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FOR INQUIRIES: PLEASE QUOTE ITEM & REPORT NO.

March 24, 2005

Mr. Denis Kelly, Regional Clerk
The Regional Municipality of York
17250 Yonge Street, Box 147
Newmarket, ON
L3Y 6Z1

REGION OF YORK
CLERK'S OFFICE

FILE No. - P27

Dear Mr. Kelly:

RE: "GREENING VAUGHAN" – A COMPREHENSIVE WASTE MANAGEMENT PLAN

Attached for your information is **Item 2, Report No. 13**, of the Committee of the Whole (Working Session) regarding the above-noted matter which was adopted without amendment by the Council of the City of Vaughan at its meeting of March 21, 2005.

I draw your attention to Clauses 2 and 3 as follows:

That the Region of York be requested to design/build in the City of Vaughan a Community Environmental Centre to address hazardous household waste, including an exchange program;

That the Region of York be requested to assist with financial and technical support for Vaughan's communication and participation plan.

Sincerely,



J. D. Leach
City Clerk

Attachment
Extract
Appendix I – Proposed Roll Out Plan
Appendix II- Communication Components

JDL/as

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2, Report No. 13, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on March 21, 2005.

2 "GREENING VAUGHAN" – A COMPREHENSIVE WASTE MANAGEMENT PLAN

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the Commissioner of Engineering and Public Works, dated March 1, 2005, be approved, subject to:**
 - a) replacing clause 3 with the following:**

That a "Greening Vaughan" Advisory Committee be established and that staff provide a report to the Committee of the Whole meeting in April 2005 on the Terms of Reference;
 - b) adding to the end of clause 5 "and integrate existing initiatives, such as, Earth Day, the Anti-Litter program and Cash for Trash;**
 - c) replacing "October 31, 2006" in clause 8 with "November 14, 2006"; and**
 - d) replacing "September 11, 2007" in clauses 12 and 13 with "September 10, 2007";**
- 2) That the Region of York be requested to design/build in the City of Vaughan a Community Environmental Centre to address hazardous household waste, including an exchange program;**
- 3) That the Region of York be requested to assist with financial and technical support for Vaughan's communication and participation plan;**
- 4) That staff develop as a component of this plan, a strategy specific for high rise and high density developments such as, condos and apartments to allow residents to take part in all components of the recycling and waste management program; and**

Furthermore, that the Planning Department, in consultation with Engineering and Public Works, develop a strategy that includes appropriate planning and building requirements to ensure that high rise developments establish facilities that will support and encourage recycling in those types of buildings; and
- 5) That the presentation material, be received.**

Recommendation

The Commissioner of Engineering and Public Works recommends, that in order to achieve the provincial target of 60% diversion by 2008, the 'Greening Vaughan' comprehensive waste management plan, consisting of Phases 1, 2, and 3, and the following recommendations, be approved in their entirety:

Phase 1 (2005)

- 1. That staff enter into discussions with Waste Management of Canada Corporation, regarding the provision of once per week recycling collection, and subject to the contractor being able to provide sufficient vehicles, and the necessary funds being**

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2, CW(WS) Report No. 13 – Page 2

approved, once per week recycling collection be implemented Tuesday September 13, 2005, and should the contractor's costs be prohibitive, once per week recycling collection commence upon the start of the new collection contract, January 1, 2006;

2. That a 4 container limit/dwelling/week (a combination of bags, containers and bulky items) for the garbage stream, be implemented in conjunction with the commencement of once per week recycling collection; and the City provide tags at no cost to the resident to be placed on all containers in excess of the limit;
3. That staff prepare Terms of Reference for the creation of a "Greening Vaughan" Advisory Committee;
4. That a clause be incorporated into the standard subdivision agreement, in the financial requirement schedule, requiring that the "owner" as defined the subdivision agreement to pay an amount equal to the cost of one green bin and the approved number of household organic bins per dwelling; and this be implemented as soon as possible;
5. That staff commence and implement the Communications Plan for the roll out of "Greening Vaughan", as generally described in this report;
6. That staff apply for a COMRIF grant to offset the cost of purchasing the green bins;

Phase 2 (2006)

