

# Staff Report



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| To           | <b>Committee of the Whole</b>                             |
| Service Area | Infrastructure, Development and Enterprise Services       |
| Date         | Monday, April 4, 2022                                     |
| Subject      | <b>Solid Waste Management Master Plan Recommendations</b> |

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## Recommendation

1. That the following recommendations outlined in the Solid Waste Management Master Plan (SWMMP) dated April 4, 2022, be approved:
    - a. The phased approach to the reduction of single-use items, and the applicable changes to the Waste Management By-law
    - b. The waste collection service levels for the Industrial, Commercial, and Institutional (IC&I) sector, as well as the applicable changes to the Waste Management By-law
    - c. The remaining recommendations outlined in Attachment 1.
  2. That City Council extend their appreciation to the members of the SWMMP Public Advisory Committee for their efforts and dedication over the past two years and formally disband the SWMMP Public Advisory Committee.
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## Executive Summary

### Purpose of Report

The purpose of this report is for City Council to approve the recommendations of the Solid Waste Management Master Plan and approve proceeding with the implementation of two of the recommendations that require changes to the Waste Management By-law:

1. A single-use items (SUIs) reduction strategy that will ban the most problematic single-use materials in a phased approach, and
2. Industrial, Commercial, and Institutional (IC&I) collection service standards that establish eligibility requirements and service conditions.

### Key Findings

#### Solid Waste Management Master Plan and the Circular Economy

The City of Guelph (City) has updated its 2014 Solid Waste Management Master Plan (SWMMP), exploring new and innovative ways to support the waste management needs of Guelph's growing community. Previous SWMMP reviews have resulted in significant advances in waste diversion and program management enhancements for the city.

A key finding coming out of the City's SWMMP has been the emergence and growing community interest to move towards a circular economy. This recognition highlights the importance for the City to prioritize and adopt a circular economy framework to further the City's aspiration towards zero waste goals.

The SWMMP was developed with circular economy principles in mind and supports the implementation of the approach through the resulting recommendations.

With the changes to individual producer responsibility, waste diversion targets as set out in the SWMMP have changed from diversions rates to a waste disposal rate set at a goal of 250 kg per household by 2030.

Two recommendations from the SWMMP require changes to the Waste Management By-law: Single-Use Items reduction strategy and IC&I collection service standards.

Feedback for both recommendations was solicited through the following engagement activities: two public surveys, the Council appointed Public Advisory Committee (PAC), the Technical Advisory Committee (TAC), Issues Workshops with public stakeholders, and a survey targeted at businesses.

### **Single-Use Items**

Council directed staff to explore viable options to reduce and/or eliminate single-use plastics in Guelph as part of the scope of the SWMMP review.

The Solid Waste Management Master Plan recommended a phased approach:

In phase 1, ban the most problematic single-use materials as of March 1, 2023, including plastic shopping bags (including non-certified compostable bags and biodegradable bags; certified compostable bags would be exempt), polystyrene foam cups and takeout containers, and plastic straws (available on demand for accessibility purposes, and exempt from the ban in places like hospitals).

In phase 2, apply the following additional requirements as of March 1, 2024, including a fee of at least \$1 for reusable bags in Year 1 and increase the fee after and work with the community to ensure no impediments to the access of reusable bags (e.g., bag banks), require a minimum 40 per cent recycled content for paper bags, apply a fee of at least \$0.25 for disposable cups which is shown on receipts and menus, and offer single-use utensils by request only.

### **IC&I Collection Service Standards**

Industrial, Commercial, and Institutional (IC&I) Collection Service Standards were also referred to the scope of the SWMMP, further to the Council report on the Approval of Waste Management By-law Update from May 2019, which referenced a required review of IC&I. Reviewing service levels for the IC&I sector also supports Council's direction to review the services the City delivers as part of the scope of the Service Rationalization Review. Providing service to the IC&I sector is not a mandatory requirement.

