



CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
Operations Division

TO:	Chair and Members Public Works Committee
COMMITTEE DATE:	July 7, 2016
SUBJECT/REPORT NO:	Waste Management System Development (PW16059) (City Wide)
WARD(S) AFFECTED:	City Wide
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SUBMITTED BY:	Betty Matthews-Malone, P. Eng. Director of Operations Public Works Department
SIGNATURE:	

RECOMMENDATION

That Council approve the use of a public engagement strategy as part of the planning process for development of the City's 2020 waste management system.

EXECUTIVE SUMMARY

The purpose of this report is to provide information to Council related to the planning, development and proposed public engagement strategy that would be used to develop the 2020 waste management system for the City of Hamilton.

The City has eight contracts for waste related services. A summary of these contracts is included in Appendix A. These contracts will expire in and around the year 2020; therefore, there is a need to initiate the planning process to determine requirements for the City's future waste management system.

Consultation with members of the City's Public Works Committee, Waste Management Advisory Committee and Waste Management staff has been undertaken. Information, through Appendix B briefing notes, is included on topics of discussion and requests for additional information raised during these consultation meetings.

A public engagement strategy, subject to Council's confirmation of questions and approach, is proposed to gather information from residents. This feedback would assist with the planning process for the 2020 waste management system as well as ongoing outreach initiatives.

It is important to allow sufficient time for the procurement process for the 2020 waste management contracts. Staff will be seeking Council direction on the waste management system strategy in the second quarter of 2017.

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The cost to undertake the public engagement strategy has been incorporated into the Operations Division's capital budget.

Staffing: The existing staff complement will be used to manage the coordination of the 2020 waste management system strategy.

External consulting firm(s) shall be retained to develop and provide the public engagement component.

Legal: N/A at this time.

HISTORICAL BACKGROUND

The City of Hamilton has an integrated waste management system which was designed to address its waste management requirements in consideration of economic, social and environmental needs and preferences. In 2013, the City introduced a new comprehensive waste collection program which includes the following services:

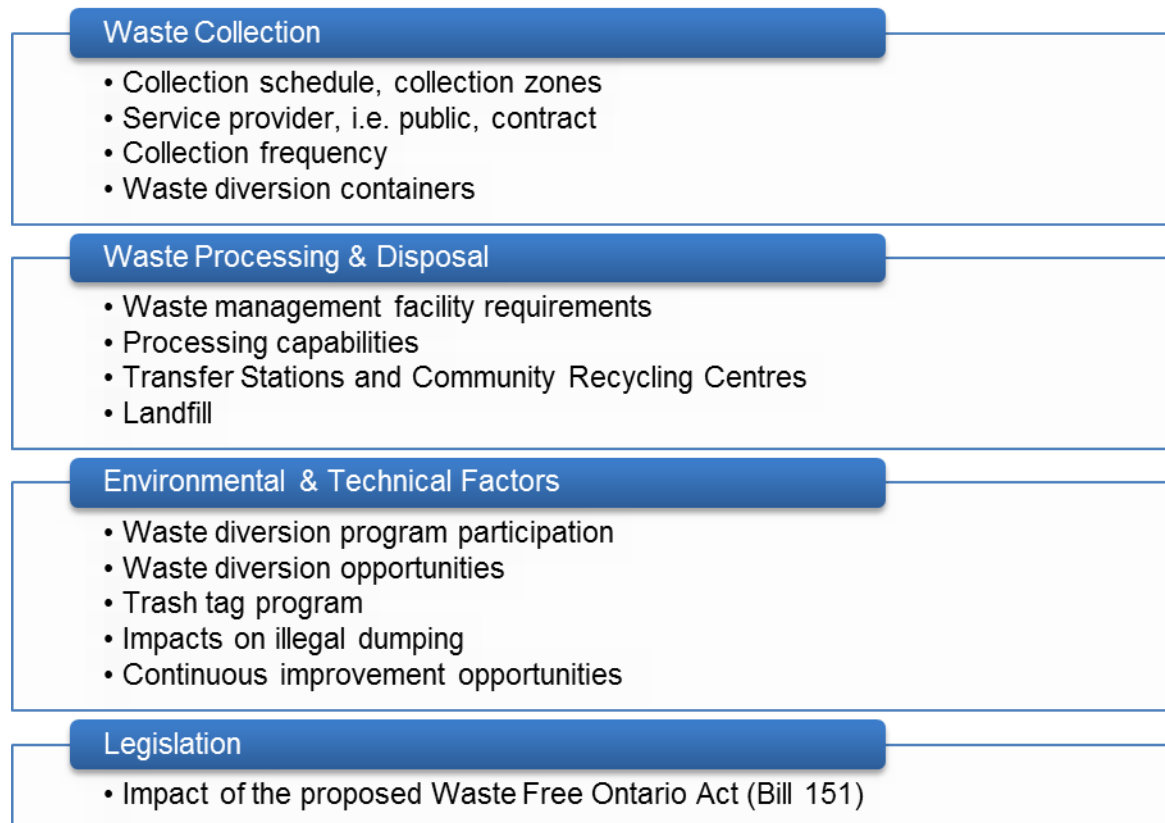
- Weekly collection of organic waste;
- Weekly collection of two-stream recyclables;
- Weekly collection of yard waste;
- Weekly collection of curbside garbage; and
- Weekly call-in service for bulk waste.

The City provides its waste management services through a mix of municipal and contracted forces and supports. A summary of the City's waste management contracts is outlined in Appendix A.

Consideration of the 2020 waste management system planning process began in late 2015. The City's existing waste contracts will end at various time-points; therefore, contractual requirements must be confirmed and coordinated as waste management contracts are integrated. For example, recycling services need to be coordinated between the City's Community Recycling Centres, waste collection services, and the Materials Recycling Facility (MRF). Because the contracts have expiry dates falling within a condensed timeframe, careful planning is necessary to ensure there is sufficient time for procurement and deployment of new contracts.

