

Subject: Multi-Residential Waste Diversion Strategy

File Number: ACS2022-PWD-SWS-0001

**Report to Standing Committee on Environmental Protection, Water and Waste
Management on 19 April 2022**

and Council 27 April 2022

**Submitted on April 6, 2022 by Shelley McDonald, Acting Director, Solid Waste
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Ward: Citywide

**Objet : Stratégie de réacheminement des déchets des immeubles à
logements multiples**

Dossier : ACS2022-PWD-SWS-0001

**Rapport au Comité permanent de la protection de l'environnement, de l'eau et de
la gestion des déchets**

le 19 avril 2022

et au Conseil le 27 avril 2022

**Soumis le 6 avril 2022 par Shelley McDonald, directrice par intérim, Services des
déchets solides, Direction générale des travaux publics**

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Quartier : À l'échelle de la ville

REPORT RECOMMENDATION(S)

That the Standing Committee on Environmental Protection, Water and Waste Management recommend that Council:

- 1. Approve the scope, framework, and project pillars for the Multi-Residential Waste Diversion Strategy, as outlined in this report; and,**
- 2. Direct staff to finalize the detailed cost analysis and implementation plan for onboarding all multi-residential properties to a mandatory organics diversion program, and report back to Council in the first half of 2023.**

RECOMMANDATION(S) DU RAPPORT

Que le Comité permanent de la protection de l'environnement, de l'eau et de la gestion des déchets recommande au Conseil municipal :

- 1. D'approuver la portée, la structure-cadre et les piliers des projets de la Stratégie de réacheminement des déchets des immeubles à logements multiples, conformément aux modalités exposées dans ce rapport;**
- 2. De donner pour consigne au personnel de finaliser l'analyse détaillée des coûts et le plan de mise en œuvre pour l'intégration de l'ensemble des immeubles à logements multiples dans un programme obligatoire de réacheminement des matières organiques et d'en rendre compte au Conseil municipal dans le premier semestre de 2023.**

EXECUTIVE SUMMARY

The purpose of this report is to seek Council's approval of the scope, framework, and project pillars for the Multi-Residential Waste Diversion Strategy. This includes making organic waste diversion mandatory in all multi-residential properties receiving City waste collection service, which would further increasing the amount of waste diverted from the Trail Waste Facility Landfill and extending its life. In response to direction from Council and the Province, this strategy aims to increase participation of the multi-residential sector in waste diversion programs as development of the City's new Solid Waste Master Plan (Waste Plan) continues.

Project Pillars

This strategy proposes five project pillars to improve waste diversion in the multi-residential sector. The pillars were developed through extensive stakeholder engagement and align with the development of the City's new Solid Waste Master Plan.

Pillar 1: Expanding Organics Diversion to all Multi-Residential Properties

This project pillar proposes expanding organics diversion to all multi-residential properties while incorporating best practices from other municipalities and literature reviews to encourage more participation in diversion programs. The City of Ottawa provides collections services to 2,150 multi-residential properties. As of December 1, 2021, 929 properties (43 per cent) were receiving organics collection. This project pillar would advance option 2B6 from the Waste Plan, making organics diversion mandatory at multi-residential properties receiving City waste collection. Recognizing the amount of time, logistics and support required to launch organics collection at more than 50 per cent of the City's multi-residential properties, this project pillar proposes proactively introducing organics collection service to all properties not currently participating.

Through extensive engagement, staff heard the need to further work with both internal and external stakeholders to develop an implementation plan for onboarding all properties to an organics diversion program that would consider all property types and their unique challenges. Because of this, this report proposes Council direct staff to return in 2023 with a detailed implementation plan and cost analysis to onboard all properties to an organics diversion program. Should Council approve this report, staff would continue engaging with the property management sector to determine the most reasonable approach for onboarding all remaining properties to an organics diversion program in a timely manner, and establish processes for properties confined by limited space or other challenges impeding their ability to introduce organics diversion. Concurrently, staff would finalize the timeframe by which all properties must be participating in an mandatory organics diversion program in order to receive City waste collection services.