Based on research findings and feedback from engagement activities, the SWMMP recommended the following service levels:

- Limit three stream collection services to small mixed-use buildings (commercial that must have a residential component) and some institutional facilities (e.g., places of worship, daycares, community centres) provided they are located on a residential collection route and generate waste that fits into residential set out limits (240L grey, 360L blue, and 80L green cart volumes), and is compliant

with the Waste Management By-law to source separate in three stream waste collection (organics, recycling and garbage). For historically serviced properties that exceed this service level standard, this change will be phased in.

- Introduce organics collection services to schools not currently receiving City service starting in 2026. Continue to provide Blue Box recycling services to schools that have been historically serviced, until transition to full extended producer responsibility. All schools will fall under the Blue Box Regulation as an eligible source in 2026.

## Financial Implications

The estimated costs for the SWMMP recommendations are summarized in the table below.

| <b>Budget</b>  | <b>Short and Medium Term (1-3 Years)</b> | <b>Long Term 4+ Years</b> | <b>Total Estimated Cost</b>    |
|--|--|---------------------------|--------------------------------|
| Capital  | \$2,996,000                              | \$418,000                 | \$3.414 million <sup>1,2</sup> |
| Planning & Implementation (one-time estimated operating costs) | \$216,000                                | \$0                       | \$216,000                      |
| Annual On-going Estimated Operating Costs                      | \$602,000                                | \$161,000                 | \$763,000 (TBD) <sup>1</sup>   |

<sup>1</sup> The capital and operating cost increases do not reflect potential offsets associated with the transition of the Blue Box program from the City to individual producer responsibility. Preliminary financial modelling, based on current state and forecasted growth and budget projections, show an estimated potential savings of \$2.41 million net cost starting in 2025; this may, in part, be applied to support further waste reduction programming needs. Recommendations will be brought forward for consideration as part of the 2024-2027 multi-year capital and operating budget.

<sup>2</sup> Of the capital costs above, \$2.28 million for the Blue Box Transition Strategy were included in the capital 2022-2023 budget process.

Staffing resource requirements are required to execute the recommendations and have been identified for planning, implementation and ongoing operations. These requirements are included in the cost estimates above and include 2 permanent full-time positions (including a Solid Waste Programs Coordinator and a By-law Officer), as well as 4.3 full time equivalent (FTE) student positions for one-time planning and implementation and 2.6 FTEs student positions for ongoing operations.

These positions are critical to the program development and planning of multiple SWMMP recommendations including promotion and education campaigns and enhanced enforcement required for the successful implementation of programs.

The City's Solid Waste Masterplan is a key step in the overall implementation of the City's Official Plan. As we move from the master plan stage to the implementation stage, more robust analysis of project timing and cost estimates will be performed. This master plan will be considered with the other master plans nearing completion and will be viewed with a corporate lens to incorporate the City's strategic goals. Once the overall financial impact is understood the plan will be compared to our existing capital plan, incorporate fiscal constraints and our capacity to deliver. The timing, pace and overall cost of this plan is subject to change. The financial information outlined is intended to be a high-level estimate that will be refined as it is incorporated into the overall corporate plan and multi-year budget process.

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## **Report**

### **SWMMP Background**

The City of Guelph has reviewed and updated its Solid Waste Management Master Plan (SWMMP). The purpose of regularly reviewing the Plan is to continue aligning current waste management practices and strategies with Guelph's current and future needs. Through this review, the City is also able to stay at the forefront of innovative waste management initiatives, exploring new and innovative ways to support the waste management needs of Guelph's growing community, such as advancing the circular economy.

The review and update of the SWMMP began in the Fall of 2019 and was completed in late 2021. Previous SWMMP reviews have resulted in significant advances in waste diversion and program management enhancements for the City. The City is among the leaders in Ontario municipal waste management in terms of diverting waste from disposal.

As part of the SWMMP, the City considered how new approaches to managing waste and how consumer trends will shape the future of waste management in Guelph, and how the City can improve Guelph's current system for a more sustainable future.

Plan updates and reviews are necessary based on a number of factors including:

- Changes to provincial legislation and the need for the City to anticipate the impacts, such as the recently approved Blue Box regulation.
- Emerging technology and approaches to waste management, minimization and diversion.
- The ever-evolving nature of packaging, products and waste.
- Changes to projected local demographics and growth.
- New public interests, including circular economy initiatives; and
- Specialized interests arising from Council resolutions, such as Single Use Plastics.

