in determining which themes should be reflected in the Vision statement. The following Vision statement themes were presented in Survey #2:

- *"Creating a clean, beautiful and green City"*
- *"Embracing a waste management system that is user-friendly, convenient and accessible to the community"*
- *"Leveraging technologies to create innovative waste management practices"*
- *"Providing opportunities for community collaboration, leadership and innovation"*
- *"Taking responsibility for our own waste by focusing efforts on reducing the amount that we produce"*
- *"Toronto as an international leader in environmental sustainability"*
- *"Using waste as a resource in a manner that considers cost, social and environmental impacts"*
- *Other (open-ended for additional ideas to be identified)*

The Waste Strategy Guiding Principles define what is important for success. They will be used to help develop evaluation criteria and steer decisions on a range of waste management options to support the City in achieving the community's vision.

Question 2 of Survey #2 asks participants to identify which of the following Guiding Principles are most important to them. It is noted that all of the principles are important; however, it is essential to know if some principles are more important than others. Participants are asked to select one or more of the Guiding Principles that are most important to them. The following Guiding Principles were presented:

- ***Embrace Social Equity*** – Create an easy-to-use system that all residents and the community can understand and participate in.
- ***Ensure Financial Sustainability*** – Financially sustainable solutions that are affordable to maintain by future generations and also help to stimulate economic growth within our community.
- ***Lead the Change*** – Strong leadership is taking ownership, leading by action and being responsible for the waste we produce.
- ***Make the Future System Transparent*** – Future decisions on the implementation of the Waste Strategy will be open, accessible and based on best practices and facts to find solutions that benefit all.
- ***Prioritize our Community’s Health and Environment*** – The health of our residents and the environment is a priority in decision making to minimize negative impacts and to maximize the benefits.
- ***Support Development of Community Partnerships*** – Working together with local community groups and organizations will help us reach our goals and reduce waste more effectively and efficiently.
- ***Treat Waste as a Resource*** – Waste is an asset that needs to be conserved. We should make best use of our waste by recovering materials and energy remaining after reducing, reusing, and recycling.
- ***Work to Mitigate Climate Change Impacts*** – To reduce our impact on climate change we will find solutions that reduce greenhouse gas emissions associated with our waste management system.

Participants are also provided with an opportunity to suggest additional Guiding Principle ideas. The remaining questions in Survey #2 seek the demographic information of the respondent.

The input received in Survey #2 will be used to draft a Vision statement and Guiding Principles that will undergo public consultation in June. The final draft Vision and Guiding Principles will be presented to Committee and City Council in September 2015.

Projections

Long term waste quantity and composition projections are being developed to identify the future system needs (including policies, programs, facilities and contracts). This task will help to identify potential short comings or opportunities in the system’s capacity over the duration of the planning period.

The waste generation projections are for baseline waste quantities, meaning the amount of waste which will be produced if things remain the same as today. The consultant has developed draft projections using two different approaches for different planning horizons. Taking this approach was necessary to reflect the accuracy of the projection and availability of data to support the projection. For example, the shorter term projections are more accurate due to the supporting data available, versus longer term projections that include many more variables and assumptions. The two different planning horizons and approaches are as follows:

- 1) **Current Day to 2021:** waste projections to 2021 have been developed using trending analysis developed through a statistical model of waste generation data from 2001 to 2014. The projection to 2021 was selected because this is the date in which economic forecasts for the City are currently available. Historical waste tonnage data, City economic indicators for future growth, and seasonally adjusted indicators from the Conference Board of Canada and Moody's were used to generate these projections. Gross Domestic Product (GDP), employment and population statistics were correlated with variances in the City's quarterly municipal waste generation.
- 2) **2022 to 2050:** waste projections from 2022 to 2031 were based on population and household projections obtained from the City of Toronto Planning Department. Waste projections from 2032 to 2050 were developed assuming a steady growth rate for population and housing demand similar to the growth rate projected from the 2022 to 2031 period.

Residential and non-residential waste generation projections, categorized by each divertible material (e.g. Blue Bin Recycling, Green Bin Organics, yard waste, etc.) and residual waste, for the City of Toronto from current day to 2050 have been forecasted. The draft waste projection document is currently being reviewed by Solid Waste Management Services staff and will be finalized as part of Deliverable 2.