Throughout the rest of 2022, staff would continue to onboard properties to the Green Bin program on a voluntary basis. Additionally, should Council approve making organics waste diversion mandatory in all multi-residential properties, any new property receiving City waste collection services as of June 1, 2022 would be required to participate.

Pillar 2: Enhancing Promotion & Education

As Council is aware, promotion and education (P&E) initiatives are fundamental elements of municipal waste programming. Municipalities develop and deliver P&E initiatives to educate residents, encourage behaviour change, and increase participation in waste diversion programs. This project pillar proposes using feedback from market research and public engagement to gain a better understanding of the factors that

influence participation in diversion programs. This project would explore opportunities to build on and enhance current P&E initiatives by increasing outreach to the multi-residential sector. This would involve incorporating proven, evidence-based tactics to increase resident knowledge and awareness of waste diversion programs and support behaviour change.

Pillar 3: Exploring Pilots

Residents living in multi-residential properties, the property management sector, and City staff have identified barriers and challenges to multi-residential waste management that could be addressed through the new technologies or collection approaches that would require research, funding, and piloting. This project pillar would allow the City to explore and advance new management and diversion techniques in the multi-residential sector and address the barriers and challenges identified through public engagement. The outcome of these studies explored could inform Waste Plan options, including reviewing building development standards and using alternative collection containers, as well as informing future collection contracts.

Pillar 4: Dedicating and Redesigning Space for Waste Disposal Programs

This project pillar would explore opportunities to overcome design challenges in both new and existing properties to reduce participation barriers associated with property design. As the biggest barriers identified by residents are access and convenience, this project proposes enhancing waste management design requirements for new infill housing and missing middle housing developments (six or more units) that consider their unique property and building design. It would also explore opportunities to address these barriers at existing properties where it is currently difficult to offer waste diversion programs.

Pillar 5: Driving Change Moving Forward through the Collection Contract

Collection services for the City of Ottawa are contracted out in accordance with the service standards established by City Council, which are guided by provincial legislation. As the City's waste program continues to evolve, there are opportunities to enhance the multi-residential waste management program through provisions in the collection contract. This project would explore opportunities to add contract specifications to the 2025 Multi-Residential City Facilities Collection Contract that build on the success of the current contract and continue to promote waste diversion, efficient waste collection, and a successful multi-residential waste program.

Waste Management in the Multi-Residential Sector

As Council is aware, all levels of government play a role in waste management. Municipalities are typically responsible for managing the collection, recycling, composting and disposal of waste from residential properties, while the federal and provincial governments establish waste reduction and diversion policies and programs, provide regulations and standards for, and the approval and monitoring of, waste management facilities and operations.

The Province of Ontario classifies multi-residential properties as Industrial, Commercial, and Institutional and places responsibility for the provision of waste programs on the property owner. Municipalities have no statutory role in waste collection and disposal from multi-residential properties; however, the City of Ottawa (like many other Ontario municipalities) has provided service to the multi-residential sector since 1995.

The City collects waste from approximately 90 per cent of multi-residential properties, with the remaining 10 per cent not receiving City waste collection services because they have chosen to use a private waste hauler, the property cannot be accessed by the City's service provider, or they do not meet the site plan requirements for waste services. Of the 2,150 properties currently serviced by City collections, 929 were participating in the City's Green Bin program as of December 1, 2021.

According to the 2019 Multi-Residential Waste Audit Study, 74 per cent of audited waste was sent to landfill. Of this, 58 per cent could have been diverted through City diversion programs. Collected tonnages in 2021 showed a 17 per cent diversion rate for multi-residential properties, highlighting the need for focused efforts on this multi-residential sector.

There are several factors that influence waste management and diversion in Ottawa's multi-residential sector, including provincial and municipal policy directions and projects, challenges faced by the property management sector, and varying attitudes and behaviours of residents. There may also be barriers to participation for residents with disabilities.