The review was conducted by City staff with the assistance of Dillon Consulting and a Public Advisory Committee made up of Guelph residents, and representatives from the University of Guelph and the business community. Members of the Public Advisory Committee were appointed by Council on November 25, 2019, to guide the review of the SWMMP. The Public Advisory Committee and project team focused on strategic direction for the next 20 year planning period; developing a SWMMP through the compilation of several reports and activities as outlined below.

[Current State Report](#) - Provides an overview of current solid waste programs and services within the City of Guelph, as well as waste diversion performance and benchmarking against comparator municipalities, establishing a baseline for the Plan.

[Future State and Growth Report](#) - Provides a long-term forecasting model to identify growth impacts across all waste service elements, including future needs and potential changes and issues facing the waste management industry over the next 20 years, including the Blue Box Transition Strategy.

[Single Use Items Strategy Report](#) - Responds to a Council resolution to work with internal City departments and partner with the University of Guelph's Idea Congress (ICON) program to explore viable options to reduce and/or eliminate single-use items.

Opportunities and Options - Provides ways to enhance the City's solid waste management system through an overview of how the options were developed, a description of the options, and the evaluation and scoring methodology and results.

[IC&I \(Industrial, Commercial, and Institutional\) Collection Service Standards](#) - Compares the levels of waste collection service standards for industrial, commercial and institutional establishments, further to the Council report on Approval of Waste Management By-law Update from May 2019, to other comparable municipalities; considering service levels, cost of service, criteria used to determine eligibility, and how the programs are funded.

Financial Options - Analyses the current state of the City's solid waste services costs through the development of a model to estimate the current cost of service, providing different ways the City can fund solid waste services including user rates to align with the recommendations from the Corporate Service Rationalization Review.

Downtown Service Review - Provides an overview of the current waste collection services in Guelph's downtown in terms of waste collection services for businesses, and the use of public space containers and options to increase efficiencies as this work will continue as part of the Downtown Infrastructure Revitalization project.

## **SWMMP Final Report and the Circular Economy**

The [SWMMP Executive Summary](#) and [Final Report](#) provides an overview of the comprehensive activities and exercises arising from the study. A summary of the recommendations, including anticipated cost and implementation timelines, are also included.

A key finding from the City's SWMMP has been the emergence and growing community interest to move towards a circular economy. This recognition highlights the importance for the City to prioritize and adopt a circular economy as a guiding principle to further the City's aspiration towards zero waste goals.

The City is currently involved in two circular economy projects, Our Food Future and the Circular Economy Innovation Launchpad (COIL), which includes a new Zero Waste Economic Transformation Lab. The City has also included advocacy for the circular economy as a priority for intergovernmental relations and a circular economy approach could also be part of the corporate Smart Cities Strategy/Innovation Roadmap currently under development.

The current linear 'take-make-dispose' pattern in which resources are extracted, made into products that are used for a short period of time, and then disposed, pays insufficient attention to the high social, environmental, and economic costs of waste.

Cities are well poised to serve as catalysts, enablers and leaders in the circular economy as they possess a unique complement of leverage points. A circular city embeds the principles of a circular economy across all its functions, establishing an urban system that is regenerative, accessible and abundant by design. These cities aim to eliminate the concept of waste, keep assets at their highest value at all times and are enabled by digital technology.

Transition to a circular economy would provide Guelph opportunities to:

- enhance social and environmental outcomes,
- improve economic performance and profitability,
- decrease the risk associated with relying on external sources of raw materials and labour; and,
- increase the resiliency of City services and infrastructure.

Further detail and rationale with respect to the role Guelph can play in the development of local circular economies, and related benefits is found in Attachment-6 Guelph and the Circular Economy.

Overall, the SWMMP was developed with the circular economy principles in mind and supports the implementation of the approach through the recommendations shown below with further details provided in Attachment-1 Solid Waste Management Master Plan Recommendations.