7. That the City provide each household one (1) large green bin and an approved number of small in-house containers for organic waste;
8. That once per week City-wide Source Separated Organics collection commence on Tuesday, October 31, 2006;
9. That a 3 container limit/dwelling/week (a combination of bags, containers and bulky items) for the residual waste stream, be implemented in conjunction with the Source Separated Organics collection and additional tags be sold for \$1.00 each;
10. That the most current waste/recycling collection By-law be amended to add 'Corrugated Cardboard' to the list of materials defined as 'Non-Collectible Waste';
11. That the City implement a full cost recovery fee for all new, replacement, stolen, or lost blue boxes and green bins effective Tuesday October 31, 2006;

Phase 3 (2007)

12. That the collection frequency of residual waste (garbage) be set at once every other week, effective Tuesday September 11, 2007;
13. That a 3 container limit/dwelling/collection (a combination of bags, containers and bulky items), be placed on the residual waste stream with additional bag tags purchased for a \$1.00 fee, effective Tuesday September 11, 2007; and,
14. That the presentation by the Commissioner of Engineering and Public Works be received.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2, CW(W/S) Report No. 13 – Page 3

Purpose

The purpose of this report is to provide Council with a comprehensive waste management plan that will achieve, and possibly exceed, the provincial target of 60% diversion by 2008.

Background - Analysis and Options

1. A NEED FOR CHANGE

Since the closure of Keele Valley landfill site in December 31, 2002, all area municipalities in the Region of York have had to meet the ever-changing requirements for the disposal of waste and the processing of recyclables and organic materials. Since 2003, the City of Vaughan has changed various components of its waste/recycling collection program to meet these new disposal and processing requirements, to increase waste diversion and/or to reduce waste management costs. Some of the changes in the City's waste management program over the past several years are as follows:

- increased promotion/education to allow for greater modes of communicating the City's waste management program, such as mobile signs, waste/recycling/leaf and yard stickers, appliance stickers, door hangers and collection calendars (2002)
- introduced the appliance collection fee (2003)
- subsidized the sale of backyard composters (2003)
- incorporated a clause in the subdivision agreement, whereby the 'Owner' as defined in the agreement, is required to pay the equivalent of 2 blue boxes per household (2004)
- eliminated twice a week garbage collection (2004)
- improved leaf and yard collection frequencies to include summer months (2004)
- introduced a ban of additional materials from the waste stream (i.e. leaf and yard waste and used beverage containers), in keeping with the Michigan's Department of Environmental Quality list of prohibited wastes (2004)
- introduced a ban of plastic bags for leaf and yard waste collection, as per the Region of York's processing requirements (2005)

At the Regional Council meeting of December 16, 2004, Region of York Council recommended (in part) that *"All local municipalities be advised to implement a source separated organic collection program no later than June 1, 2006 or on the renewal date of their respective collection contracts"* and that *"Local municipalities pay all costs related to the collection of source separated organics, including the provision of collection containers"*.

According to the Region, the Town of Markham will roll out the SSO program to the remaining portion of their community shortly after the July 2005 opening of the York Region's new Waste Management Facility. The Towns of Newmarket, Richmond Hill, and Aurora are expected to launch their SSO programs sometime in 2006 and Town of Georgina and the Town of Whitchurch-Stouffville have indicated a launch date sometime in 2007. The remaining two municipalities (King and Vaughan) have not articulated to the Region a proposed start date for the Source Separated Organics (SSO) program.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2. CW(WS) Report No. 13 – Page 4

The concept of the "Greening Vaughan" waste management program is to implement a comprehensive systems plan, which includes a SSO collection program. As a systems plan, the overall program's success will depend upon each individual segment of the proposed system. The success of one component is inextricably linked to the implementation and success of another component of the system. It is imperative that all system components be implemented in order to achieve the desired goals; higher diversion rates, public acceptance, and a much more responsible waste management program. As such, the program recognizes that should one component of the program be altered (i.e. set out restrictions, material bans or collection frequencies) another component of the program must be enhanced to "replace" that service that has either been reduced or removed.

2. THE EXISTING PROGRAM - WHERE WE ARE NOW

Diversion targets are important tools for benchmarking the success of waste diversion programs. In 2004, the City of Vaughan's waste diversion rate was approximately 19.5% (up approximately 8% from 2001), compared to a Region of York average of 26% (Source: Waste Diversion Organization). In June 2004, the Minister of the Environment announced (via a Discussion Paper) a goal with respect to municipal waste diversion efforts – 60% by the year 2008. This objective, although ambitious, is attainable. When a residential curbside waste composition study was conducted in January 2002, it was found that 42.5% of the waste could have been diverted through existing programs. Of that 42.5%, 14.9% represented yard waste material – even though the study was conducted during the leaf and yard collection program. If that same study were done in 2004, the leaf and yard portion in the waste stream would have been much lower due to the ban of leaf and yard material in the regular garbage. Regardless, there still would be a significant portion of recyclables (i.e. 27.6%) disposed of in the regular garbage, as there has been no significant change to the City's waste management program (since the study) that would directly impact this finding.