Gaps & Challenges

This assessment is being undertaken to review the current system and identify the primary needs, challenges, and opportunities for the City's waste management system that are present or may be experienced in the future. This assessment will help to focus the options identification process to ensure it includes key areas where gaps, challenges, and opportunities do or are anticipated to exist in the future.

The preliminary Gaps & Challenges memorandum is currently under review by Solid Waste Management Services staff. Table 5 below highlights the preliminary gaps and challenges. The list of gaps and challenges has not yet been prioritized or evaluated and is presented in alphabetical order. For each identified gap or challenge, a summary of the challenge is provided along with how it fits into the waste hierarchy of Reduce, Reuse, Recycle, Recover, and Residual.

Table 5: Preliminary Gaps & Challenges Identified by Consultant
(Presented in alphabetical order)

Gap/ Challenge	Summary of Challenge	Hierarchy Level
Dufferin Waste Management Facility	The City's Dufferin Material Recycling Facility closed in November 2014 due to a decision to contract out all of the City's Blue Bin recyclables processing. The Waste Strategy will examine the entire integrated waste management system to identify the future opportunities and need for new technology or infrastructure at this location.	Reduce/ Reuse/ Recycle/ Recover
Multi-Residential Waste Diversion	A key challenge facing the City is the need for increased waste diversion in the multi-residential sector to support its diversion goals, and reduce the amount of material currently being sent to the landfill. These customers currently have the ability to opt out of City collection services. However, staff want to ensure diversion program access for all residents, regardless of collection provider.	Reduce/ Reuse/ Recycle/ Recover/ Residual
Performance Measures	A key challenge facing the City is having a more robust group of performance metrics that will more accurately measure waste management system performance and account for changing waste streams, composition, community demographics, etc. Diversion rates are based only on tonnages of material diverted and do not account for other waste management activities undertaken by the City. Additionally, diversion rates do not reflect changes in waste composition (e.g. reduction of some materials, light-weighting of others).	Reduce/ Reuse/ Recycle/ Recover/ Residual
Public Education and Engagement	A key challenge facing the City is being able to reach out to a diverse community to educate its customers on program changes, good waste management practices, and where possible, how to better reduce and reuse. The City needs to explore alternative ways to engage and educate beyond those currently used to communicate new initiatives and accelerate diversion.	Reduce/ Reuse/ Recycle/ Recover/ Residual
Regulatory, Control and Role/ Responsibility Challenges	A key challenge facing the City is having a system where some aspects are outside of the City's control and therefore subject to uncertainty and risk with respect to external parties making changes that can impact the City's system. For example, the Province is considering legislation which could include full extended producer responsibility (EPR) which could affect the City's waste management responsibilities.	Reduce/ Reuse/ Recycle/ Recover/ Residual

Gap/ Challenge	Summary of Challenge	Hierarchy Level
Residual Waste Disposal Capacity	A key challenge facing the City is to extend the life of Green Lane Landfill and find new waste disposal opportunities to cover the disposal needs for the 30 to 50 year planning period of the Waste Strategy.	Residual
Solid Waste Services for the Institutional, Commercial & Industrial (IC&I) Sector	A key challenge facing the City is trying to find a mechanism to allow the City to influence greater waste diversion in the IC&I sector for waste materials being generated within the City of Toronto, but managed outside the City of Toronto waste management system.	Reduce/ Reuse/ Recycle/ Recover/ Residual
Transfer Station Network & Drop-Off Facilities	<p>A key challenge facing the City is to provide its customers with convenient opportunities which promote greater diversion and are flexible to accommodate changing waste streams and resident accessibility.</p> <p>There is a specific challenge relating to the proposed relocation of the Commissioners Street Transfer Station as part of the waterfront development. This transfer station provides the only City-owned downtown option for residents to the drop off waste materials (including household hazardous waste). It is also the only transfer station downtown for City collection vehicles and contracted service providers to unload garbage collected from downtown routes. If the facility is closed, the City will need to decide how the current services available at the Commissioners Transfer Station will be replaced.</p>	Reduce/ Reuse/ Recycle/ Recover/ Residual
Value of Food and Food Waste	A key challenge facing the City is the need to firstly decrease the amount of food that is being wasted, and secondly to increase the amount of food waste that is being captured for diversion. Currently, twenty five per cent of food purchases end up in the landfill. Diversion of this material would reduce the generation of greenhouse gases through methane generation in landfill and would reduce transportation impacts to Green Lane landfill.	Reduce/ Reuse/ Recycle
Rate Sustainability (Waste Financing System)	A key challenge facing the City is ensuring that the solid waste utility rate is sustainable. This includes the development of a new financing strategy that will allow the City to move toward greater waste diversion while balancing this target with program sustainability and in support of the need for long term infrastructure investments.	Reduce/ Reuse/ Recycle/ Recover/ Residual