### **SWMMP Recommendations**

- Support the Circular Economy through the development of a circular economy policy and framework.
- Address the future state of solid waste through exploration of alternatives to landfilling and implications of the Blue Box transition under the Waste Free Ontario Act.
- Address single use items through a phased approach, including bans and fees for single use items.
- Review downtown collection service for businesses and pedestrians as part of the Downtown Infrastructure Revitalization Program.
- Change waste service levels for industrial, commercial, and institutional (IC&I) establishments.
- Promote diversion and alternatives to landfilling through comprehensive and well-resourced promotion, education, and environmental programming.
- Support local groups and agencies to increase opportunities for reuse through sharing, reusing, repairing, and repurposing.
- Complete feasibility studies to support alternatives to the public drop off and the possibility of another public drop off to support accessibility of waste services.
- Support organic waste reduction through encouraging home composting and the feasibility of a yard waste processing pad.
- Gather data of resident waste disposal patterns through audits and develop targeted programming.

- Enhance education and enforcement mechanisms, through the possible use of artificial intelligence, to improve waste management participation.
- Participate in the Service Rationalization recommendation to review user fees for alternative funding models.

## **Single-Use Items Reduction Strategy**

In 2019, [Guelph City Council directed staff](#) to develop a strategy for the elimination and/or reduction of single-use plastics (SUPs), also expanded to single-use items (SUIs), as part of the SWMMP process.

As part of this directive, the City reviewed international, federal, and provincial trends and actions, carried out a municipal best practices review, and partnered with the University of Guelph's ICON program to consider lessons learned and innovative ways to tackle SUIs. A summary of the key research findings can be found in the [Single Use Items Strategy Report](#). Attachment 2 provides a synopsis of some actions being done by the federal, provincial and other leading municipal governments.

Based on the research findings, some local governments, progressive large retailers, most local small businesses, and many residents are generally supportive of moving forward with actions on SUIs. At a municipal level, the most commonly targeted SUIs are plastic and paper bags, plastic straws, hot and cold drink cups, polystyrene takeout containers and cups, eating utensils, and plastic water bottles.

Primary review of changes to agreements to reduce or eliminate single-use plastics in Culture and Recreation facilities indicates there would be a financial impact. Impact would be based on anticipated change in product netting an increase cost and less product sold. The full impact has not been calculated based on major closure times due to pandemic regulations since Q1 of 2020.

## **Community Engagement on Single-Use Items**

The City solicited feedback on the issue of SUIs and the options to reduce or eliminate them through a partnership with the University of Guelphs Ideas Congress (ICON) program, two public surveys, the Council appointed Public Advisory Committee (PAC), the Technical Advisory Committee (TAC), stakeholder interviews and an Issue Workshop with public stakeholders, and a survey targeted at businesses. Individual meetings were also held with the Chamber of Commerce and the Downtown Guelph Business Association.

Unique to this project was engagement conducted through the University of Guelphs ICON program. Two consecutive classes from ICON undertook research on specific areas of interest between September 2019 and March 2020. There were several recommendations coming out of the research conducted by the ICON class that were tailored to the University, City or Province for implementation. These recommendations helped inform the final SWMMP recommendations on SUIs.

Two public surveys and one targeted business survey, facilitated by Economic Development and Tourism were released in 2020 and 2021 and received 894 and 19 respondents, respectively. There were also 38 respondents that identified as businesses in the public survey.

Overall participants were very supportive of Phase 1 and Phase 2 recommendations to reduce the amount of single-use items in Guelph with 80 per cent of respondents either strongly or somewhat agreeing that even if the Federal government does not

implement a ban on single-use items, Guelph should still implement strategies to eliminate or reduce single-use items.

Overall respondents said that foam cups and takeaway containers, plastic straws, and plastic shopping bags should be reduced through a mandatory approach (banning items); disposable cups should be reduced through a fee-based approach; disposable utensils should be offered by request only; and no measures should be taken to reduce or eliminate paper bags. The business survey results only varied in that respondents said no measures should also be taken for disposable cups.

Feedback was also received which outlined concerns around accessibility with respect to plastic straws and affordability with respect to the plastic bag ban and the fee for disposable cups.

