

ICI Waste Diversion – City of Calgary Program Elements

The City of Calgary has a similar waste management system and operates in a comparable climate and geographic region making them a useful benchmark for Saskatoon. Having implemented an ICI waste diversion regulation in 2016, the City of Calgary has six years of experience and have shared reports and insights throughout the development of Saskatoon’s program. Table 1 provides a comparison of the population, businesses licence numbers and waste management services in Calgary and Saskatoon.

Table 1. Calgary and Saskatoon Population and Business Comparison

	Calgary	Saskatoon
Population (CMA) 2020	1,543,283	336,614
Business Licences	34,359 ¹	6,677
Waste management system highlights	Residential: <ul style="list-style-type: none"> • Black, blue and green cart service Multi-unit: <ul style="list-style-type: none"> • Garbage, recycling and organics requirements ICI: <ul style="list-style-type: none"> • Garbage, recycling and organics requirements Infrastructure: <ul style="list-style-type: none"> • 3 municipally owned landfills • Recycling depots 	Residential: <ul style="list-style-type: none"> • Black, blue and green cart service Multi-unit: <ul style="list-style-type: none"> • Garbage and recycling service ICI: <ul style="list-style-type: none"> • Garbage, recycling and organics (2023) requirements Infrastructure: <ul style="list-style-type: none"> • 1 municipally owned landfill • Recycling depots

The City of Calgary and City of Saskatoon ICI Waste Diversion Programs are both based on a bylaw regulating recycling and organic waste diversion. Other program elements are shown in Table 2. Saskatoon’s program includes two unique aspects described below and highlighted yellow in the table.

First, Saskatoon offers the opportunity for businesses to apply for a bylaw exemption if they meet certain requirements. Bylaw exemption was identified as a key program element during the public engagement process.

Second, Saskatoon plans to develop a process to collect ICI waste data including the quantities of garbage, recycling and organics generated and collected in the city. This will allow the City so accurately track waste diversion from the ICI sector who’s waste

¹ Calgary has approximately 34,000 licenced businesses (<https://data.calgary.ca/Business-and-Economic-Activity/Calgary-Business-Licenses-Data-Lens/6zmq-cx7g>); around 5 times the amount in Saskatoon (6,500).

primarily ends up in private landfills outside of the city. This will require staff time to develop and administer.

Table 2. Calgary and Saskatoon ICI Program Comparison

Program Elements	Notes	FTE's	Notes	FTE's
1. Customer Service	311	0.0	Service Saskatoon	0.0
2. Education	Education (1.5) Communications (0.5)	2.0	Environmental Coordinator (0.5) Communications (0.1)	0.6
3. Enforcement	Enforcement staff have increased from 1 to 3 FTE's over time	1.5	Environmental Protection Officer (0.5)	0.5
4. Bylaw Exemption	Not included in Calgary program	0.0	Environmental Protection Officer (0.5)	0.5
5. Data and Continuous Improvement	Program management and strategy	0.75	ICI data management (0.25) Program management and strategy (0.25)	0.5
Total		4.25		2.1

City of Calgary – Progression Over Time

Staff

Since the inception of the ICI Waste Diversion Regulation in 2016, the City of Calgary has had 4-6 FTE's working on the program (the numbers provided are an estimate as FTE's work in other areas of waste and bylaw compliance as well). The program has shifted from education to enforcement-focused over 6 years as more businesses become compliant with the Waste Bylaw requirements (Table 3).

Table 3. City of Calgary: Approximate FTE's supporting the ICI Waste Bylaw

	Approx. FTE's	Education	Compliance	Comms	Program Management	Strategy
2016	4	2	1	0.5	0.5	-
2017	4	2	1	0.5	0.5	-
2018	3.25	1.5	1	0.25	0.5	-
2019	3.25	1.5	1	0.25	0.5	-
2020	4.25	1.5	2	0.25	0.5	-
2021	5.75	1.5	3	0.25	0.5	0.5
2022	4.5	0.25	3	0.25	0.5	0.5

Education and compliance

In 2020, the City of Calgary started proactive inspections for businesses. Prior to this, compliance checks were complaint-based and there was a focus on education. The need to transition from education to enforcement can be seen in the reduction of 311 requests and education presentations over time with the first two years of the ICI Waste Diversion Program requiring the most education (Table 4).

Table 4. City of Calgary: Education and Compliance for the ICI Waste Bylaw

	Total 311 Requests	Compliance Check	Education Presentations
2016	379	26	64
2017	354	54	66
2018	168	69	24
2019	134	60	11
2020	73	325	2
2021	42	345	1

Aside from presentations, program staff also do the following and most have continued to do so through the pandemic:

- ICI Working Group
- Community of Practice (COP): Property Managers
- COP: Post-Secondary Institutions
- Green Calgary Hauler Directory (Paid Partnership)
- Green Calgary Workplace (Paid Partnership)
- Rethinking Waste Program: 2018 and 2019 – to gain a better understanding of small businesses (has not continued through pandemic)
- Door Knocking Campaign in BIA (not continued through pandemic)
- Proactive investigations (started in 2020)
- Developed new resources for businesses
- Collaborating with BOMA, Calgary Chamber
- Tradeshows: Gordon Food Service, Small Business Week
- ICI Newsletter