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INTEGRATED WASTE MANAGEMENT MASTER PLAN UPDATE

The Environmental Services Committee recommends:

- 1. Receipt of the presentation by Ilmar Simanovskis, Director, Infrastructure and Environmental Services, Town of Aurora, Peter Loukes, Director, Environmental Services, Town of Markham, Cynthia Waters of Tim Hortons, and Dave Gordon, Manager, Sustainable Waste Management; and**
- 2. Adoption of the recommendation contained in the following report dated May 24, 2012, from the Commissioner of Environmental Services.**

1. RECOMMENDATION

It is recommended that Council receive this report for information.

2. PURPOSE

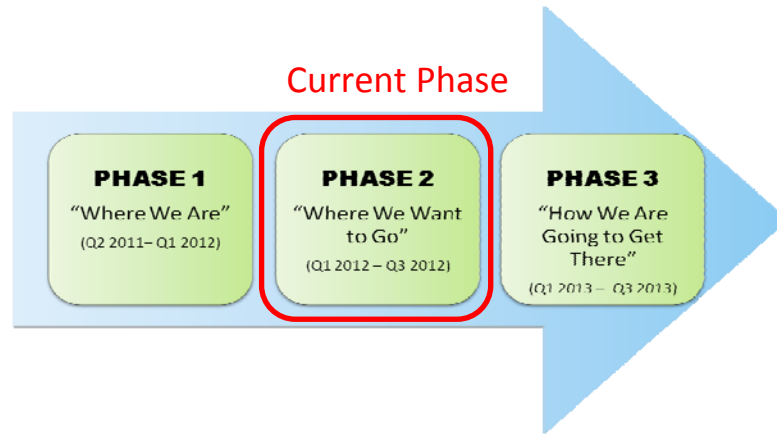
This report updates Council on the progress of the Integrated Waste Management Master Plan Study, including the draft vision and guiding principles, as well as a Decision Making Framework to support and facilitate more collaborative decision making in the future.

3. BACKGROUND

The Integrated Waste Management Master Plan, also known as the SM4RT LIVING Plan is in the second of a three phase process. The plan is exploring and developing leading edge integrated waste management solutions that will guide the next 25 to 40 years of waste management in the Region.

The Master Plan is being completed in three phases (Figure 1).

Figure 1
Phases of the Integrated Waste Management Master Plan



Phase 1 – “Where We Are”

This phase is complete. On January 26, 2012, Council received Report No.1 of Environmental Services Committee detailing the completion of Phase 1. Phase 1 assessed waste management programs already in place in York Region, researched what other municipalities are doing and reviewed potential regulatory and program changes that could impact the future. Reports and research generated in this phase included a comprehensive baseline assessment, policy review and a current and innovative practices review.

Phase 2 – “Where We Want To Go” (Current Phase)

Now that the baseline has been established and the current situation is understood, the process of developing the road map for where the Region could go has been initiated. This phase includes the development of long-term vision and goals and detailed waste management projections, as well as identification of opportunities for innovative program delivery and funding models. In addition, given the distribution of waste management roles and responsibilities within the Region, a decision making framework has been developed to facilitate greater communication, cooperation and sharing of information among all ten municipal partners, while collectively delivering waste management services in York Region.

Phase 3 – “How We Are Going To Get There”

We now understand “where we are”. Once goals and a vision for the future is set, a plan will be developed to get from today to tomorrow. This will be an interactive and iterative process utilizing technical analysis in concert with stakeholder engagement. The final product will provide a long-term vision for the future, with comprehensive steps to prepare for it.

4. ANALYSIS AND OPTIONS

Vision and Guiding Principles developed that respects all stakeholder consultation and provides direction for the plan

Over the past six months, the public has been engaged in a range of activities to:

- Define the context of the Integrated Waste Management Master Plan
- Create the SM4RT Living framework that will house possibilities and new ways of living over the next 25-40 years
- Identify goals and actions that need to be undertaken to achieve those visions

It was clear from the beginning that waste is a complex area. Current economic and social systems promote consumption. The concept of waste management needed to be reframed into “resource management” to recognize the inherent value of waste, the value we placed on resources, and how they are used. With this thinking in mind, project work and consultant efforts have involved an exploration of the current and future potential relationship with and use of waste.