An assessment of considerations for the planning of the 2020 waste management system has been undertaken. Decisions will need to be made on several components of the waste management system as outlined in Figure 1.

Figure 1



Other issues which will need to be considered as part of the waste management system strategy include:

- Public acceptability;
- Economic factors;
- Diversion targets;
- Infrastructure requirements;
- Environmental impacts; and
- Other external regulatory requirements.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Waste Free Ontario Act (Bill 151):

The recent introduction of the Waste Free Ontario Act (Bill 151) creates many unknown factors. Bill 151 is currently under debate in the Ontario legislature. If passed, future Regulations supporting the Act may impact the City's recycling related services. Additional information on Bill 151 is included in the briefing notes appended to this

report. The City's planning process in preparation of the 2020 waste management system will need to determine if the recycling and related contracts should be renewed or put to market. Options could include the negotiated extension of existing contracts and/or provision of a "change of laws" clause in the new contracts. Staff will continue to monitor the progress of Bill 151 and its potential impact on the City's waste management system.

Solid Waste Management Master Plan (SWMMP):

The City's Solid Waste Management Master Plan (SWMMP) approved in 2012 includes the following recommendations:

- The City of Hamilton must lead and encourage the changes necessary to adopt the principle of waste reduction;
- The Glanbrook Landfill is a valuable resource. The City of Hamilton must minimize residual waste and optimize the use of the City's diversion and disposal facilities;
- The City of Hamilton must maintain responsibility for the residual wastes generated within its boundaries.

The 2012 SWMMP included a recommendation to undertake a review of the performance and outcomes of the SWMMP recommendations in 2017. This recommendation stems from Waste Diversion Ontario's funding model which recommends that municipal waste strategies are reviewed every 5 years. Staff will provide additional information to Council on the proposed SWMMP review and timing through a future staff report. Should there be a need or desire to defer the 2017 SWMMP review in light of Bill 151 and its potential impacts, the guiding principles of the 2012 SWMMP could serve as the foundation for 2020 waste management system planning.

RELEVANT CONSULTATION

To initiate the 2020 waste management system planning staff consulted with the City's Waste Management Advisory Committee and Public Works Committee members. Opinions and feedback related to the City's current waste management services were sought, as were opportunities and considerations in planning for the future waste management system. All interviewees expressed an interest in having a waste management system which offers convenient services tailored to the City's unique environment.

Issues and topics raised through these consultations are included in Appendix B. One briefing note per item provides supplementary information, which includes municipal scans. These briefing notes are high level summaries. Additional information can be provided to Council as requested.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Public Engagement:

Several Councillors were supportive of utilizing a public engagement strategy to solicit feedback on the City's waste management system as part of the planning process. It is being recommended that staff undertake this public outreach.

A public engagement strategy is proposed to receive comments from residents to gauge their opinions on the City's current waste management services and future options. Staff would retain a market research expert to assist with the development and deployment of the public engagement strategy. The expertise of a market research firm will be essential in developing questions that are clear and objective. This will ensure staff and Council receive a statistically relevant and reliable assessment of the public's current understanding of waste management services. Topics that could be considered for public input include:

- Participation in the City's waste collection programs, i.e. waste set-out habits;
- Familiarity with the City's waste facilities, i.e. Community Recycling Centers; and
- Opinions on potential waste system options.

The subject matter included in Appendix B briefing notes may be considered in the development of the public engagement strategy, particularly, issues which are citizen-facing, i.e. waste collection services. Prior to deployment, the proposed questions will be vetted with the Public Works Committee.

The proposed timeline for the public engagement strategy is as follows:

- Q4 2016 Report on the public engagement strategy including survey questions and methodology for Council's approval.
- Q1 2017 Report the results from the public survey and introduce waste system alternatives based on public feedback in preparation of a Q2, 2017 report on a proposed waste management system strategy and procurement initiation for the 2020 waste contracts.

Considering the importance of waste management services in the community, public feedback would provide helpful insight in developing the City's waste management system strategy. From past experience, public consultation has been an important element with the development of the City's waste management programs including the City's SWMMP and the curbside organics collection program. Public engagement is a common method to incorporate public input into the design of municipal waste management programs based on best practices from other municipalities.

Financial Considerations:

The City's 2016 operating budget for waste management contracts is approximately \$35 million. The length of the City's current waste management contracts range from four years to eighteen years as identified in Appendix A.

Potential financial impacts of the various service options for the 2020 waste management system will need consideration. From a high-level review of recently awarded municipal waste management contracts, we have noticed a general trend of escalating prices. Final costs for Hamilton's waste management system will not be known until the City undertakes the procurement process for new waste management services. It is anticipated, particularly for longer term contracts, that there may be a significant cost differential between existing and new contracts.

ALTERNATIVES FOR CONSIDERATION

The City may proceed with developing the waste management system without public consultation. In lieu of public consultation, the City could engage other waste industry experts to provide assistance with the development of options for the future waste management system.

In light of legislative changes and unknowns in the municipal waste management field, Council could direct staff to proceed with negotiations for potential short term extensions for existing waste contracts, particularly those related to recycling services.

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN

Strategic Priority #2

Valued & Sustainable Services

WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.

Strategic Objective

- 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.

Strategic Priority #3

Leadership & Governance

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Objective

- 3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.
- 3.4 Enhance opportunities for administrative and operational efficiencies.

APPENDICES AND SCHEDULES ATTACHED

Appendix A: Summary of Municipal Waste Contracts

Appendix B: Briefing Notes