



Saskatoon Talks Trash: Businesses & Organizations

Engagement Summary
December 17, 2019



Engagement Summary

In November 2015, City Council approved a phased landfill ban for paper and cardboard that included the development of recycling for the Industrial, Commercial and Institutional (ICI) sector in advance of implementing a ban of materials at the City’s landfill. The 2017 Waste Opportunities Report confirmed the importance of participation of the ICI sector in moving towards the City’s 70% waste diversion target. Subsequent reports outlined specific waste diversion opportunities. The City’s 2018-2021 Strategic Plan includes the Environmental Leadership action to “Implement mandatory recycling and organics programs and policies for the Industrial, Commercial and Institutional Waste Diversion Strategy.”

ICI Waste Diversion Strategy engagement outlined in this summary occurred between March and December 2019. Three stakeholder groups were identified that have the potential to be impacted by implementation of the ICI Waste Diversion Strategy including:

- Generators: businesses and organizations operating and generating waste in Saskatoon.
- Business Associations: associations that represent ICI Sector generators and/or waste service providers.
- Haulers and Processors: waste removal and processing companies that serve Saskatoon businesses and organizations.

The engagement included 3 phases. The table below describes the engagement goals and engagement activities for each phase. The engagement results from each phase informed the overall project’s development, which is provided in the ICI Waste Diversion Strategy.

Phase	Engagement Goal:	Engagement Activity	Date
Phase 1: Options Identification	Develop options for mandatory waste diversion for the ICI sector that could work in Saskatoon. Learn what values and concerns businesses and organizations have regarding a mandatory waste diversion program, and if there are any trends within different segments of the sector.	Business Association Meetings	March to May 2019
		Options Identification Workshop	July 23, 2019
		Waste & Recycling Behaviors Survey	July 22 to August 15, 2019
Phase 2: Options Review	Learn what values and concerns businesses and organizations have regarding mandatory waste diversion requirements, and if there are any trends within different segments of the sector. Validate key findings and test with wider stakeholder base.	Haulers/Processors Meetings	August 2019 to September 2019
		Options Review Workshop	September 16 & 19, 2019
		Options Review Survey	September 23 to October 11, 2019
		Key Stakeholder Meetings	September 2019 to October 2019
Phase 3: Options Preference	Identify key preferences for ICI strategy. Learn which of the final options are preferred by businesses and organizations, and if there are any trends within different segments of the sector.	Business Association Meetings	September to November 2019
		Options Preference Survey	December 3, 2019 to December 10, 2019

Feedback from 870 participants informed the engagement goals. Results from each phase are summarized below and provided in detail in the [Comprehensive Engagement Report](#). [BK(-E&C1.1)]

Phase 1: Options Identification

The purpose of activities in this phase of engagement was to identify values, barriers and opportunities from the perspective of generators from diverse sectors and to develop options for waste diversion requirements. A total of 179 participants were involved in the Options Identification phase of the project. Meetings (4 business associations), a workshop (25 businesses /organizations) and a statistical survey (150 participants) were used.

Themes that emerged from the results related to barriers and opportunities are listed below, followed by results from options identification exercises.

Barriers and Opportunities

The following themes emerged from Phase 1 related to barriers and opportunities:

- City Intrusion
- Waste Servicing
- Volume
- Administrative Burden
- Education
- Costs
- Space
- Aesthetics/Vandalism
- Safety
- Illegal Dumping
- Materials
- Enforcement
- Cleanliness
- Conflicting Requirements/Regulations

Options Identification

Workshop participants were provided with a list of option components from other municipalities that are commonly found in ICI programs related to requirements, enforcement, materials, education and resources, and program roll-out. Participants were asked to select those components that would work well for their operation.

Workshop participants indicated that they selected their preferences based on how well they aligned with the following:

- Convenience
- Affordability
- Accountability
- Inclusivity
- Flexibility

Survey participants were asked to indicate their level of support for select components including separate bins for recycling and organics, waste diversion plan, waste audits, and City as a waste provider.

Requirement

The requirement to “have separate bins for recycling, organics, and garbage” was the most popular selection among workshop participants and 89% of survey participants indicated support for “having separate and labelled bins for recycling, organics, and garbage.” “Develop a waste diversion plan that includes recycling and organics diversion” was also a popular requirement for large operations. Approximately 67% of survey participants would support “having organizations develop and submit a waste management plan.”

Enforcement “An application or proof of compliance submitted to the City of Saskatoon” and “add to business license application and renewal process” were the most popular selection among workshop participants for enforcement.