- In response to concerns around accessibility, the By-law asks that all businesses stock flexible plastic straws for customers who request them.
- In response to concerns around affordability: the City will work with organizations to support residents by providing them with reusable bags through bag sharing programs; and the By-law includes exemptions for single-use beverage cups which include cups for beverages provided for free and exempts charitable food services from charging fees on cups.

As other jurisdictions have introduced fees for disposable cups recently and the City will not be implementing this until March 2024, staff have the opportunity to learn from others apply best practices in the reduction of this item.

### **Single-Use Items Reduction Strategy Recommendation**

It is important to recognize that while the Federal and Provincial Governments are still in the process of developing and implementing SUI legislation, there is a role for municipalities to support implementation and further action. Under section 10(2)(5) of the *Municipal Act, 2001*, S.O. 2001, c.25 the City has the legal authority to enact a by-law banning or applying fees to single-use plastics on the basis that the dominate character of the by-law relates to the environmental well-being of the municipality.

In response to Council's resolution to explore viable options to reduce and/or eliminate single-use plastics, and based on the research and community engagement findings presented above, the following recommendations were developed using a phased approach:

In phase 1, ban the most problematic materials as of March 1, 2023, including plastic shopping bags (including non-certified compostable bags and biodegradable bags, certified compostable bags would be exempt), foam cups and takeout containers, and plastic straws (available on demand for accessibility purposes, and exempt from the ban in places like hospitals).

In phase 2, apply the following additional requirements as of March 1, 2024, including a fee of at least \$1 for reusable bags in Year 1 and increase the fee after and work with the community to ensure no impediments to the access of reusable bags (e.g., Bag Banks), require a minimum 40 per cent recycled content for paper bags, apply a fee of at least \$0.25 for disposable cups which is shown on receipts and menus, and offer single-use utensils by request only.



Proposed changes to the Waste Management By-law including exemptions such as accessibility needs are provided in Attachment 3.

## **IC&I Collection Service Standards**

Industrial, Commercial, and Institutional (IC&I) Collection Service Standards were also referred to the scope of the SWMMP, further to [the Council report on the Approval of Waste Management By-law Update from March 2019](#). The review of services provided to the IC&I sector also supports the Service Rationalization Review completed last year; delivering service to the IC&I sector is not mandatory. A synopsis of the municipal comparator survey results can be found in Attachment 4 with the broader research findings found in the [IC&I \(Industrial, Commercial, and Institutional\) Collection Service Standards Report](#). Waste collection service standards for the downtown was not included in the scope of this review and consultation will be completed as part of the Downtown Infrastructure Revitalization program.

In general, the provision of municipal waste collection services for IC&I establishments has not been considered a responsibility of Ontario municipalities. Municipalities are not legislatively bound to provide services to IC&I establishments, and service levels and collection practices vary widely amongst municipalities.

The City provides collection service to some IC&I establishments (e.g., small commercial businesses, places of worship, non-profit organizations and daycares) provided they meet City source separation requirements. Unlike the residential and multi-residential levels of service, the City had not formally established eligibility requirements and service conditions for IC&I service requests. The recommended IC&I service level ensures transparency and equity in servicing while supporting planning needs and better managing scope of services provided.

## **Feedback from Engagement Activities**

A Technical Advisory Committee (TAC) made up of City staff, and a Council appointed Public Advisory Committee (PAC) made up of 10 community members generated ideas for engagement and provided feedback on the IC&I waste collection service level recommendations. The preliminary recommendations on IC&I services were presented to the PAC and TAC for input.

Further input was received from the broader public through surveys, targeted surveys facilitated by Economic Development and Tourism, and a workshop. An individual meeting was also held with the Chamber of Commerce. The changes in service levels also align with the Economic Development and Tourism Strategy. In total 57 respondents self-identified as businesses. Overall, 75 per cent of the survey respondents, definitely agreed or somewhat agreed with the service level recommendations.

Based on the feedback received, the following refinements to the recommendations were made:

- Acknowledging non-eligible establishments as defined in the Blue Box Regulation; and
- In addition to private/alternative schools, providing green bin services to public schools.
- A long lead time to allow businesses time to adjust and procure private services.