**Table 1
Current and Target Diversion Rates**

Material Stream	Current Diversion	Estimated Target Diversion
Blue Box materials*	11.0%	21%
Curbside Organics	n/a	30%
Leaf and Yard Waste (includes grass)	7.5%	7.5%
Depot*	0.0%	1%
Backyard Composting*	0.0%	0.5%
Appliance Recycling	1%	1%
Total	19.5%	61%

***Notes:**

- Backyard Composting: It is estimated that 58 tonnes was diverted from landfill via backyard composting. This amount is not high enough to register a 10th of a decimal percentage point, so therefore it is not shown on the table above.
- Depots: Diversion target assumes that a residential drop off location (for leaves and recycling) – located in Vaughan – will be available to residents
- Blue Box: Diversion target assumes the provision of weekly recycling and an enhanced blue box program

a) Curbside Residential

The following is a summary of the City's current curbside collection program:

- Garbage: Collection provided weekly. No limit on the number of items.
- Bulky items: Collected with the regular garbage. No limit on the number of items.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2, CW(W.S) Report No. 13 – Page 5

- Leaf and Yard waste material: Collected for 16 weeks weekly (Spring and Fall) and 18 weeks bi-weekly (Summer), totaling 34 collections/area/year. Grass clippings are not banned from the leaf and yard stream. As of January 1, 2005, no plastic bags will be permitted.
- Christmas tree collection: Two collections/area/year.
- Appliances: Collected by appointment only at a cost of \$25/per appliance.
- Backyard Composters: Available year round at the Joint Operations Centre. The City provides a \$10.00 subsidy on each composter.
- Blue Boxes: Collection provided once every other week. Two free blue boxes per household. Additional blue boxes are \$5.00 each. Costs are partially recouped via a clause in the subdivision agreement requiring "Owners" (as defined in the agreement) to pay for 2 blue boxes for each residential dwelling unit constructed. Blue boxes are only available at the Joint Operations Centre.

When compared to current waste management service levels (re: curbside collection) & diversion rates at other municipalities in the Region of York, the City of Vaughan does lag behind in some aspects of its waste management program, namely bag limits, bag tags, blue box fees, ban of grass from the leaf and yard waste collection and the ban of cardboard from the garbage stream.

b) Multi-Residential

Multi-residential establishments participate in a similar liberal waste collection program. There is no limit on the amount of waste (including bulky items) that a multi residential establishment can set out for collection. However, multi-residential establishments do not partake in the City's programs for leaf and yard waste material collection, Christmas tree collection and backyard composters. For recycling, the owners of the complexes are responsible for purchasing the large 95 gallon wheeled (recycling) carts. Recycling collection is provided to the multi-unit dwellings on a weekly basis.

Given the significant differences between curbside and multi-residential waste programs, collection methods and how a resident disposes of their waste (curbside vs. disposal chute), multi residential establishments are not included in the first 3 phases of the proposed waste management systems plan. Multi-residential establishments account for approximately 9% of the total residential dwelling units collected by the City. It is anticipated that once the curbside waste management systems plan has been fully implemented, the City will review the waste management program for multi residential establishments (Phase 4).

c) Non Residential Establishments

Although the City's curbside collection program is intended for the residential sector only, there are a number of non-residential establishments in the downtown Kleinburg, Woodbridge and Thornhill communities, which, to the understanding of City staff, have been informally "grand parented" into the City's curbside waste collection program. These entities receive collection services under the same rules and conditions of the residential curbside collection program. However, there is no formal record to indicate the addresses of those non-residential establishments entitled to collection or when they were approved for service. There are a number of other locations across the City that receive curbside waste collection also.

In total, there are approximately 170 known non-residential establishments receiving curbside collection via the City's residential collection program. Some of the establishments include: churches, businesses, banks, Montessori schools etc. It may be that some of these establishments will "de-list" on their own volition, as they will not be able to adhere to the new waste management program requirements. However, staff will revisit this issue with Council prior to the finalization of the new collection contracts.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2, CW(WS) Report No. 13 – Page 6

3. “GREENING VAUGHAN” – The New Program

a) The Program Objective

At the end of the “Greening Vaughan” program (phases 1 to 3), the following changes summarized in Table 2 will have been implemented:

**Table 2
“Greening Vaughan” Program**

Increase diversion through:

Source Separated Organics: Once per week collection. Green Bins provided for free during roll out. Residents will be required to pay for them thereafter or use alternative container.