All of the principles and actions that have led to creation of a vision for the future of waste management have come from the various forms of consultation and engagement completed to date, including:

- Attending a wide range of events across York Region to talk to people about their future ideas for waste
- Engaging the community through four unique “Ideas Generating Sessions”: SM4RT Food, SM4RT Studio, SM4RT Choices (What Really Matters) and SM4RT Design
- Consulting with members of the Stakeholder Advisory Committee, the Project Team (Local Municipal Partners), and staff who work in or who are connected to waste management at the Region

Throughout the engagement, phrases emerged that began to describe a vibrant and innovative SM4RT Living future. Together these thoughts provide a great picture of the life those engaged wished to see evolve over the next 25 – 40 years and have evolved into a draft Vision and Guiding Principles for the project (*see Attachment 1*).

Phase 2 Stakeholder Consultation to validate of the Vision and Guiding Principles

The Vision and Guiding Principles have been created based on the outcome of consultation during Phase 1. During Phase 2, it is important to return to the stakeholders to gauge their comfort with what was developed. The project schedule includes a round of public consultation similar to Phase 1 with attendance at public events to talk to people

about the Vision and Guiding Principles, as well as testing some of the potential program changes.

The consultation plan for Phase 2 includes a return to specific stakeholders on the Vision and Guiding Principles to provide a review of whether what has been developed is true to their input. Engagement with the Stakeholder Advisory Committee, the Citizen Panel and Council are planned over the summer and into early fall of 2012.

'SM4RT Living Family Challenge' runs from April 1 to June 30, 2012 with three families selected for participation

In March 2012, the 'SM4RT Living Family Challenge' was promoted to families in York Region. Three families were selected from a pool of more than 25 applicants in late March 2012 to participate. The challenge will guide families on a three month journey to become more aware of lifestyle choices and behaviours. The challenges will go beyond basic waste reduction and recycling efforts, challenging participants to embark on a more holistic lifestyle makeover.

The Family Challenge encompasses a number of tasks that reflect the outcomes and visions of the 2011 public engagement sessions and focus on working towards a 'zero' waste society by redefining:

- Consumption – use and purchase out of necessity with understanding of lifecycle of products, shop local
- Concept of waste – de-cluttering, sharing, repurposing, reusing and repairing
- Value in material – durability, life and 'after life' of products
- Currency – barter/exchange, trade, share

Families are being supported throughout the challenge through weekly check-ins with York Region coaches. To share the experiences and capture the attention of York Region residents, the challenge has maximized the use of both social and traditional media. To achieve this, staff and the families are expected to document their experiences through video, photographs and online posts (Facebook, Twitter). The challenges are not meant to add additional tasks or expenses to the families' regular life, rather encourage members to look at their purchases, and 'stuff' in a different way.

During the SM4RT Living Family Challenge, the participating family members have:

- The opportunity to try key changes in their lifestyle with support and tools
- The ability to make important lifestyle changes that will likely be advantageous to their health, both physically and financially
- The opportunity to influence the development of the SM4RT Living Plan

Integrated Partnership Model provides a strong foundation for continued success in coordinated service delivery

To date, one of the greatest complexities of the Integrated Waste Management Master Plan Study has been scoping the study to ensure needs of all stakeholders are addressed. It has been particularly important that the study addressed the priorities of each of the ten municipal partners, given waste management services are delivered as a partnership between the Region and local municipalities.

Considerable work has been underway to identify opportunities for coordinated and collaborative decision making between all ten municipal partners with respect to the waste management system. The premise of the Integrated Partnership Model is to provide for more coordinated decisions and planning processes, greater consistency in programs where appropriate, and the sharing of information and lessons learned to help continuously improve the overall waste resource management system in York Region. As part of the Integrated Partnership Model, each partner still retains autonomy to reflect community specific needs and timelines, while working together to achieve a common vision.