## **IC&I Collection Service Standards Recommendations**

Further to the Council report on the Approval of Waste Management By-law Update from May 2019, and based on the research and community engagement findings presented above, the following recommendations were developed for the IC&I (Industrial, Commercial, and Institutional) Collection Service Standards:

Small mixed-use buildings (commercial with a residential component) and Institutions (e.g., places of worship, daycares, community centres): Limit three stream collection services to small mixed-use buildings and some institutional facilities provided they are located on a residential collection route; and generate waste that fits into residential set out limits (240L grey, 360L blue, and 80L green cart volumes) and is compliant with the Waste Management By-law to participate in all waste streams.

Schools: Introduce organics collection services to schools not currently receiving City service starting in 2026. Continue to provide Blue Box recycling services to schools that have been historically serviced, until transition to full extended producer responsibility. All schools will fall under the Blue Box Regulation as an eligible source in 2026.

Proposed changes to the Waste Management By-law are provided in Attachment 5.

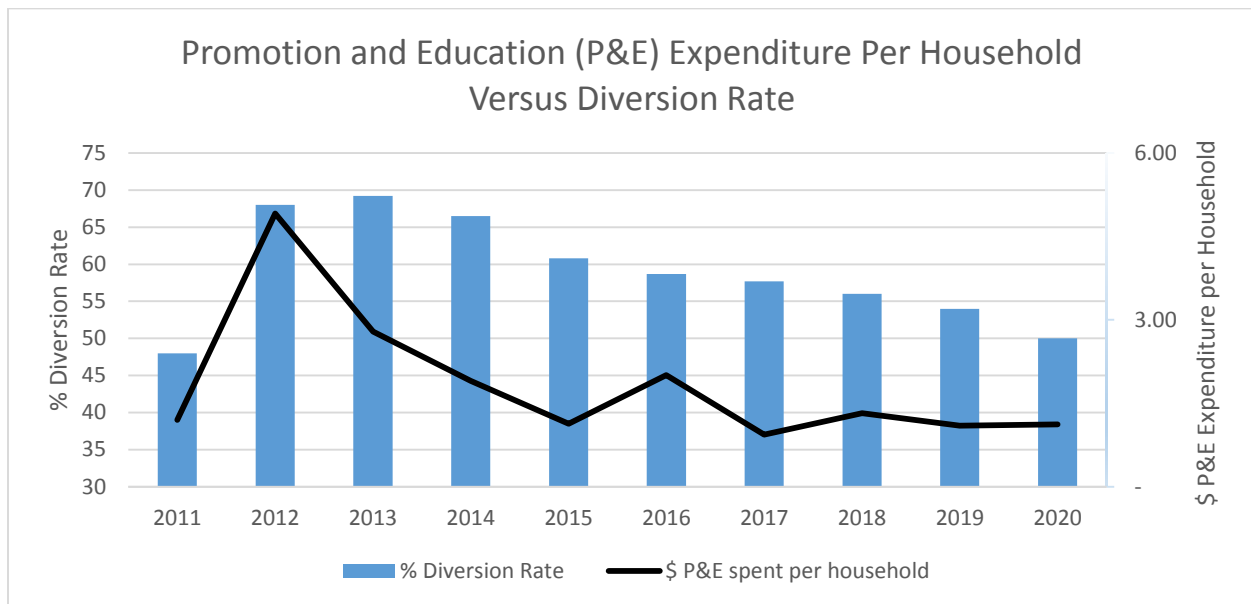
The City will conduct a review as part of the Blue Box Transition Strategy underway on whether non-eligible establishments (e.g., businesses, places of worship, daycares, community centres), as defined in the Blue Box Regulation, will continue to be serviced after the Blue Box transition in 2025 when producers assume responsibility for the program.

### **Solid Waste Environmental Programs which support Targets**

The graph below shows the importance in the amount of promotion and education (P&E) expenditures provided in correlation with the City's waste diversion rate.

In 2020, the City of Guelph's annual budget expenditure for P&E was \$2.28 per household for all waste management programs (note actual spending was lower due to the pandemic). As part of future budgets, staff will be proposing an increase in the promotions and education to \$4.00 per household to support our new target. Guelph achieved its highest diversion rate when promotion and education was around \$5 per household.