Recycling: Once per week collection. Expanded blue box program. More liberal set out requirements (i.e. containers and size of bundled cardboard).

Garbage/Residual: Once every other week collection. Container limit of 3 (a combination of bags, containers and bulky items). Fee for additional containers/bulky items.

Other:

- Blue boxes to be more readily available at all Community Centres. Residents are to be charged for all blue boxes, as no-cost alternative containers can be used.
- Green bins to be funded by developer/builder via financial requirement in subdivision agreement for new developments.
- Cardboard banned from waste stream.
- Christmas trees will have a size requirement.
- Definitive criteria to be established for determining which non-residential establishments are entitled to curbside collection.

Duration of Implementation: approximately 2 years

Number of Phases: 3

It is not anticipated that Leaf and Yard Collection, Appliance Collection, and the subsidy for backyard composters will change during the roll out of the new program.

b) Proposed Roll Out Plan – HOW TO GET WHERE WE WANT TO GO

The rationale for a 3-phased approach is to provide residents ample opportunity to adjust to the new waste management requirements. As the summary indicates, there are significant changes to adapt to.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2, CW(W/S) Report No. 13 – Page 7

It is anticipated that a minimum of 8 to 9 months of lead time is required to implement a SSO program: a new tender would have to be developed for the collection of waste materials and issued far enough in advance (i.e. +6 months) to permit the contractor(s) to purchase the requisite vehicles; the waste/recycling collection by-law will have to be rewritten; green bins would have to be purchased; and, a comprehensive communications plan must be developed and implemented.

Proposed time lines and tasks have been outlined in Appendix I, "Roll Out Plan". The plan identifies the tasks and timelines for each phase as well as the preparatory tasks required to be completed prior to the launch of the program. A communications plan accompanies this roll out plan and is discussed later in this report. A summary of the "Greening Vaughan" roll out plan is described in Table 3 below:

Table 3
"Greening Vaughan" Roll Out Plan

PREPERATORY (Immediate)

- Enter into discussions with Waste Management of Canada Corporation regarding the provision of once a week recycling commencing September 13, 2004;
- Prepare, tender and award new collection contract with January 1, 2006 start date;
- Incorporate into the standard subdivision agreement, in the financial requirement schedule, requiring the Owner as defined in the agreement, to pay an amount equal to the cost of one green bin and the requisite number of household bins, as determined by members of Council;
- Develop new waste/recycling collection By-law, including height restriction on Christmas trees;
- Address issue concerning non-residential establishments receiving curbside collection;
- Hire staff/students;
- Develop and implement communications plan;
- Prepare Terms of Reference for the creation of a "Greening Vaughan" Advisory Committee;
- Prepare tender for green bins and household containers; and,
- Prepare for official launch of "Greening Vaughan" (and launch of subsequent phases)

PHASE 1 Implementation Date: SEPTEMBER 13, 2005*

Garbage: Once per week collection, 4 container limit (a combination of bags, containers and bulky items), free tags provided for additional containers/bulky items.

Recycling: Once per week collection with expanded list of materials.

*Alternate date of January 1, 2006 with commencement of new collection contract

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2. CW(WS) Report No. 13 – Page 8

PHASE 2 Implementation Date: OCTOBER 31, 2006

Residual waste (garbage): Once per week collection 3 container limit (a combination of bags, containers and bulky items), fee for tags for set outs over the limit.

Source Separated Organics: Once per week collection.

Recycling: Once per week collection (unchanged from Phase 1).

Other:

- Blue boxes are made available at all Community Centres. Residents to pay for each blue box; and,
- Cardboard banned from the waste stream (must be recycled).

PHASE 3 Implementation Date: SEPTEMBER 11, 2007

Residual waste: Every other week collection, 3 container limit (a combination of bags, containers and bulky items), fee for tags for set outs over the limit.

Source Separated Organics: Once per week collection (unchanged from Phase 2).

Recycling: Once per week collection (unchanged from Phase 1).