Engagement with the local municipalities has been extensive during Phase 2 to provide consistent direction for the Plan

Workshops were held from the end of March to June 2012 to review and provide direction to the consultant team on various opportunities to address identified waste management system gaps. Thirteen project team workshops were held with the ten municipal partners to provide direction on the suitability of various opportunities to address identified system gaps.

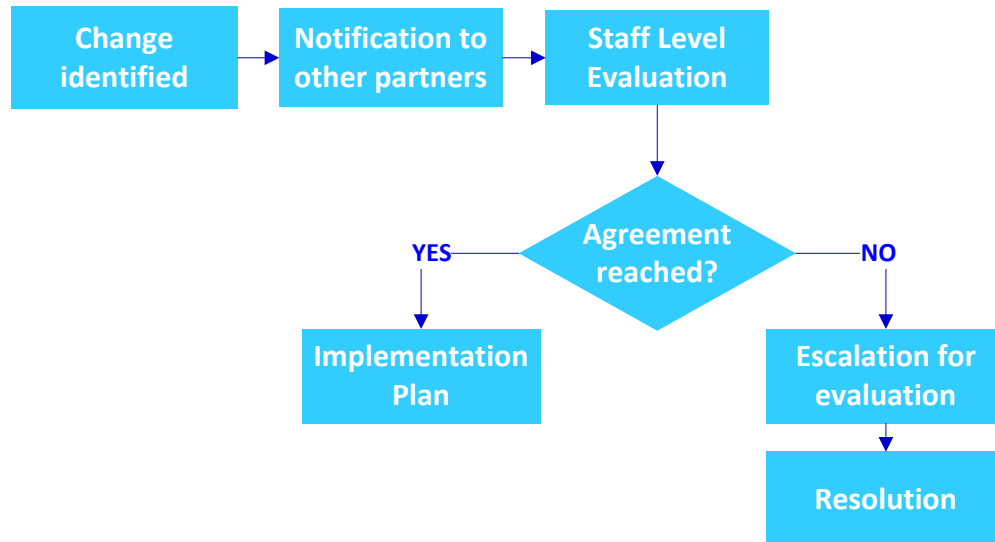
Individual meetings have been held with Regional staff and each local municipal partner to address specific issues and discuss the project approach in a smaller forum. These meetings will continue to ensure feedback on the project is received and addressed.

Presentations to local municipal councils have been delivered on Phase 1 and next steps for Phase 2.

Decision making framework provides structure to Integrated Partnership

In support of the Integrated Partnership, a decision making framework has been developed to help structure the process of how to make decisions, who should be involved in decision making, and what criteria should be considered in making the decision. An overview of this framework is presented in Figure 2.

Figure 2
Overview of Decision Making Framework



The premise is to ensure that although waste management is both a Regional and local municipal responsibility, ultimately, decisions are made that reflect a “one-taxpayer” approach. In taking this type of approach, there are significant opportunities that exist to foster coordinated decisions which will result in improved system performance and an overall better system for the taxpayers of York Region.

To support and facilitate this collaborative decision making process, as well as to provide for a greater sharing of information, a process flow diagram and supporting documents have been designed to clearly delineate the requirements, expectations, and process at critical steps in the decision making process.

Further review is currently underway to identify additional collaboration opportunities. For example, all the partners, each year, undertake a business planning process and forecasting exercise to support budgeting processes. In the future, it is being recommended that the partners work together in the preparation of these business plans to identify any potential impacts or opportunities to other partners.

Due to the complexity of the multi-stakeholder consultation and to respect the Integrated Partnership the project schedule was adjusted to provide more time for review and feedback than originally planned

To respect the integrity of the Integrated Partnership and the project itself, additional time and resources have been dedicated to ensuring the project team has sufficient understanding and input into developing opportunities that will begin to fill existing program gaps and shape new programs for the future. Additional time has been added to the schedule to allow the ten partners to review information thoroughly and workshop the

material, moving the final completion date of the study, including a report back to Council in September 2013. High level project milestones for Phases 2 and 3 are identified in Table 1.