Gap/ Challenge	Summary of Challenge	Hierarchy Level
Waste Recovery and Processing Technologies	A key challenge the City is facing is diminishing landfill disposal capacity. Alternative processing technologies could divert additional materials from disposal and extend the life of the Green Lane Landfill.	Recover/ Residual

A further refined listing will be presented to the key stakeholders at their meetings in April and May 2015 and to the public at the June 2015 consultation meetings. A finalized list of gaps and challenges will be presented to Committee and Toronto City Council in September 2015.

Deliverable 4: Identify Options to Address Needs

Research on a full range of policy and technological options and solutions to address Toronto’s waste management needs for the next 30 to 50 years is being conducted as part of the Waste Strategy. The list of potential options will cover the full range of the waste management hierarchy (5Rs – reduction, reuse, recycling, recovery, and residual disposal), with a primary focus on the first 3Rs.

The list of potential options is meant to be extensive to ensure that the Waste Strategy does not overlook opportunities that, although may not be feasible at the present time (e.g. limited legislation to support the change), may be possible within the span of the Waste Strategy’s planning horizon of 30 to 50 years. The list also includes initiatives or programs that Solid Waste Management Services is already undertaking, however, have been included with the objective to re-examine or further look for opportunities to enhance, refine or expand the approach to better address an identified gap/challenge.

The list of potential options was developed through a combination of the following: research, information gathered from the City-run Vendor Days held in November 2014, unsolicited information brought forward to the City by vendors, stakeholder consultation, experience of the project team and a jurisdictional review of other municipalities. The focus of the research is on available policies, programs and technologies, not the specific vendors that provide the services. No procurement or evaluation of vendors is being undertaken as part of the Waste Strategy.

Policy options being considered include enhancement and/or changes to legislative and regulatory authorities. For example, promotion of waste diversion in multi-residential buildings and businesses not currently receiving City waste collection services is being investigated. For example, regarding Blue Bin Recycling efforts, existing Provincial regulations under the *Environmental Protection Act* impose requirements on multi-residential buildings and certain industrial and commercial establishments to establish source separation programs for various recyclable materials. However, enforcement of those requirements is lacking. Policy options may include engaging the Province in more

effective enforcement approaches, which may result in expanded authorization for City enforcement of Provincial regulations or a recommendation to City Council to enact a duplicate by-law to enable local enforcement. For those sectors in which Provincial recycling requirements are not as stringent as the City’s collection program, City staff may also explore whether to recommend that City Council enact a by-law to strengthen those standards.

Regarding Green Bin Organics efforts, there currently are no comprehensive, mandatory Provincial regulatory requirements for collection and processing of such waste to further diversion. City staff is consulting with Legal Services on whether the City has sufficient authority under the *City of Toronto Act* and/or other federal and provincial statutes to enact a by-law that would mandate source separated organics for properties not receiving City collection services. (Properties receiving City collection services already are required to source separate their Green Bin Organics.)

It is important to ensure that any option considered in the detailed evaluation process is both consistent with the long term Vision and does not conflict with any of the Guiding Principles developed in Deliverable 3.

To begin the discussion on Options to Address Needs, a list of potential options being considered is presented in Table 6. The options are presented in alphabetical order and are not based on any evaluation or priority. Appendix #1 provides a more detailed overview of each of the preliminary options. This list is still preliminary and will be added to, as required, as the Phase 2 consultation is completed.

