



UTILITY SERVICES

TO:	Council		
DATE:	March 23, 2021	DIVISION:	All
FILE:	N/A	APPLICATION:	N/A
SUBJECT:	2021 Solid Waste Servicing Strategy		

POLICY DIRECTION:

This report presents the 2021 Solid Waste Servicing Strategy and funding strategy (collectively, the Strategy) for Council approval to replace the 2007-2057 Solid Waste Master Plan (the Plan).

EXECUTIVE SUMMARY:

In May 2019, members of the Governance and Priorities (GPC) committee received a report on the 2007-2057 Solid Waste Master Plan (the Plan). The report showed that many of the Plan's goals were already achieved or out-of-date. The report concluded that the goals and policies within the Plan needed to reflect today's context and that a new servicing and funding strategy were necessary to guide solid waste servicing programs in Rocky View County (the County) for the next ten years.

Administration worked with sonnevera international consulting firm to produce the Strategy which is attached to this report as Attachment 'A'. The 16 month process involved interviews with select industry stakeholders, facility tours, market research, producing background memos, a visioning workshop with Council on May 20, 2020, and two funding model sessions with internal stakeholders in late 2020.

The resulting Strategy and Road Map, which is attached to this report as Attachment 'B', aligns with Council's strategic objectives and is growth oriented. It has the ability to have a broader impact on how the waste generated across the County is managed by including the top three waste generating sectors which are (i) residential, (ii) industrial, commercial, & institutional (ICI), and (iii) construction and demolition (C&D).

The Strategy recognizes that the current systems are working well, supports transparency and builds on the existing foundation. Costs of services are baselined using 2019 numbers to enable the measurement of system efficiencies going forward. The Strategy also (i) proposes a funding model that is based on full-cost recovery and a user-pay philosophy for disposal activities, (ii) encourages participation in diversion programs, (iii) considers ease of implementation, and (iv) reduces reliance on tax funding.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

BACKGROUND:

The waste management industry has changed considerably since 2007. Global recycling markets have diminished and local compost processing capacity is strained. Provincial programs have expanded including electronics, agricultural plastics, and some have been eliminated like the milk container recycling program. Technologies have advanced for collection (cart based collection) and processing including at least one operational waste-to-energy facility in Alberta. The Strategy takes into account the evolving legislation and the growing government interest in eliminating waste

Administration Resources

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production, finding better uses for discarded materials and reducing any harm that may relate to their disposal.

Since 2007, the County's development patterns have changed driving the need for an updated waste management plan. Increasingly, residential developments (new and existing), look to the County for direction and leadership on the level of waste management required and who is responsible to deliver the service. The diversity and complexity of development applications is increasing and requires clearly defined levels of service and set standards for more consistent responses. The increased amount of commercial and industrial development represents an opportunity area for offering greater waste management leadership. A new strategy sets a new baseline to measure progress and improvement of waste and recycling services in the County as it continues to grow.

The Strategy is based on the following pursuits:

The ideal state

Waste in Rocky View County is eliminated where possible, with a focus on remaining waste being reused or recycled in systems that maintain products and materials at their highest use.

A stronger leadership role for the County

Establish and support services (or service delivery models) in Rocky View County that enable the elimination of waste and encourage a circular economy.

Goals

- Goal 1: Residential waste produced in Rocky View County will be managed in accordance with the 3Rs of reduce, reuse, and recycle to encourage waste elimination over landfilling.
- Goal 2: Industrial, Commercial and Institutional (ICI) waste produced in Rocky View County will be managed in accordance with the 3Rs.
- Goal 3: Construction and demolition (C&D) waste produced from new developments and/or renovations will be minimized and resource reuse maximized.
- Goal 4: Rocky View County will be seen as a preferred location for markets and industries that consume recyclables and/or actively minimize waste.
- Goal 5: Rocky View County influences and leverages regional, provincial and national opportunities to advance 3Rs policies and programs.
- Goal 6: Rocky View County establishes appropriate levels of service that ensure efficient waste management and diversion options are accessible to County residents.
- Goal 7: RVC measures and demonstrates success of its programs and is recognized as a leader in waste management.
- Goal 8: Legacy landfills are effectively managed.