Two key pieces of provincial legislation that will impact the multi-residential waste management sector include the Waste Diversion Transition Act, which will facilitate the provincial transition of recycling programs to Individual Producer Responsibility (making producers of products and packaging environmentally accountable and financially responsible for the items they produce), and the Resource Recovery and Circular Economy Act (enacting the [Food and Organic Waste Policy Statement](#) under Section

11). The policy statement acknowledges the need for greater efforts and innovative ways to recover food and organic waste from multi-residential properties and establishes aggressive targets for food waste reduction and resource recovery in several sectors, including at multi-residential properties. The policy statement introduced a 50 per cent food waste reduction and recovery target for multi-residential properties by 2025, and states that multi-residential properties *shall* provide collection of food and organic waste to their residents. In addition, the Province announced on November 27, 2020 their priority to phase out food and organics waste from landfills by 2030, however no further public details have been made available by the Province.

At a municipal level, several ongoing projects and policies influence the management of waste at multi-residential properties, as explained in this report. At the forefront of these projects is the Solid Waste Master Plan, which staff have used as a guide to ensure this strategy aligns with the Council-approved Waste Plan vision statement, guiding principles and goals.

Engagement

This strategy was developed through extensive engagement with Councillors, residents, members of the property management sector, and the Waste Plan's Stakeholder Sounding Board. Through meetings and surveys, staff heard the barriers and challenges the multi-residential sector faces when it comes to waste management and diversion, and possible solutions to increase participation in diversion programs in this sector.

In [2018](#) and [2020](#), staff retained Hill and Knowlton (H+K) Strategies to conduct market research on resident's attitudes and behaviours towards solid waste management, which identified factors within the community that influence waste management, including socio-economic factors, attitudes and behaviours of residents, and dwelling configuration. Findings of this research are explained in detail in the background section of this report.

Through the H+K market research residents identified their top barriers to participating in waste diversion programs to be access and convenience. The property management sector was also engaged and identified their top barriers to introducing organics collection at properties which included smell, pests, residents refusing to participate, and not having enough storage for green bins at their properties. Staff have been committed to investigating these barriers and solutions and worked with impacted

stakeholders through the development of this Multi-Residential Waste Diversion Strategy.

In January 2022, following the receipt of feedback and support from the Council Sponsors Group on staff's approach to develop this strategy, staff met with members of Council with a high-density of multi-residential properties in their wards. Through these meetings, staff heard Council's eagerness to implement this strategy and the importance of stakeholder engagement.

Between February and March 2022, staff circulated surveys to both residents and the property management sector, held two resident dialogue sessions, met with the City's Multi-Residential Working Group, and provided an information session to members of the Waste Plan's Stakeholder Sounding Board.

Resident engagement highlighted key barriers to program participation, which included lack of space to store bins, pests and cleanliness, no green bin access, easier to throw away items in garbage, and lack of knowledge about how to sort waste. The findings of the public opinion survey reinforced feedback received through online dialogue sessions: sixty per cent of residents said making it more convenient to dispose of green bin waste would encourage participation. This was followed by making it less messy/smelly (54 per cent of respondents); a better understanding on how the green bin works and benefits the environment (50 per cent); and offering more education through information booths and door-to-door delivery of information when introducing the Green Bin program (40 per cent).

Surveyed members of the property management sector identified tenants not properly participating in waste programs as their top reason for not having a green bin at their property. This was followed by other barriers including lack of space to store a bin, pests and smell. Despite concerns with the Green Bin program, 68 per cent of surveyed members from the property management sector support expanding organics diversion to all multi-residential properties. Those who do not support expansion reiterated the above concerns and acknowledged it would be additional work for the property management sector. When asked what would help them support the recommendation, suggestions included making tenants accountable for proper sorting, introducing more education initiatives for tenants, and having multiple green bin collections each week.

The City's Multi-Residential Working Group met in March 2022 and members validated the challenges identified through the property management sector survey, stating many are surmountable with proper program planning. The working group reiterated that

some properties do not have the space to introduce the Green Bin program. While the working group anticipated the recommendation of a mandatory organics diversion program based on provincial direction and conversations over the past few years with City staff, some members identified logistical concerns with adding a new waste diversion stream at their properties. To ensure the implementation plan to onboard all properties to an organics diversion program is a success, the group brought forward several suggestions including the consideration of seasonal onboarding in the spring or fall seasons when odours are less potent and pests are less prominent. Staff again heard the importance of regular promotion and education to keep residents abreast of the programs and their benefits. The working group expressed interest in exploring pilots but shared concerns about contamination and repurposing existing infrastructure for new methods of disposal.