Table 6: Preliminary List of Options
(Presented in alphabetical order)

Category	Preliminary List of Options
Asset Management	Convert the Dufferin Recycling facility to a “mixed waste facility” to process waste
	Decommission the Dufferin Recycling facility and use the space for other waste management requirements such as a new recovery facility, collection yard, durable goods processing facility, or a new Drop-off Depot
Collection & Drop-off	Container management at multi-residential buildings to improve waste diversion
	Alternative collection methods for multi-residential buildings
	Drop-off facilities at multi-residential buildings (for materials beyond those in the Blue Bin and Green Bin)
	Develop a network of permanent, small scale neighbourhood diversion stations in convenient locations
	Develop a mobile depot service for targeted recyclable materials
	Incentive based drop-off system (e.g. reverse vending machines, etc.)
	Partnerships with non-profit organizations to collect/manage materials

Category	Preliminary List of Options
Generation, Reduce & Reuse	Outreach and education campaign to reduce waste (e.g. food waste, single serve/use items, disposable items)
	Establish a sustainable food and food waste strategy
	Clothing collection and reuse strategy
	Tool share library to allow sign-out of tools
	Curbside/common area giveaway/events to enable residents to give away reuse items in good condition, structured to not contribute to litter
	Establish art exchange centre for used arts and crafts supplies
Overall System Considerations	Discontinue provision of multi-residential waste collection services
	Maintain status quo regarding IC&I waste (accept at transfer stations and provide some collection)
	Expand the City share of IC&I waste management to gain more control and influence IC&I waste diversion
	City implements policies which impact IC&I waste diversion (without providing service)
	Exit the IC&I market completely
	Enabling the City to assume more of a role of a facilitator or coordinator rather than providing the service itself
	Examine/explore mechanisms that could exert control over waste including; bans and levies, by-laws and Acts
	Expand collaboration or partnerships to help with advocacy and waste reduction
Promotion & Education	New waste sorting mobile application
	Lifecycle impacts calculator
	Expand social media outreach
	Mobilize 3Rs Ambassador hubs and facilitate community networks to collaborate on outreach opportunities
	Incentivize 3Rs Ambassadors and other volunteer programs
	Multi-residential – Communications, explore additional communication tactics
	Multi-residential - Workshops and outreach for non-City serviced buildings
	Implement by-law to mandate waste diversion to all multi-residential buildings regardless of collection service provider
	Multi-residential - By-laws and enforcement to ensure comprehensive waste diversion service to all multi-residential buildings
Recovery	Mixed Waste Processing
	Mechanical Biological Treatment (MBT)
	Direct combustion
	Emerging technologies (Gasification, Plasma Arc Gasification)
	Organics Recycling Biocell or Landfill Biomodule
	Refuse Derived Fuel (RDF) production
	Waste to liquid fuel technologies

Category	Preliminary List of Options
Recovery (continued)	Landfill gas recovery
	Anaerobic Digestion gas recovery
Recycling & Processing	Multi-Residential - On-site organics processing
	Garburators
	Future Blue Bin processing capacity
	Future Green Bin processing capacity
	Future Mattress Recycling and other reuse related processing
Residual Disposal	Green Lane Landfill expansion
	Landfill Mining and Reclamation
	Bio-reactor landfill technology implementation
	Improve landfill operations
	Adjust tipping fees or customer base
	Procure landfill capacity at a private sector site(s)
	Purchase a new landfill
System Financing	Fully independent utility with no rebate program
	Public-Private Partnerships (“P3”) for major capital works
	Debt financing
	Increases to the customer base
	Allocating costs for waste management to applicable waste streams
	Alternative revenue generation opportunities
	Multi-residential - Performance based incentives
Transfer	Relocation of Commissioners Street transfer station within the Port Lands area, either in the short to mid-term or designation of land for long term relocation
	Relocation of Commissioners Street Drop-off Depot within the Port Lands area, either in the short to mid-term or designation of land for long term relocation
	Redirect Commissioners Street transfer station waste to an existing transfer station(s) (e.g. Ingram or Bermondsey), which will require the facility(ies) to be updated/ expanded
	Procure transfer capacity at a private transfer station in the vicinity of the Port Lands area (if available) to manage waste currently received at Commissioners Street transfer station

The list of options will be brought forward for public and stakeholder consultation in Spring 2015. The final list of options will be brought forward to the Public Works and Infrastructure Committee and City Council at their September 2015 meeting.