Environmental programs to support the reduction of household waste include partnering with and supporting local non-profits, textile reuse and recycling and continued promotion of the elimination of food waste strategies. Further programs are listed in Attachment 1.



## SWMMP Targets

Historically, the diversion rate measured by municipalities in Ontario is generated by the Resource Productivity and Recovery Authority (RPPRA) and is based on the weight of residential wastes diverted and disposed.

Over the years, the diversion rate across Ontario has stalled despite increasing effort and investment. The weight of materials being diverted through the current blue cart program has reduced. For example, there has been a reduction of printed materials such as newspapers and phone books, and the weight of product packaging has decreased with a lower mix of glass containers and an increase in lighter plastic containers and plastic pouches.

With the introduction of the Waste Free Ontario Act and the transition of the Blue Box program from municipal to individual producer responsibility, the City will no longer be responsible for managing the recycling portion of the waste stream.

After consideration of public input, future trends in waste management, and the recommendations established in the review, the Public Advisory Committee established a metric for the measurement of a waste disposal rate per household. Based on the current disposal rate and anticipated waste disposal rate reduction upon implementation of the recommendations, a target of 250 kg per household by 2030 has been set. Staff will continue to monitor the annual performance of the City's waste management programs and revisit the targets and progress in the next SWMMP update.

## Financial Implications

The estimated costs for the SWMMP recommendations are summarized in the table below.

| <b>Budget</b>  | <b>Short and Medium Term (1-3 Years)</b> | <b>Long Term 4+ Years</b> | <b>Total Estimated Cost</b>    |
|--|--|---------------------------|--------------------------------|
| Capital  | \$2,996,000                              | \$418,000                 | \$3.414 million <sup>1,2</sup> |
| Planning & Implementation (one-time estimated operating costs) | \$216,000                                | \$0                       | \$216,000                      |
| Annual On-going Estimated Operating Costs                      | \$602,000                                | \$161,000                 | \$763,000 (TBD) <sup>1,</sup>  |

<sup>1</sup> The capital and operating cost increases do not reflect potential offsets associated with the transition of the Blue Box program from the City to individual producer responsibility. Preliminary financial modelling, based on current state and forecasted growth and budget projections, show an estimated potential savings of \$2.41 million net cost starting in 2025; this may, in part, be applied to support further waste reduction programming needs. Recommendations will be brought forward for consideration as part of the 2025 multi-year capital and operating forecast.

<sup>2</sup> Of the capital costs above, \$2.28 million for the Blue Box Transition Strategy were included in the capital 2022-2023 budget process.

Staffing resource requirements are required to execute the recommendations and have been identified for planning, implementation, and ongoing operations. These requirements are included in the cost estimates above and include 2 permanent full-time positions (including a Solid Waste Programs Coordinator and a Bylaw Officer), as well as 4.3 full time equivalent (FTE) student positions for one-time planning and implementation and 2.6 FTEs student positions for ongoing operations.

These positions are critical to the program development and planning of multiple SWMMP recommendations including promotion and education campaigns and enhanced enforcement required for the successful implementation of programs.

The City's Solid Waste Masterplan is a key step in the overall implementation of the City's Official Plan. As we move from the master plan stage to the implementation stage, more robust analysis of project timing and cost estimates will be performed. This master plan will be considered with the other master plans nearing completion and will be viewed with a corporate lens to incorporate the City's strategic goals. Once the overall financial impact is understood the plan will be compared to our existing capital plan, and incorporate fiscal constraints, and our capacity to deliver. The timing, pace and overall cost of this plan is subject to change. The financial information outlined is intended to be a high-level estimate that will be refined as it is incorporated into the overall corporate plan and multi-year budget process.

## Consultations

The SWMMP Update was guided by [the City's Community Engagement Framework](#). In alignment with this framework, a SWMMP Community Engagement Plan (CEP) was developed by the Project Team.

Ongoing communication and engagement played a key part in promoting a comprehensive SWMMP Update that is reflective of Guelph residents, businesses, City staff, and key stakeholders.

The engagement timeline commenced at the launch event in the fall of 2019 which featured Dianne Saxe, former Environmental Commissioner for Ontario.