Table 1
Current Project Milestones for Phase 2 and Phase 3

Deliverable		Completion Date
Phase 2 “Where we want to go” (Underway)	• Vision and Guiding Principles	Q2 2012
	• Projections Report	Q2 2012
	• Public Consultation	Q2 2012
	• Regional Council Workshop	Q3 2012
	• System Gaps and Opportunities Report	Q3 2012
Phase 3 “How we are going to get there”	• Opportunities Evaluation and Report	Q1 2013
	• Strategic Plan	Q2 2013
	• Implementation Plan	Q2 2013
	• Public Consultation	Q2 2013
	• Final Plan Completion	Q3 2013
	• Regional Council and Local Municipal Council Review	Q3 2013

Breadth and innovation of Integrated Waste Management Master Plan will focus on policy and partnership development to drive reduction and reuse balancing need for new recycling infrastructure

As a leader in waste diversion in Ontario, the Region has taken the initiative to develop waste management infrastructure to maintain this position. These efforts have provided the Region with long-term processing and disposal capacity for the majority of programs. With the Integrated Waste Management Master Plan emerging with a focus on a zero waste philosophy, many of the options now being investigated are focusing on policy, advocacy, influencing behaviour change and partnership development to drive waste reduction and reuse. Success in these areas will result in lower per capita waste generation decreasing reliance on new/expanded waste processing and disposal infrastructure.

Phase 2 “Where we want to go” activities are identifying and investigating opportunities for the future

Based on the review of the current waste management system and performance, consultation on what the public would like to see in the future, as well as a review of leading edge activities in the industry, a series of options and opportunities are being investigated. This investigation includes a range of “future-looking” programs, services,

facilities and partnerships to improve the current waste management system focusing not only on recycling and recovery opportunities, but also on reduction and reuse options. Some highlights of the options and opportunities being considered include:

- New planning policy to both support and influence new growth (Residential and Industrial, Commercial and Institutional) in York Region to ensure the 4R's are considered and incorporated right from the initial design stage, through construction activities, and finally facility operation
- Partnership opportunities with organizations, businesses and industries to support, influence and facilitate greater communications, cooperation, and collaboration on everything from program delivery to future infrastructure requirements and local economic development
- Roles that the Region and its local municipal partners could take in addressing current consumption patterns, food wastage, increasing community connections and asset sharing, and new opportunities for waste reduction and reuse

Phase 2 will conclude with an evaluation of opportunities and selection of the preferred suite of options in each of the 4R's.

Phase 3 'How we are going to get there' will take highly ranked opportunities identified and supported by the partners and other stakeholders and integrate them into an overall system. An evaluation of those opportunities based on the Vision and Guiding Principles, along with the triple bottom line criteria will define recommended components of the Implementation Plan.

'Quick win' opportunities are being actively pursued

A detailed examination of the current waste management system has been completed over the last several months. A number of potential gaps have been identified highlighting where the system may not be performing at an optimal level or where there are opportunities to enhance the system through provision of new services, strategic partnerships, and advocacy efforts. Some of the opportunities identified have the potential to not only benefit the broader waste resource management system, but also to further support a greater sense of community and foster local economic growth. Work on investigating these quick win opportunities is already underway with a few key highlights shown below:

- Development of the Integrated Partnership Model and a move towards more collaborative and cooperative decision making
- Examination of joint pilot disposal program between the Region and the Town of Markham for selected multi residential developments
- Exploration of eyeglass diversion programs at the Community Environmental Centres with Maple Lions Club
- Designing a comprehensive advocacy strategy to provide a unified position for all York Region partners to have their perspectives

During Phases 2 and 3 investigations into alternative means of financing delivery of waste management program and services over the longer term will also be considered.

Link to key Council-approved plans

The Integrated Waste Management Master Plan is linked to and consistent with other Regional strategies. As part of the process of developing this master plan, staff have identified linkages and are working closely with Regional staff from other departments who are co-ordinating other Strategic Plans, including Vision 2051 and Making Ends Meet (Human Services Planning Board). Staff is ensuring that recommendations coming forward are consistent across all strategies and have taken advantage of opportunities to promote other Regional programs.