Note: The container limit noted above includes weight and size restrictions.

i) Phase 1: September 2005

In Phase 1, the focus will be on recycling and the introduction of container limits. The Region's new facility will accept additional blue box materials, namely plastics #4 through #7, (excluding styrofoam and film plastic) and empty paint and aerosol cans. Although the Region is expected to open its new waste management facility in July of 2005, the launch of Phase 1 will commence in September 2005. The reason for delaying the launch date to September is premised on the fact that new programs of this magnitude ideally are not launched in mid summer when members of the households may be away from home. Launching Phase 1 in September also permits the ability to fully utilize summer students in the preparation of promotional and educational material and the distribution (door to door) thereafter. Furthermore, it gives the Region (via Miller) time to rectify operational issues, if so required.

The introduction of the 4 container limit and the expanded blue box program will coincide with the provision of a weekly blue box (recycling) collection program, if the contractor is able to provide the requisite resources and if the costs are acceptable. However, should the collection contractor not be able to provide the necessary resources and/or if the collection costs are deemed too prohibitive in implementing weekly recycling in September of 2005 (which is in the last 4 months of the existing contract), weekly recycling would not commence until the start of the new collection contract, January 1, 2006.

The proposed 4 container limit (a combination of bags, containers and bulky items) is anticipated to have a moderate impact on most residents' day to day waste management practices, as the

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2, CW(WS) Report No. 13 – Page 9

average set out rate was estimated to be between 3 to 4 containers/dwelling/week (*Source: Residential Curbside Waste Composition Study, Marshall Macklin Monaghan, January 2002*). The container limit, although not too restrictive, is intended to make residents aware of the alternatives to waste. Residents placing more than 4 containers out at curbside will be required to place a tag on every container/bag/bulky item over the limit. During the first phase, the City will provide residents an unlimited number of tags at no cost.

Should weekly recycling be deferred from September 13, 2005 to January 1, 2006, the success of the voluntary 4 container limit will be compromised – at least for the first 4 months of Phase 1. It is anticipated that residents may continue to dispose of recyclable materials in the garbage, as a convenient alternative would not be available.

ii) Phase 2: September 2006

Phase 2 is to commence in September 2006 with the delivery of the green bins and introduces the Source Separated Organics collection program. This timeline is generally consistent with the Region's June 1, 2006 "advised" deadline. With the introduction of SSO collection, garbage, or "residual waste" as it will be known, will continue to be collected weekly, but the limit will be reduced to 3 containers/dwelling/week (a combination of bags, containers and bulky items). In addition, all additional containers/bag/bulky items will require tags, and these will need to be purchased by the resident for a \$1 fee. SSO collection would start October 31, 2006.

The green bins for the Source Separated Organics program will, at launch time, be provided at no cost to the resident. After the launch, residents will be required to purchase a replacement green bin or designate any open top rigid container as an organic waste receptacle. Should a resident elect to do the latter, the bin must be clearly labeled 'organic waste'.

While there have been some reports linking SSO collection with creating a rodent problem, these complaints are largely unfounded. The container used by both Toronto and Markham has a lid with a latch that was designed to be rodent and raccoon proof. The organic materials are collected at the same frequency as garbage was collected prior to the introduction of SSO collection. As such, the materials that attract rodents are collected as often as they were before, and, the container that is being used for SSO collection is, in many cases, superior to the garbage containers that residents used prior to the SSO collection being introduced. The real problem lies in the fact that if residents do not take full advantage of the organics collection program and throw organic materials out in the regular garbage stream, these residual materials must remain uncollected for two weeks. The phased approach to SSO and residual material collection, as recommended, will allow residents an opportunity to acquaint themselves with the new program for a one year period, thereby giving staff time to educate and promote the programs. This is why promotion and education is important to the success of residents embracing the program.

To fully capture all the materials that can be put in the blue box, it is also recommended that corrugated cardboard be banned from the waste stream, as is done in 8 of the 9 municipalities in the Region of York. The new collection contract will allow for more liberal set out dimensions for bundled corrugated cardboard in the blue box (recycling) collection program.

Further, it is recommended that blue boxes be made more readily available to residents via Community Centres and residents be charged for each blue box provided for by the City. Again, as with the corrugated cardboard, the new collection contract will allow for more liberal set-out requirements. Residents, if they choose not to purchase a blue box, may use a similar sized rigid container (i.e. cardboard box, laundry basket) to place their recyclables in.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2. CW(WS) Report No. 13 – Page 10

iii) Phase 3: September 2007

The third phase of the "Greening Vaughan" program is to provide alternate week residual waste collection and continue with the 3 container limit (a combination of bags, containers and bulky items), with fees for additional containers/bags/bulky items. Phase 3 will be launched September 2007.