Deliverable 5: Detailed Evaluation of Options, Identify Recommended Options and Current System Overlay

Specific draft evaluation methodology and criteria are being developed to include environmental criteria, social criteria, and financial criteria, which will support a triple

bottom line evaluation of the list of options. This methodology and criteria will be used to evaluate, in a greater level of detail and in a comparative manner, options that have been deemed consistent with the long term Vision and Guiding Principles for the future Waste Strategy.

Evaluation Approach

The evaluation of potential long term options will follow a three phase approach that will use both qualitative and quantitative data where available.

- *Phase 1: Background Data Collection*

Data collection is undertaken for the purposes of being able to evaluate each option by the defined evaluation criteria. For example, in order to evaluate the relative cost implications of each option, background research is required to determine the necessary cost estimates for each alternative.

- *Phase 2: Application of Evaluation Criteria & Scoring*

Evaluation criteria are applied to quantify the potential effects of the specific option, and relative scorings are identified. For example, the potential impacts to air are identified and those options that help reduce air emissions (and/or are less than other opportunities being identified) are scored higher over options that have greater air emissions impacts.

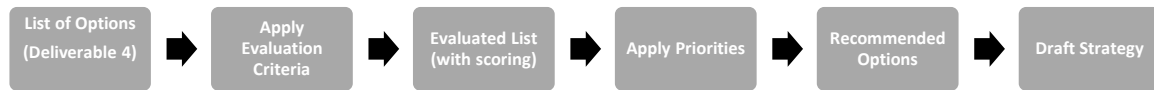
- *Phase 3: Recommendation of Preferred Option(s)*

Once the data has been collected and the criteria have been applied, the options that best meet the criteria and have an overall advantage over others will be identified for implementation.

The evaluation process will conclude with a series of recommended options that are deemed suitable for implementation in the City of Toronto and have been identified as changes that are either a) required to improve the current system or b) will provide a necessary replacement, alternative, or substitution for a current component of the system.

Figure 1 provides an overview of the stages of the evaluation process. Input will be received from the public and stakeholders during the Phase 2 consultation process on the preliminary list of options, draft evaluation criteria, and priorities. Input will be received from the public and stakeholders on the draft Waste Strategy during the Phase 3 consultation process.

Figure 1: Evaluation Process Overview



Detailed Evaluation Criteria

The evaluation process is organized by “Category”, “Criteria”, and “Indicators”. For each option under consideration, the criteria are organized into three categories (Environmental, Social, and Financial), which will allow for a triple bottom line analysis of each option. The criteria are the key aspects of each category that could potentially be impacted. Beside each criterion, are a set of indicators, which are the specific consideration or measures that are proposed to be applied to identify potential effects related to the respective criterion.

Appendix 2 outlines the draft detailed evaluation criteria, divided into the triple bottom line categories. Table A provides the proposed detailed evaluation criteria for programmatic changes. Table B provides the proposed detailed evaluation criteria for facility/infrastructure changes.

Evaluation for Two Types of Options

The evaluation methodology and criteria will need to be customized for a group of options. For example, the criteria applied to evaluate a range of waste reduction programmatic options are different than those for a range of waste recovery or disposal options. The following provides an overview of two broadly defined different types of options and a sample approach to completing the more detailed evaluation.

- *Option Type #1: Programmatic Change*

This type of option typically involves activities that are more policy and behaviour related with minimal capital investment required for infrastructure. The evaluation process applied to these options will be more qualitative. Examples of Programmatic Change Options can include, but are not limited to, advocacy, regulatory changes, waste financing system, reduction and reuse initiatives, and cultural and behavioural changes (e.g. food waste).

In some cases, an evaluation of these options may not require a “scoring” evaluation, rather the identification of key measures and a strategy to address a particular gap/challenge.

- *Option Type #2: Facility/Infrastructure Change*

This type of option includes infrastructure activities, such as adding a new facility or making modifications to the current facility network. The evaluation process to

be applied in this type of situation will be a more traditional evaluation process where key criteria are evaluated and a resultant conclusion identified. Examples of this type of option include, but are not limited to, drop-off facilities, waste recovery technologies, residual waste disposal capacity, partnerships or contracting out of services identified (if infrastructure already exists).