For each goal there is a set of actionable objectives that provide the priorities for how to achieve the goals over the next ten years. Each goal also has performance metrics and indicators supporting measurement and reporting against progress toward the goals. The 2021-2031 Solid Waste Servicing Road Map, including the objectives, a timeline, and metrics, is provided in Attachment 'B'.



Some key recommendations in the Strategy include:

- Working with stakeholders in each waste generating sector (residential, ICI, C&D) to define service levels, set common servicing standards, and determine appropriate performance targets. (Goals 1, 2, and 3)
- Supporting residential developments, home owners associations, and individuals in making arrangements for waste diversion services. (Goal 1)
- Working with stakeholders in each waste generating sector (residential, ICI, C&D) to improve County-wide waste data tracking and reporting. (Goals 1, 2, and 3)
- Increasing the level of awareness in the County about waste management programs, issues and the need to adopt the 3Rs hierarchy of reducing, reusing, and recycling waste. (Goal 1, 2, 3, 6, and 7)
- Considering programs for the ICI sector such as a waste diversion education program for businesses, adopting a bylaw to support the waste management standards, and forming stronger alliances with business associations. (Goal 2)
- Encouraging effective waste management for internal County activities and programs. Goal 2.
- Creating a resource guide for C&D materials and requesting waste management plans for new developments. (Goal 3)
- Supporting and promoting markets and industries in Rocky View County that utilize recyclables and/or actively minimize waste. (Goal 4)
- Participating in regional, provincial, and national waste policy development activities including EPR (Extended Producer Responsibility) and Circular Economy policies. (Goal 5)
- Reviewing cost of services and looking for efficiencies. (Goal 6)
- Evaluating and improving on the established levels of service at current self-haul sites, such as when to (Goal 6):
 - Introduce new locations to meet distance-to-site servicing gaps.
 - Evolve chuck wagon sites to full transfer sites to meet material volume demands.
 - Adapt hours of operation at sites to meet site usage demands.
 - Introduce customer service amenities like methods for cash-less payments.
- Supporting the growth of internal programs such as green procurement and illegal dumping. (Goal 7)
- Monitoring legacy landfill sites and respond as needed to maintain environmental approvals. (Goal 8)

BUDGET IMPLICATIONS:

There are no budget implications for 2021. Future budgets may be impacted depending on the recommendations that are implemented.

STRATEGIC OBJECTIVES:

The 2021 Solid Waste Servicing Strategy supports *service delivery* enhancement by setting standards for service levels within the top three waste generating sectors in the County: residential, industrial, commercial & institutional (ICI), and construction & demolition (C&D). The recommended customer service improvements promote more equitable accessibility to services across the County.

The Strategy is based on supporting the objective of *responsible growth*. It guides solid waste servicing for new and existing developments within a ten year horizon and respects rural and urban diversity by focusing on population density and sector rather than a one size fits all approach.



The Strategy's funding model is based on full cost recovery for curbside collection service, a user-pay philosophy that encourages responsible waste management and diversion at the self-haul sites, and, when fully implemented, provides up to a \$1 million reduction in reliance on tax funding per year.

OPTIONS:

- Option #1: Motion #1 THAT the 2021 Solid Waste Servicing Strategy be approved as presented in Attachment 'A' to replace the 2007-2057 Solid Waste Master Plan.
- Motion #2 THAT progress on the 2021 Solid Waste Servicing Strategy be reported back to Council annually.
- Option #2: THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

"Byron Riemann"

"Al Hoggan"

Executive Director
Operations

Chief Administrative Officer

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ATTACHMENTS:

- ATTACHMENT 'A': 2021 Solid Waste Servicing Strategy
ATTACHMENT 'B': 2021-2031 Solid Waste Servicing Road Map