Specifically, the Plan supports the following goals from the Strategic Plan:

- Reduction in solid waste generation per capita
- Increased diversion from landfill

5. FINANCIAL IMPLICATIONS

Sufficient funding available in the approved 2012 Total Project Budget Authority

Activities described in this report are consistent with and within the approved budget for this project.

Sufficient funds for this project are currently approved under 2012 total project budget authority for \$1,850,000 funded from tax levy.

6. LOCAL MUNICIPAL IMPACT

Development of an Integrated Partnership model allows for collaborative decision making amongst ten municipal partners to deliver waste management services in a one-taxpayer approach.

The decision making framework leverages the knowledge and expertise of the ten municipal partners, allowing for collaboration on program changes while supporting autonomy to address specific needs of local communities regional processing requirements and timelines for implementation.

7. CONCLUSION

The Integrated Waste Management Master Plan will establish a planning framework and strategic direction for waste management within the Region for the next 40 years. The Plan will allow the Region to maintain its position as a waste management leader and continue its movement towards more sustainable waste management, by focusing on driving waste prevention and reuse, while maximizing recycling, composting, and energy recovery opportunities.

For more information on this report, please contact Laura McDowell, Director Environmental Promotion and Protection at 905-830-4444 Ext. 5077.

The Senior Management Group has reviewed this report.

(The attachment referred to in this clause is attached to this report.)