It is intended, through the promotion and education campaign, that residents will understand that most of their waste can be diverted through recycling and organic collections, which will continue to be collected weekly.

After experiencing the SSO program for almost a year, residents will know that putrid or "yucky" wastes – typically characterized by food wastes, soiled paper products, pet waste and personal care products, are collected weekly with the Source Separated Organics program. It is these putrid wastes that emit the foul odour(s) if left in containers for an extended period of time.

The every other week residual waste collection will only be problematic to residents that do not fully participate in the waste diversion programs offered by the City.

d) Proposed Communications Plan

The Communication Plan is to emphasize the need to increase waste diversion. This goal is motivated by the need to reduce dependency on landfill (Michigan or otherwise), saving resources, and generally acting in a more environmentally responsible manner. As part of the waste diversion initiative, it is important to emphasize the fact that extra collections are now being provided, namely organics and recycling, and not focus on a reduced level of "garbage" collection.

The success of any new initiative or plan is premised, to a large extent, on the ability to effectively communicate such plan to the residents receiving the services, and in turn, the willingness of that community to understand, accept and ultimately embrace change. In an effort to assist with this initiative, it is recommended that a "Greening Vaughan" Advisory Committee be established prior to the official launch of the first phase of the waste management plan. Ideally, this committee will consist of 6 – 7 members and will have representation from the City staff, Members of Council and member(s) of the public. The tentative mandate of the committee would be to:

- Explore strengths and weaknesses of other residential source separated organics programs that have been implemented in other municipalities (i.e. implementation plan, communications plan and operational concerns)
- Work with the Region of York with respect to the "upper level" promotion and education aspect of the "Greening Vaughan" waste management plan
- Investigate impacts of organics collection on solid waste collection service levels, existing collection contract and by-laws
- Develop and deliver a comprehensive public education program relating to waste diversion program and source separated organics
- Conduct a public consultation process
- Review necessary requirements for supplier services

A successful communication plan takes advantage of various modes of communication and as such requires considerable resources to prepare and implement. The depth of the communications plan is also premised on the funds approved to undertake this initiative. City staff have worked closely with Region staff on the development of the following communications plan, and will continue to work together to ensure consistency in messages and take advantage of each others' financial and technical abilities.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2, CW(WS) Report No. 13 – Page 11

There are 6 main components of the proposed communications plan:

1. Community based advertising
2. Outreach and Door to Door Promotion
3. Customer Service
4. Media Relations
5. Research
6. Multi-lingual Outreach (what languages are to be used and where to use them)

Appendix II of this report provides a more detailed overview of the activities that would be incorporated into the communications plan, including the creation of a "Greening Vaughan" web site linked to the City's web page. A 'Kick-Off' event hosted by the Mayor and members of Council, will officially launch the "Greening Vaughan" program, and similar 'kick-off' events are planned at the launch of subsequent phases of the waste management plan.

e) Financial Implications

The initial financial implications for this undertaking entitled 'Greening Vaughan' are summarized below.

Collection Services: Although the City is introducing another collection to its services, the extra costs will be mitigated with the weekly co-collection of materials. This is premised on the fact that the Region will permit the southern municipalities to tip the recyclables, the source separated organics, and the residual waste at one southern location. The ability to collect two material streams in one vehicle reduces the overall number of vehicles required, and therefore, the cost to provide co-collection is less than two separate collections. Given that there is no accurate comparator in the Region, the true costs of collection will not be known until the new collection contract tender is closed.

Advertising and Promotion

In order to effectively launch a waste management plan of this magnitude (i.e. source separated organics), it is estimated that it will cost the City approximately \$2.00/household. This figure is synonymous to that used in the City of Toronto, the City of Halifax and the Town of Markham. Based on the estimated number of curbside residents to be serviced, an additional \$140,000 for Promotion and Advertising would be needed to launch the SSO collection program. Some cost savings may be realized via complimentary public education initiatives spear-headed by the Region of York with respect to Source Separated Organics, Diversion Targets and other "high level" promotions. Further cost savings may be realized through the cooperative sharing of promotional material pertaining to the SSO program by the area municipalities in the Region (i.e. Town of Markham).