In March 2022, staff held an information session for the Waste Plan's Stakeholder Sounding Board (SSB). Members expressed their support for all pillars and agreed with the challenges identified by both residents and the property management sector. Some members expressed concerns with the amount of work that is required for properties to onboard a new organics program, and all echoed the need for focused promotion and education, especially when a property is being onboarded. Members are interested to see what programs (other than the Green Bin program) are developed to support organics diversion and were pleased to see the City is seeking feedback and data from other municipalities relating to pilot program opportunities.

A repetitive theme in all engagement discussions is the need for the City to work with the property management sector to ensure success in implementing organics diversion at all multi-residential properties.

Next Steps

Should Council approve the Multi-Residential Waste Diversion Strategy, work would begin immediately on the strategy and its project pillars, as outlined in this report.

Beginning June 1, 2022, any property that begins receiving City collection services would be required to participate in the Green Bin program. Staff are recommending that the implementation plan for Pillar 1 and its associated financial analysis be reported to Council in 2023, alongside a progress update on the implementation thus far. Through 2022, staff will continue to onboard properties to the Green Bin program on a voluntarily basis and would continue engaging with stakeholders to ensure the implementation plan is set up for success.

In addition to the next steps for Pillar 1, staff would initiate work on initiatives outlined in the other four project pillars beginning later this year. Given the resource requirements for initiating action on each project, the proposed approach recommends staggering both the planning and implementation stages, all within the short-term (five year) horizon.

In 2023, staff would provide an update to Council on the planning and progress made on the project pillars alongside the detailed financial analysis and implementation plan to onboard all properties to a mandatory organics diversion program. Although this report has no 2022 budget implications, the update to Council in 2023 would provide a detailed cost analysis for the mandatory onboarding of multi-residential properties. A 2023 budget pressure of approximately \$550,000 would be identified and included in the 2023 Draft Solid Waste Services Operating Budget to allow for the continuation of onboarding of properties during 2023.

Going forward, updates on the Strategy's key performance indicators would be provided alongside Waste Plan updates. A full review of the Strategy would be complete alongside the Solid Waste Master Plan's five-year refresh, which will be presented to Council by 2029.

RÉSUMÉ

L'objectif de ce rapport consiste à faire approuver par le Conseil municipal la portée, la structure-cadre et les piliers des projets de la Stratégie de réacheminement des déchets des immeubles à logements multiples. Il s'agit entre autres de rendre obligatoire le réacheminement des déchets organiques dans tous les immeubles à logements multiples dans lesquels la Ville assure le service de collecte des déchets, ce qui permettrait d'accroître encore le volume de déchets réacheminés au lieu de les enfouir dans la décharge contrôlée du chemin Trail et de prolonger la durée utile de cette décharge. En réaction à la directive du Conseil municipal et du gouvernement provincial, cette stratégie vise à accroître la participation du secteur des immeubles à logements multiples dans les programmes de réacheminement des déchets à l'heure où la Ville continue de mettre au point son nouveau Plan directeur de la gestion des déchets solides (le Plan directeur).

Les piliers des projets

Dans cette stratégie, nous proposons cinq piliers des projets afin d'améliorer le réacheminement des déchets dans le secteur des immeubles à logements multiples. Ces piliers ont été mis au point dans le cadre d'une vaste consultation des intervenants

et s'harmonisent avec la mise au point du nouveau Plan directeur de la gestion des déchets solides de la Ville.