Integrated Waste Management Master Plan

Integrated Partnership, Vision and Guiding Principles

Presentation to Environmental Services Committee

Peter Loukes, Markham

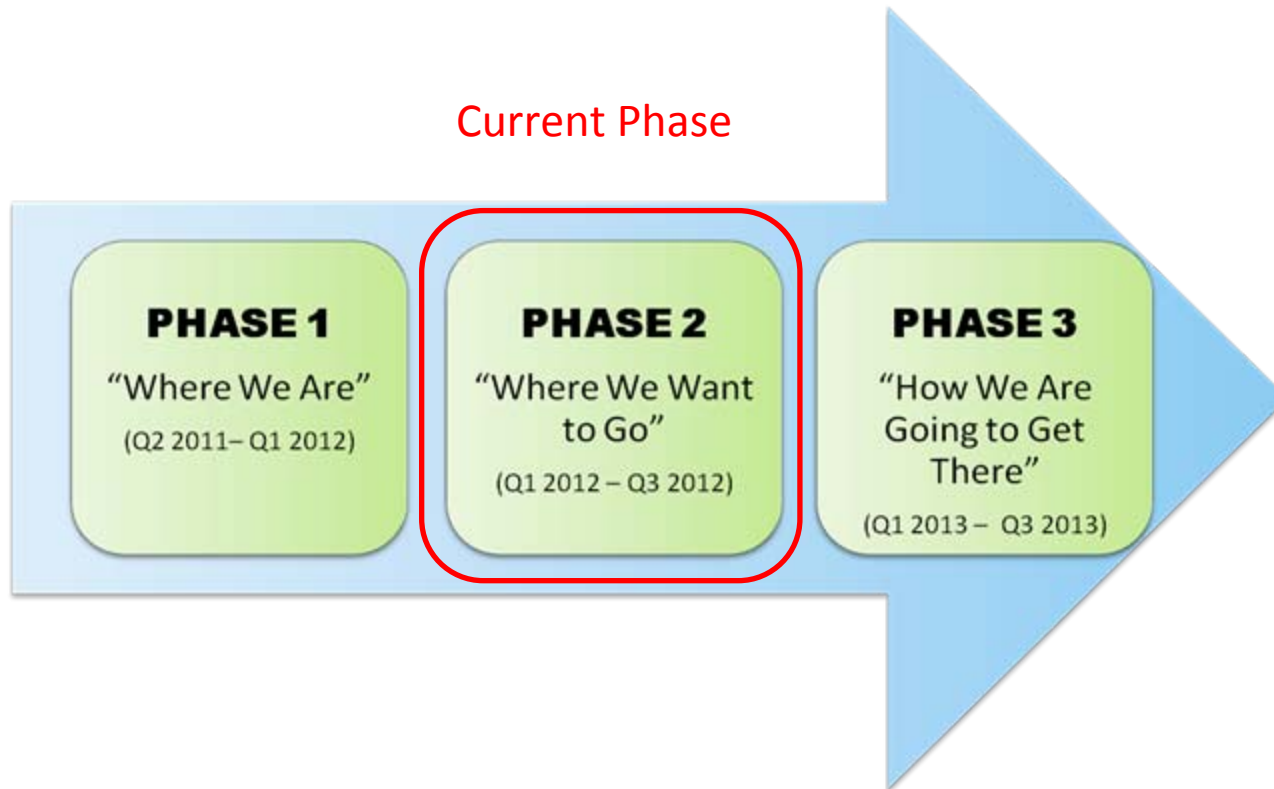
Ilmar Simanovskis, Aurora

Cynthia Waters, Tim Hortons

Dave Gordon, York Region

June 20, 2012

SM4RT LIVING Project Status



Taking time to build successful integrated partnership

SM4RT LIVING 101

The Business Case

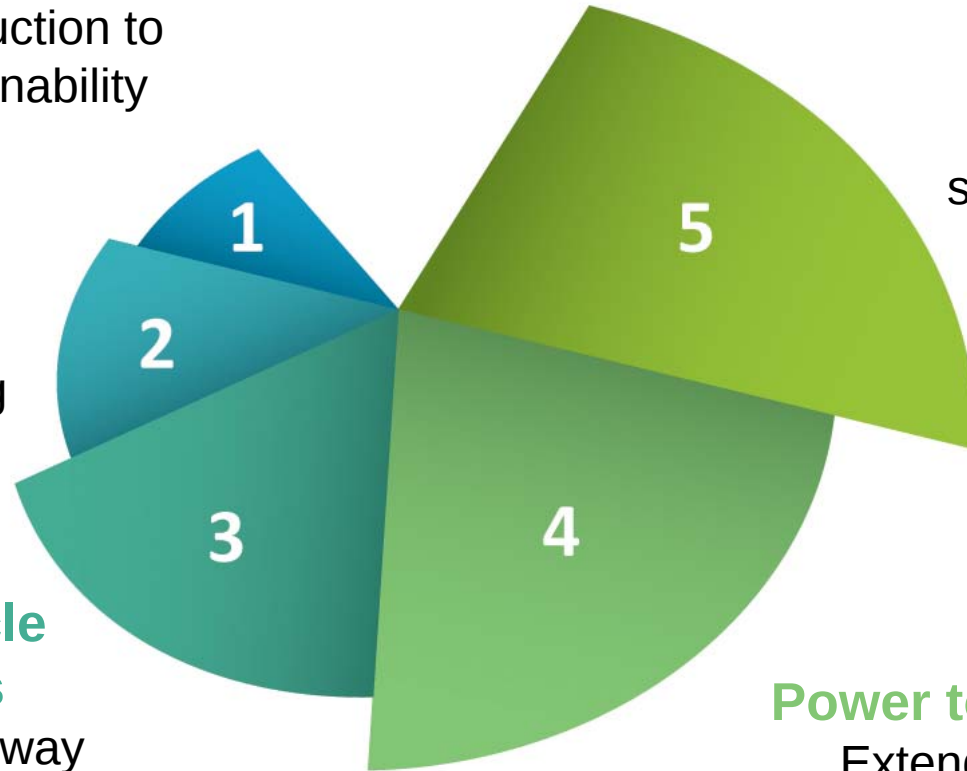
Need for waste reduction to ensure future sustainability

Changing Habits

Conscious consumer & lifestyle choices, saving time and **money**

Food as a vehicle for new choices

Food can lead the way to waste reduction and localized solutions



Collaborative Consumption

From owning to sharing, bartering, lending, trading, renting, gifting, and swapping

Power to Advocate

Extended Producer Responsibility

Guiding Principles and Vision

- ❑ Guiding Principles and a long-term Vision drafted collaboratively respecting the needs of various stakeholders