Purchase of Green Bins

It is intended that the City will provide, during the initial launch, one free green bin, and one household organic bin per dwelling. Should a resident require additional bins (either household or curbside), they will be required to purchase them at full cost, or alternatively, use an appropriately sized rigid container clearly labeled "Organic Waste". Although there will be an initial front-end cost for the supply of these bins, some of that cost will be recouped via the proposed addition to the wording of the subdivision agreement. The clause would require the "Owner", as described in the agreement, to pay for one green bin and one household organic bin per household. The clause will be a financial requirement in the agreement, similar to the one introduced for the cost of blue boxes. In addition, staff will apply for COMRIF grants in an attempt to reduce the cost of providing these bins. However, the direct provision of the green bins by the City to each household is key to the success of the program.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2. CW(WS) Report No. 13 – Page 12

The initial estimated capital cost for supply and delivery of the green bins is as follows:

green bin + two household containers \$28 x 69,000 hhds = \$1,932,000

Alternatively, should it be determined that only one household container be provided to each household, the estimated cost would be as follows:

green bin + one household container \$25 x 69,000 hhds = \$1,725,000

The cost of the green bins and household organic bins is an estimate only and includes the delivery of the bins by the supplier to each household in Vaughan. The estimate is based on discussions with Toronto and Markham staff.

The supplier will be responsible to record the delivery of each bin (i.e. address, date, time), and insert the City's literature into each bin prior to delivery. The actual costs will be determined by the results of the tender, and the final number of containers distributed.

Staffing

With the 3 Stream SSO program, the waste habits of all Vaughan residents will be fundamentally changed. As such, it will involve a significant amount of education and promotion beforehand, and continuous monitoring after its implementation to ensure the program is successful. Accordingly, it was recommended and approved by Council on February 14, 2005, that a position dedicated to the development, implementation, ongoing monitoring, education and promotion of existing and new waste management programs be created. This position will be directly involved in the implementation, education and promotion of the 3 Stream SSO program, and will also be responsible for initiating pilot projects that would result in Vaughan moving towards higher diversion rates. The position will not only focus on the single-family curbside programs, but would also be involved in programs for the multi-residential sector after the successful implementation of the curbside SSO program, and look at increased recycling and diversion in municipal facilities and open spaces.

In addition, the existing budget permits the hiring of several students (possibly 3 or 4) to assist in the development and implementation promotion and education campaign. With the staffing compliment noted above, the City will launch "Greening Vaughan" with 3 full time waste management staff and a number of summer students.

Bag Tags (Revenue)

Although it is anticipated that the City will generate some revenue with the sale of bag tags, this program should not be construed as a means to generate revenue. The purpose of a container limit/bag tag system is to deter residents from disposing of organic and recyclable materials into the garbage or "residual waste" stream. The more residents embrace the "Greening Vaughan" waste management programs, the less revenue will be generated through the sale of bag tags.

Relationship to Vaughan Vision 2007

The proposed waste management plan, as discussed in this report, is consistent with Vaughan Vision's A-3 "Safeguard Our Environment".

Should the program be implemented, it would be a change from the priorities previously set by Council and the necessary financial resources will have to be approved and allocated.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2005

Item 2, CW(WS) Report No. 13 – Page 13

Conclusion

The City is at a key point in time when it can make significant strides in improving its waste diversion numbers. The "Greening Vaughan" waste management plan provides a comprehensive, multi-year, phased approach to increase waste diversion. If followed, it will allow Vaughan to reach, and possibly exceed, 60% diversion by 2008.

Attachments

Appendix I – Proposed Roll Out Plan
Appendix II- Communication Components

Report prepared by:

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Manager of Solid Waste Management