Survey participants were not provided with alternative enforcement options, but approximately 71% expressed support for “audit waste that is sent to landfill to make sure no recyclable, organic or other materials that could be diverted are present.”

Materials

“All recyclable materials in residential recycling program” and “all organic materials expected in residential organics program were preferred by the majority of workshop participants for inclusion in the draft options.

Service Provider

The size of the business or organization did seem to have some impact on the preference for Service Provider selections. Overall, the “Private sector services –provide garbage, recycling and/or organics” was the most popular selection which is also the most popular selection among large operations. Small/medium operations however, preferred “mandatory City run recycling and organics collection - everyone (funding: property taxes, utility fees, and/or user fees)”, with “Private Sector” the second most popular selection.

Without opportunity to provide feedback on alternative service provider arrangements, approximately 70% of survey participants support the City providing recycling and organics collection service that is property tax or utility fee funded.

Education and Resources

“Rebate or grant to offset costs of new or expanded diversion “were popular among workshop participants in terms of education and resources as well as a roll-out strategy with “a transition period before enforcement begins.”

Phase 2: Options Review

Meetings (11 stakeholder groups), two workshops (64 participants) and an online survey (235 participants) were used during this phase to explore barriers and opportunities that businesses and organizations had regarding the draft options, and to validate key findings from Phase 1 with a wider stakeholder base. Perspectives were captured from 310 participants during this phase. Overarching themes related to barriers and opportunities that emerged from the results are listed below followed by a discussion about the draft options preference.

The draft Options were developed using feedback from the Options Identification phase and included:

- Option 1: Three Separate Bins and Site Visit Verification
- Option 2: Three Separate Bins and Submission of Proof
- Option 3: Submission of Waste Diversion Plan

Barriers and Opportunities

The following themes emerged from the Options Review results related to barriers and opportunities. Descriptions of specific barriers and opportunities related to each theme are provided in the full report.

- Low Volume Generation
- City Intrusion
- Cost
- Space
- Administrative Burden
- Responsible Party
- Target Large Volume Generators
- Ease and Flexibility
- Already Doing It
- Disproportionate Impacts

Draft Options Preference Results

Participants were asked to select the statement that best reflects their thoughts on each option from the list provided below:

- This option will work well for my business or organization. No changes required.
- This option might work with a few changes.
- This option currently does not work for my business or organization.
- Other

The early preference results for each option are provided in this section in order of most preferred to least preferred.

Most Preferred: "Option 3: Waste Diversion Plan"

If the Waste Diversion Plan will be similar to check boxes on the business licence, this option had the highest level of support. Approximately 56% of participants felt that this option would either work well as it is, or could work well with a few changes.

Second Most Preferred: "Option 1: Three Separate Bins and Site Verification"

Approximately 53% of participants felt that this option would work well in its current form, or could work well with a few changes.

Least Preferred: "Option 2: Three Separate Bins and Submission of Proof"

This option was only slightly less popular than Option 1. Approximately 47% of participants felt that this option would either work well as it is, or could work well with a few changes.

Phase 3: Options Preference

Survey data from 381 businesses and organizations was analysed to determine which of the final options are preferred by businesses and organizations and which will not work, and if there are any trends within different segments of the sector. Key findings from this phase are provided below with detailed results available in the full report.

Most Preferred Option

Participants were asked to select their Most Preferred Option and 2nd Choice from the list of final options below:

- Option 1: Waste Bylaw Enforcement + Separate Waste Containers
- Option 2: Waste Bylaw Enforcement + Separate Waste Containers + Submission of Proof
- Option 3: Waste Bylaw Enforcement + Submission of a Recycling & Organics Checklist/Summary
- Option 4: Voluntary Recycling & Organics with Education

Regardless of sector, business size, materials generated or materials collected, Option 4 was the most preferred option by survey participants. Approximately 62% of participants selected this Option followed by Option 1 which was Most Preferred by 22% of participants. Of the 145

participants who selected Option 4 as their Most Preferred Option, the majority (104 or 72%) selected Option 1 as their 2nd Choice.

Options that Would Not Work

Participants were asked to select any Options that would not work for their business or organization from the following list:

- Option 1: Waste Bylaw Enforcement + Separate Waste Containers
- Option 2: Waste Bylaw Enforcement + Separate Waste Containers + Submission of Proof
- Option 3: Waste Bylaw Enforcement + Submission of a Recycling & Organics Checklist/Summary
- Option 4: Voluntary Recycling & Organics with Education
- None of the above (meant to indicate that all Options would work)

Approximately 43% of participants felt that Option 3 would not work, followed by Option 2 (33%), Option 1 (22%) and then Option 4 (12%) which is consistent with the results from the Options Preference question.