Public Consultation & Engagement

- ❑ Looking for Leadership
- ❑ Consumers are becoming more conscious of purchasing habits
- ❑ Program consistency



Stakeholder consultation has revealed that the public have desire for change

Municipal Engagement

- ❑ Provision of seamless waste management services to customers
- ❑ Reliant on collaboration between all ten municipal partners
 - ❑ Project Team meetings
 - ❑ Project Workshops
 - ❑ One on One meetings between York Region staff and each local municipality
 - ❑ Local municipal council presentations
- ❑ Independent facilitator

Collaboration has resulted in improved project momentum and stronger relationships

Waste Management Services Delivered Through Integrated Partnership Model

Significant work has been undertaken by ten partners to develop an Integrated Partnership model.

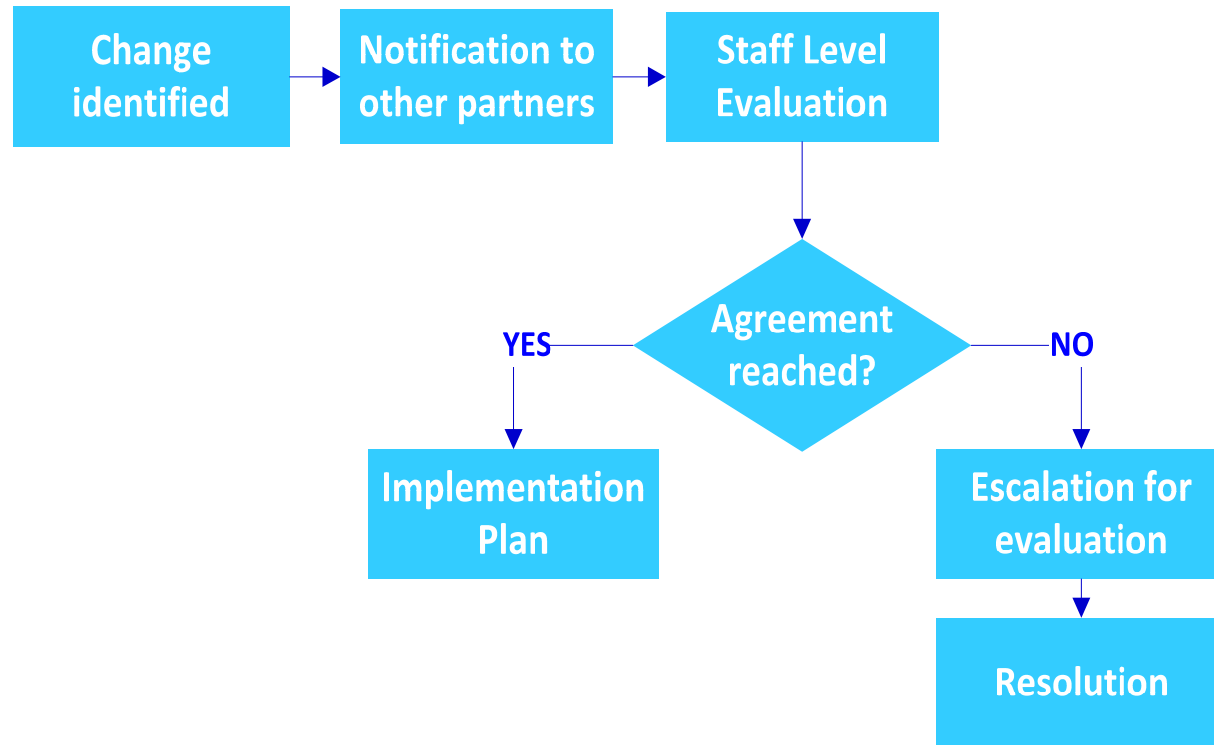
Commitment to achieve:

- common specific performance standards that define success
- phased implementation approaches
- areas for program synergies
- autonomy for Local Municipalities



Integrated Partnership Model supports collaboration, innovation and leveraging of expertise

Decision Making Framework



Transparent decision making process to evaluate impacts of change on full Waste Management System recognizing there is only one taxpayer