Pilier n° 1 : Étendre à tous les immeubles à logements multiples le réacheminement des matières organiques

Dans ce pilier, nous proposons d'étendre le réacheminement des matières organiques à tous les immeubles à logements multiples, en reprenant les règles de l'art des autres municipalités et en prenant connaissance de la documentation publiée afin d'encourager la participation aux programmes de réacheminement. La Ville assure les services de collecte dans 2 150 immeubles à logements multiples. En date du 1^{er} décembre 2021, la collecte des matières organiques était assurée dans 929 immeubles (43 %). Ce pilier de projet permettrait de promouvoir l'option 2B6 du Plan directeur, en rendant obligatoire le réacheminement des matières organiques dans les immeubles à logements multiples dans lesquels la Ville collecte les déchets. En tenant compte du temps, de la logistique et du soutien à consacrer au lancement de la collecte des matières organiques dans plus de 50 % des immeubles à logements multiples de la Ville, ce pilier de projet propose de lancer proactivement le service de collecte des matières organiques dans tous les immeubles qui ne participent pas à ce programme à l'heure actuelle.

Dans le cadre des vastes consultations qu'il a menées, le personnel a entendu dire qu'il fallait mieux travailler avec les intervenants internes et externes afin de mettre au point un plan de mise en œuvre pour l'intégration de tous les immeubles dans un programme de réacheminement des matières organiques qui tiendrait compte de tous les types d'immeubles et de leurs difficultés propres. Voilà pourquoi nous proposons au Conseil municipal de donner pour consigne au personnel de recomparaître devant lui en 2023 pour lui soumettre un plan détaillé de mise en œuvre et une analyse des coûts afin d'intégrer tous les immeubles dans un programme de réacheminement des matières organiques. Si le Conseil municipal approuve le présent rapport, le personnel continuerait de consulter le secteur de la gestion immobilière afin de déterminer l'approche la plus raisonnable pour l'intégration de tous les autres immeubles dans un programme de réacheminement des matières organiques en temps utile et pour instituer des processus à l'intention des immeubles entravés par la place limitée ou par d'autres difficultés qui les empêchent d'adopter le principe du réacheminement des matières organiques. Dans le même temps, le personnel finaliserait le calendrier dans le cadre duquel tous les immeubles devraient participer à un programme obligatoire de réacheminement des matières organiques afin d'avoir droit aux services de collecte des déchets de la Ville.

D'ici la fin de 2022, le personnel continuerait d'intégrer les immeubles dans le Programme de bac vert, en les invitant à y participer de leur plein gré. En outre, si le Conseil municipal donne son approbation pour rendre obligatoire le réacheminement des déchets organiques dans tous les immeubles à logements multiples, tous les nouveaux immeubles qui auraient droit aux services de collecte des déchets de la Ville à partir du 1^{er} juin 2022 seraient obligés de participer à ce programme.

Pilier n° 2 : Améliorer la promotion et l'information

Le Conseil municipal sait que les initiatives de promotion et d'information (PI) sont des éléments essentiels de la programmation municipale de la collecte des déchets. Les municipalités mettent au point et réalisent des initiatives de PI afin d'informer les résidents, d'encourager les changements de comportement et d'accroître la participation aux programmes de réacheminement des déchets. Dans ce pilier de projet, nous proposons de s'inspirer des commentaires réunis dans l'étude de marché et dans les consultations publiques afin de mieux connaître les facteurs qui influent sur la participation dans les programmes de réacheminement. Dans ce projet, nous nous pencherions sur les occasions de miser sur les initiatives actuelles de PI et de les améliorer en rehaussant les efforts de sensibilisation dans le secteur des immeubles à logements multiples. Ce projet consisterait à intégrer des tactiques fondées sur la preuve statistique et éprouvées afin de mieux faire connaître aux résidents les programmes de réacheminement des déchets et de mieux les sensibiliser à ces programmes, en plus de promouvoir les changements de comportement.