Scoring

For each aspect being evaluated, options will receive a high, medium or low ranking based on the comparative analysis against the other options. The options with the ability to best meet the gap/challenge would receive a high ranking and the option that least meets the gap/challenge would receive a low ranking. To quantify the ranking system, high is assigned a score of three, a medium a score of two, and a low a score of one (1). These evaluations are then summarized for each option.

The preferred options will be those that exhibit the highest “score” and represent the preferred approach relative to the established gaps/challenges. The recommendation of the preferred options will also consider identified community priorities (to be established through the Phase 2 Consultation process), results of technical analysis, advice from technical experts and input received from stakeholders and the public.

Application of “Priorities”

As part of the Phase 2 consultation process, input will be sought on where priority should be placed in the overall option evaluation process. This will assist in situations where two options are evaluated that result in a similar overall “score”. For example, if two options result in a “medium” rating they would be considered equal. However, if priority should be placed, for example, on environmental considerations over financial considerations, it is likely that one option would be preferred.

Recommended Options & Current System Overlay

Once the evaluation criteria and priorities have been applied to each option, a series of recommended options that are deemed suitable for implementation in the City of Toronto will be identified. They will be combined with the current system to identify all the components (recommended and current) that would form the future waste management system for Toronto. This step will help to pull the entire system together and consider all options in an integrated system context. This “overlay” will represent the future system at the end of the planning period.

Deliverable 6: Strategy Roadmap Development

Once a recommended list of options has been compiled and combined with the current system, a “roadmap” will be developed. This roadmap will guide the implementation of options and required supporting changes and will provide a general timeframe for

implementing the recommendations. The roadmap will also identify the necessary financial, staff, and facility resources required for a successful implementation as well as suggested promotion and educational activities to support each recommendation.

This roadmap will include timelines for the short term and more general timelines in five-year intervals for years 10, 20, and 30 to 50. The 10 year plan will focus on waste reduction, reuse and recycling as indicated in the City's Request for Proposal for the Waste Strategy.

Deliverable 7: Final Waste Strategy

The final deliverable for the project will be the preparation of the Waste Strategy document, which will describe the identified options and outline the preferred long term waste management system. The Waste Strategy will fully document the process undertaken in the above tasks, key information gathered, decisions made, and supporting rationale.

As part of this deliverable, the project team will also develop a long term sustainable rate model to finance capital projects brought forward as a result of the Waste Strategy. In order to develop the model, the project team has compiled baseline budgetary information and information on customer types (e.g. single-family, multi-family, etc.), collection container size and service frequency (i.e. bi-weekly). This information will be used to determine the appropriate allocation of solid waste fees by customer type and also determine the costs of providing "Public Good Services" such as perpetual landfill care and litter collection.

Next Steps

Preparation for Phase 2 of the consultation process will continue over the Spring and early Summer of 2015, resulting in two Councillor Briefing Sessions in May, monthly Stakeholder Advisory Group meetings, the launch of the Wast(ED) Educational Speaker Series, Key Stakeholder meetings throughout April and early May, public consultation meetings in June, and community outreach events.

The final draft of the Vision and Guiding Principles, list of options, and detailed evaluation criteria will be brought forward for review and approval, along with the results of the Phase 2 consultations, to the Public Works and Infrastructure Committee and City Council meetings in September 2015.

Once approval of the Vision, Guiding Principles, options, and evaluation criteria is received, Phase 3 of the project will begin as the consulting team applies the detailed evaluation criteria to the list of options. This will develop the draft recommended list of options that will be brought forward to the Public Works and Infrastructure Committee in January 2016, along with the details of the upcoming public consultations on the proposed draft Waste Strategy in February 2016.

It is anticipated that the final Waste Strategy Report and Roadmap Plan will be brought forward to the Public Works and Infrastructure Committee and City Council in May 2016 for consideration.

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SIGNATURE

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ATTACHMENTS

Attachment 1 – Appendix 1: Overview of Preliminary List of Options
Attachment 2 – Appendix 2: Proposed Detailed Evaluation Criteria