Brian T. Anthony, CRS-S, C. Tech
Director of Public Works

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

2.13

APPENDIX I - PROPOSED ROLL OUT PLAN

TASK NAME	2005	2006	2007
PREPARATION AND TENDER OF NEW COLLECTION CONTRACT report to Council on awarding of collection contract for January 2006 start			
SUBDIVISION AGREEMENT TO BE REVISED TO REQUIRE DEVELOPER/BUILDER TO PAY FOR GREEN BINS			
WASTERECYCLING COLLECTION BY LAW TO BE REVISED revised by law to be approved by Council			
PREPARE REPORT CONCERNING NON RESIDENTIAL ESTABLISHMENTS RECEIVING COLLECTION SERVICES			
PRE-BUDGET APPROVAL, IF NECESSARY (i.e. bins, advertising etc.)			
REGION OF YORK - HHW DROP OFF ON RUTHERFORD RD. TO OPEN			
STAFFING adds to hire summer students summer students start hire of promotion/education waste mgmt. planner (full time/permanent)			
DEVELOP AND IMPLEMENT COMMUNICATIONS PLAN (Refer to Appendix III of this report for a outline of the communications plan)			
GREENING VAUGHAN COMMITTEE create terms of reference Council to approve terms of reference advisories for public representatives appoint council staff representatives Council to choose public representatives			
GREEN BINS Prepare tender Distribute to Mayor and Councilors Distribute to residents			
REGION OF YORK - NEW WASTE MANAGEMENT FACILITY IN NEWMARKET TO OPEN			
OFFICIAL LAUNCH OF "GREENING VAUGHAN" BY MAYOR & COUNCIL			
PHASE 1 OF PROGRAM (September 13, 2005) Recycling: Collection 1x week, expanded blue box program Garbage: Collection 1x week, 4 bag limit, free stickers The start of 1x week collection in Sept 05 is subject to approval, otherwise the start date will be January 06			
OFFICIAL LAUNCH OF PHASE 2 BY MAYOR AND COUNCIL			
PHASE 2 OF PROGRAM (September 11, 2006) Garbage/Residual: Collection 1x week, 3 bag limit, pay fee for extra lifts. Starting October 31 Source Separated Organics: Collection 1x week Other: Charge for each blue box - purchase bigger ones - and make available at all Community Centres (note: residents will not have to place recyclables in blue box under new program) & bin cardboard from waste stream			
OFFICIAL LAUNCH OF PHASE 3 BY MAYOR AND COUNCIL			
PHASE 3 OF PROGRAM (September 10, 2007) Garbage/Residual: Every other week collection, 3 bag limit, pay fee for extra lifts			

APPENDIX II – COMMUNICATION COMPONENTS

COMPONENTS OF THE COMMUNICATIONS PLAN

1. "Greening Vaughan" name & logo to appear on all material to easily identify & visually promote program
2. Community Based Advertising
3. Outreach and Door to Door Promotion
4. Customer Service
5. Media Relations
6. Research
7. Multi-lingual Outreach

SOME SPECIFICS FOR EACH CATEGORY

Community Based Advertising

Community newspapers, transit shelters, mobile signs, collection calendar, website, brochures, Rogers cable tv, parks and recreation guide, and tax bill mail-outs.

Outreach and Door to Door Promotion

- *Program Kick Off hosted by Mayor and members of Council*
Media event – big photo opportunity to launch program
Distribute information
- *Public Information Meetings*
One per ward per phase
Displays, information materials,
Staff, Councillors and Greening Vaughan Committee members in attendance to answer questions
- *Door to Door Promotion – Students and City staff*
4 or more students (will be used for each phase)
Visit households prior to launch to answer questions and distribute information
Hire, where possible, students with second language
- *Door to Door Promotion – Contractors and City staff*
Door hangers and/or non compliance stickers
Used by collection contractor's staff or City staff to reinforce the new collection requirements
- *Door to Door Promotion – Green Bin Distribution*
Program information and new collection calendar inside green bin
- *A "Greening Vaughan.ca" Website*
Access to information materials, FAQs, collection calendars, information cards, newsletters, video/CD and more
- *Displays*
Used at events
- *Magnet*
Magnet promotes new program, customer service phone number, website
- *CD / Video*
Used at presentations, open houses, environment days, posted on website sent to Councillors' offices, libraries

- **Posters**

Distributed to libraries, community centres, civic centre, grocery stores and schools

- **Newsletters**

Series of 3 (pre, during, post) to be delivered via Canada Post ad mail

- **Schools**

Kid friendly educational kits to be provided to schools

Customer Service

- Establish a designated phone line for queries on the program
- Customer service staff increase (possibly 1 year contract)
- Messages are in queue (e.g. listen to information program message first).
- Typical Q & A (script)
- Designated person(s) responding to email questions/comments

Media Relations

- One event launch per ward, per phase - ongoing as each phase of new program is introduced
- Always to involve advocates of the program, namely committee members, Mayor and Members of Council

Research

- In-house tracking system to be modified to accommodate calls pertaining to new program and SSO collection
- Focus groups
- Telephone surveys to determine residents overall satisfaction with the green bin and & understand how they are being used
- Curbside surveys, by City staff, to determine participation rates

Multi Lingual Outreach

- Literature to use 'simple english' and a lot of visuals wherever possible
 - Some literature will direct residents to website for information in different languages.
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