Pilier n° 3 : Explorer les projets pilotes

Les résidents qui habitent dans les immeubles à logements multiples, le secteur de la gestion immobilière et le personnel de la Ville ont relevé, dans la gestion des déchets des immeubles à logements multiples, des obstacles et des difficultés que l'on pourrait corriger en faisant appel aux technologies nouvelles ou aux nouvelles approches de collecte, ce qui obligerait à mener des efforts de recherche, à mobiliser le financement et à réaliser des projets pilotes. Ce pilier de projet permettrait à la Ville d'explorer et de promouvoir les nouvelles techniques de gestion et de réacheminement dans le secteur des immeubles à logements multiples et de surmonter les obstacles et les difficultés relevés dans les consultations publiques. Le résultat de ces études pourrait éclairer les options du Plan directeur, notamment dans l'examen des normes d'aménagement des immeubles et dans l'utilisation des différents bacs et conteneurs de collecte, en plus d'apporter un éclairage sur les contrats de collecte projetés.

Pilier n° 4 : Réserver et réaménager l'espace pour permettre de réaliser les programmes d'élimination des déchets

Dans ce pilier de projet, on se pencherait sur les occasions de surmonter les difficultés de la conception dans les immeubles nouveaux et existants afin de réduire les obstacles qui se dressent contre la participation et qui sont associés à la conception des immeubles. Puisque l'inaccessibilité et les inconvénients sont les plus grands obstacles relevés par les résidents, nous proposons, dans ce projet, de rehausser les exigences dans la conception de la gestion des déchets pour les nouveaux logements intercalaires et les logements intermédiaires manquants (six logements ou plus), en tenant compte des modèles exceptionnels de conception des propriétés et des immeubles. Ce projet consisterait aussi à se pencher sur les occasions de surmonter ces obstacles dans les immeubles existants dans lesquels il est actuellement difficile d'offrir des programmes de réacheminement des déchets.

Pilier n° 5 : Porter le changement jusqu'au terme du contrat de collecte en 2025

Les services de collecte des déchets de la Ville d'Ottawa sont externalisés conformément aux normes de service établies par le Conseil municipal et inspirées des lois et des règlements de l'Ontario. À l'heure où le programme de gestion des déchets de la Ville continue d'évoluer, nous avons l'occasion de rehausser le programme de gestion des déchets dans les immeubles à logements multiples grâce aux dispositions prévues dans le contrat de collecte. Dans ce projet, nous nous pencherions sur les possibilités d'ajouter le cahier des charges contractuelles dans le Contrat 2025 de la Ville pour la collecte des déchets des immeubles à logements multiples, en misant sur le succès du contrat actuel et en continuant de promouvoir le réacheminement des déchets, l'efficacité de la collecte des ordures et la réussite du programme de gestion des déchets dans les immeubles à logements multiples.

La gestion des déchets dans le secteur des immeubles à logements multiples

Le Conseil municipal sait que tous les ordres de gouvernement jouent un rôle dans la gestion des déchets. Les municipalités sont généralement responsables de la gestion de la collecte, du recyclage, du compostage et de l'élimination des déchets dans les immeubles résidentiels, alors que le gouvernement fédéral et le gouvernement provincial établissent les politiques et les programmes sur la réduction et le réacheminement des déchets, adoptent des règlements et des normes pour les installations et les opérations de gestion des déchets, en plus d'approuver et de surveiller ces installations et opérations.

Le gouvernement de l'Ontario classe les immeubles à logements multiples dans la catégorie des établissements industriels, commerciaux et institutionnels et attribue au propriétaire la responsabilité de la réalisation des programmes de gestion des déchets. Les municipalités n'ont, en vertu de la loi, aucun rôle à jouer dans la collecte et l'élimination des déchets des immeubles à logements multiples; toutefois, la Ville d'Ottawa (comme tant d'autres municipalités de l'Ontario) assure depuis 1995 le service de collecte et d'élimination dans le secteur des immeubles à logements multiples.

La Ville ramasse les déchets d'environ 90 % des immeubles à logements multiples; la Ville n'offre pas de services de collecte des déchets dans les autres immeubles, soit 10 %, parce qu'ils ont décidé de faire appel à un transporteur de déchets du secteur privé, parce que le fournisseur de services de la Ville ne peut pas avoir accès à ces immeubles ou parce que ces immeubles ne respectent pas les exigences du plan d'implantation pour les services de collecte des déchets. Parmi les 2 150 immeubles dans lesquels la Ville assure actuellement les services de collecte, 929 participaient au Programme de bac vert de la Ville en date du 1^{er} décembre 2021.