A Technical Advisory Committee (TAC) made up of City staff, and a Council appointed Public Advisory Committee (PAC) made up of 10 community members generated ideas for engagement and provided feedback on the recommendations. Two public surveys and one targeted business survey were released in 2020 and 2021. Interviews and Issues Workshops were also held with stakeholders and members from the community to expand on the issues we have heard throughout the engagement process. A Downtown Stakeholder Group was also established at the beginning of the project, however, due to COVID-19, engagement with the group has been postponed and will continue post the SWMMP Update through the Downtown Infrastructure Program.

Virtual public open houses and two online surveys were created to further engage with the broader public. Interviews and issues workshops were also held with stakeholders and members from the community to expand on key issues we have heard throughout the engagement process, specifically:

- Single-Use Plastics,
- Supporting community organizations that enable or promote waste reduction and circular economy; and
- IC&I service levels and the application of user pay.

The City also partnered with University of Guelph's ICON program between September 2019 and March 2020 to gather research and come up with innovative ways to tackle SUIs.

## Internal Consultation

Internal consultation and input into the SWMMP recommendations included Finance, Legal Realty and Court Services, Economic Development and Tourism, By-law and Security Services, Environmental Services, Strategic Communications and Community Engagement, Culture and Recreation, Parks, Facilities and Energy Management, Operations, Planning and Building Services, Engineering and Transportation Services, Fire Services, and Guelph Transit.

## Strategic Plan Alignment

Working Together for our Future

- Through the SWMMP process, City staff leveraged a partnership with the University of Guelph's Idea Congress (ICON) program to explore viable options to reduce and/or eliminate single-use items.
- The City has reviewed waste collection service standards for IC&I establishments against other comparable municipalities, considering service levels, cost of service, criteria used to determine eligibility, and how the programs are funded

(e.g., user pay). The SWMMP has established service levels for IC&I establishments that aligns with residential collection limits to ensure fairness and equity of service.

#### Sustaining our Future:

- The overall direction of the SWMMP, particularly support of circular economy and zero-waste principles, is improved resource management through greater recovery, waste reduction, reuse, and recycling; including promotion of design-for-the-environment that would increase the environmental performance of Solid Waste programs.
- The updated plan will guide the City in its waste management goals and objectives for the next 25 years through the completion of the recommendations including the SUI reduction strategy and ICI collection service standards.

#### Building our Future:

- The future state focusses on maintaining and operating existing assets as well as preparing for growth. The Master Plan also works to enhance community well-being through direct service and program delivery by implementing recommendations that were heard throughout the stakeholder consultation.

#### Powering our Future:

- The Master Plan guiding principles and recommendations around Circular Economy ensure policies that support a healthy economy consistent with environmental priorities that attract circular economy businesses and innovation.

#### Navigating our Future:

- Incorporating future technologies builds on Guelph's capacity to adopt clean and efficient technology.

### **Attachments**

Attachment-1 Solid Waste Management Master Plan Recommendations

Attachment-2 Single Use Items - Other Government Actions

Attachment-3 Single Use Items Draft By-law Amendments

Attachment-4 Industrial, Commercial, and Institutional (ICI) - Municipal Comparator Results

Attachment-5 Industrial, Commercial, and Institutional (ICI) Draft By-law Amendments

Attachment-6 Guelph and the Circular Economy

### **Departmental Approval**

Jennifer Rose, General Manager, Environmental Services

Cameron Walsh, Division Manager, Solid Waste Resources

### **Report Authors**

Nicole Davison, Waste Resource Policy Analyst, Solid Waste Resources

Heather Connell, Manager of Business and Technical Services, Solid Waste Resources

**This report was approved by:**

Jennifer Rose, B.Sc., M.A.

General Manager, Environmental Services

Infrastructure, Development and Enterprise Services

519-822-1260 extension 3599

jennifer.rose@guelph.ca

**This report was recommended by:**

Jayne Holmes, P.Eng., PMP

Deputy Chief Administrative Officer

Infrastructure, Development and Enterprise Services

519-822-1260 extension 2248

jayne.holmes@guelph.ca