The most popular combination of Options that would not work was Options 1, 2 and 3 which was selected by 51 participants (13%). The Option 2 and 3 combination was the next most popular selected by 50 participants (13%).

Verification Methods that Would Not Work

Participants were asked to select Verification Methods that would not work for their business or organization from the following list:

- Complaint follow-ups
- Screening follow-ups
- Regular Site Visits
- One-time submission of proof (copies of contracts, photos)
- One time submission of recycling and organics checklist/summary
- Education blitzes
- None of the Above

Regular Site Visits was the most popular selection with 29% of participants indicating that it will not work. The least popular selection was Education Blitzes (15% of participants) which suggests that if not paired with other methods it is the preferred method of verification.

The most popular combination of verification methods that will not work was selected by 7% of participants and included all methods with the exception of Education Blitzes which further supports that this method is preferred.

Consideration of results

Results from all activities informed specific phases of the project. The consideration of results at each project phase are described below.

Phase 1: Options Identification

The workshop results, in combination with results from other engagement activities, advice from solicitors and consideration of potential cost implications were used to inform development of the Draft Options. Draft Option 1 included the separate bins engagement preference and Option 3 included submission of a waste diversion plan through business licensing engagement preference. These draft options requirements were paired with program components to model how similar programs operate in other jurisdictions. Draft Option 2 was formulated based on the preferences of separate bins and a submission through business licensing and is not modelled after programs in other jurisdictions.

Phase 2: Options Review

The workshop and survey results, in combination with results from other engagement activities, lessons learned from other jurisdictions, advice from solicitors and consideration of potential cost implications were used to inform the final options. The emerging themes informed the final options and/or report in the following ways:

- **Low Volume Generation:** Options 1 and 2 were changed so the requirement to divert organics will only apply to businesses and organizations that generate it as part of their operations. Option 3 continues to provide the flexibility to state types of waste that are not generated.
- **City Intrusion:** Following Phase 2, Administration considered including an Option 4 (voluntary program with education) in the Final Options and Decision Report. After further consideration, Option 4 was not included as a Final Option in the Decision Report, and was attached to the Decision Report for information instead. The Final Options provided enforcement levels, so that both stakeholders and City Council can better understand what enforcement could look like.
- **Cost:** The cost to a business or organization will vary depending on the quantities and types of waste generated. However all final options were designed to provide the ability to control costs such as a choice of private sector solution, opt-in city service, depot drop offs, or on-site composting.
- **Space:** Space will be addressed in the revisions to the Waste Bylaw, the Zoning Bylaw Update, and a review of other standards or policies. The Education and Support for the program will also offer on-site support to assist in siting containers if requested.
- **Administrative Burden:** The Final Options discuss more specifically what education and support will be provided, with a focus on resources and in-person support that will help streamline meeting requirements and addressing specific concerns or challenges.
- **Responsible Party:** The Final Options are more specific about who is likely to be responsible for implementing mandatory recycling and organics based on how it works in other jurisdictions. Responsibility will be finalized in the revisions to the Waste Bylaw.
- **Target Large Volume Generators:** The Final Options do not specifically target Large Volume Generators, but instead removed the requirement in Options 1 and 2 for the organics containers for those that do not generate food or yard waste as part of their operations.
- **Ease and Flexibility:** All Final Options continue to be based on providing choice and flexibility, rather than restrictive program that limits choice.

- **Already Doing It:** Through our representative statistical survey, we know that over 70% of businesses and organizations are already compliant with Option 1 & 2 container requirements. This was echoed in the workshop and survey results.
- **Disproportionate Impacts:** The change to Options 1 and 2 to require organics containers only for businesses and organizations that generate food or yard waste as part of their operations is expected to reduce the disproportionate impacts for some. The ability to be exempted will be specifically addressed in the revisions to the Waste Bylaw. The City will also study what opt-in services it can provide that will reduce disproportionate impacts.

Phase 3: Options Preference

Results from the Options Preference Survey including preferred options, options that would not work and verification methods that would not work informed the “Stakeholder Preference”, and “Stakeholder Ability to Implement” factors in Administration’s decision making process, described in the ICI Waste Diversion Strategy. While the ICI sector indicated clear preference for Option 4: Voluntary Recycling & Organics with Education, Administration must recommend a mandatory option (Option 1, 2, or 3) to appropriately respond to the Council direction to develop a mandatory ICI Waste Diversion Strategy. A Comprehensive Engagement Report that clearly identifies the ICI Sector preference for Option 4 will be provided to City Council for consideration.