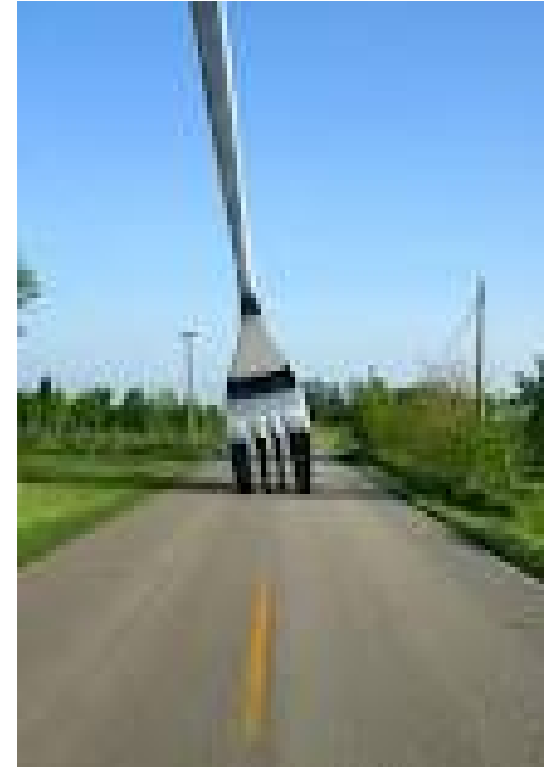
Stakeholder Advisory Committee



Leveraging alignment and support of SM4RT Living by businesses, institutions and community groups will ensure broad community support

Shifting the Approach to Focus on Reduction and Reuse

- ❑ Opportunities being evaluated in Phase 2 will place emphasis on 4R's hierarchy – reduction and reuse and 'soft path' approach
- ❑ Concept of 'Infra-stretching' and 'waste avoidance'
- ❑ Develop community connections and consumer responsibility concepts and fostering support through other levels of government and brand owners



Balancing use of infrastructure with increased focus on reduction and reuse is core to financially sustainable SM4RT Living

Future Infrastructure Requirements will be Evaluated

- ❑ Organics
 - ❑ York-Dufferin Facility
- ❑ Residual Disposal
 - ❑ Green Lane landfill contract expires in 2022
 - ❑ Potential expansion of Durham York Energy Centre
- ❑ Mixed Waste Processing
 - ❑ Currently in long-term capital budget for Multi-Residential waste



Need for new or expanded waste management infrastructure will be considered to meet long term needs

Next Steps :

Finalize Phase 2 (end of Q3 2012)

- ❑ Seek stakeholder consultation on drafted long-term vision and guiding principles
- ❑ Implement Decision Making Framework
- ❑ Finalize waste management projections
- ❑ Continue to work as ten partners to evaluate opportunities for innovative program delivery and funding models



A Preliminary Vision for the Future...

A waste resource management system that recognizes and conserves the resource value of waste through leadership, innovation and collaboration in the identification and promotion of the necessary cultural, societal and industry change required. Leading by example, we are transforming our communities through adaptive, innovative and integrated waste management.



With Supporting Guiding Principles...

1. We must reframe waste as comprised of resources that are finite and must be conserved.
2. We lead through action; demonstration; pilots; innovative education; advocacy; and, proactive policy development based on best practices.
3. We will make decisions using integrated systems thinking balanced with environmental, social and fiscal responsibility.
4. We demonstrate innovation and leadership through the integrated partnership model with shared decision making and accountability.
5. We will honour the waste management hierarchy and the 4Rs (Reduce, Reuse, Recycle and Recovery) balancing the wants and needs of our communities.
6. We nurture and cultivate local economic growth; innovation; and, entrepreneurship.
7. We focus on creating vibrant communities through the promotion of enhanced community connections and informed; inspired; and, engaged citizens.
8. We strive to change the consumer culture through inspiring conscious decision-making and advocating change in communities, governments and industry.
9. We are flexible and resilient, enabling us to anticipate trends and adapt to local and global influence and change for the future.