Selon l'étude de la Vérification des déchets des immeubles à logements multiples de 2019, 74 % des déchets vérifiés étaient enfouis dans la décharge publique. De ce chiffre, 58 % auraient pu être réacheminés grâce aux programmes de réacheminement des déchets de la Ville. Dans le tonnage ramassé en 2021, les immeubles à logements multiples inscrivent un taux de réacheminement de 17 %, ce qui met en lumière la nécessité de consacrer des efforts prioritaires au secteur des immeubles à logements multiples.

Plusieurs facteurs influent sur la gestion et le réacheminement des déchets dans le secteur des immeubles à logements multiples d'Ottawa, dont les politiques-cadres et les projets du gouvernement provincial et de la municipalité, les difficultés qu'affronte le secteur de la gestion immobilière, ainsi que les différentes attitudes et les divers comportements des résidents. Il se pourrait qu'il y ait aussi des obstacles qui empêchent les résidents en situation de handicap d'y participer.

Les deux grandes lois provinciales qui auront une incidence sur le secteur de la gestion des déchets des immeubles à logements multiples sont la *Loi transitoire de 2016 sur le réacheminement des déchets*, qui assurera la transition provinciale des programmes de recyclage avec le principe de la responsabilité individuelle des producteurs (qui devront fabriquer des produits et des conditionnements écoresponsables et qui seront financièrement responsables des articles qu'ils produisent), et la *Loi de 2016 sur la récupération des ressources et l'économie circulaire* (qui donne effet à la [Déclaration de](#)

[principes sur les déchets alimentaires et organiques](#) en vertu de l'article 11 de cette loi).

La Déclaration de principes reconnaît qu'il faut consacrer plus d'efforts et de moyens innovants à la récupération des déchets alimentaires et organiques dans les immeubles à logements multiples et fixe des cibles ambitieuses pour la réduction des déchets alimentaires et la récupération des ressources dans plusieurs secteurs, dont les immeubles à logements multiples. Cette déclaration fixe une cible de 50 % dans la réduction et la récupération des déchets alimentaires des immeubles à logements multiples d'ici 2025 et précise que ces immeubles *devront* assurer la collecte des déchets alimentaires et organiques de leurs résidents. En outre, le 27 novembre 2020, le gouvernement provincial a annoncé qu'il voulait en priorité éviter d'enfouir dans les décharges publiques, d'ici 2030, les déchets alimentaires et organiques; or, il n'a pas publié d'autres détails.

À l'échelle municipale, plusieurs projets et politiques en cours influent sur la gestion des déchets dans les immeubles à logements multiples, comme nous l'expliquons dans ce rapport. Le Plan directeur de la gestion des déchets solides, dont le personnel s'est inspiré pour veiller à ce que cette stratégie concorde avec la déclaration de la vision, les principes directeurs et les objectifs du Plan directeur approuvé par le Conseil, occupe le devant de la scène de ces projets.

Les consultations

Cette stratégie a été élaborée à l'issue de vastes consultations menées auprès des conseillers municipaux, des résidents, des membres du secteur de la gestion immobilière et du Groupe de consultation des intervenants du Plan directeur. Dans le cadre de réunions, d'assemblées et de sondages, le personnel a entendu parler des obstacles et des difficultés qu'affronte le secteur des immeubles à logements multiples quand il s'agit de gérer et de réacheminer les déchets, ainsi que des solutions envisageables pour améliorer la participation de ce secteur aux programmes de réacheminement.

En [2018](#) et en [2020](#), le personnel a fait appel à Hill+Knowlton Strategies (H+K) pour mener une étude de marché sur les attitudes et les comportements des résidents dans le domaine de la gestion des déchets solides, ce qui a permis de recenser les facteurs qui influent, dans la collectivité, sur la gestion des déchets, dont les facteurs socioéconomiques, les attitudes et les comportements des résidents, ainsi que la configuration des habitations. Nous expliquons dans les détails, dans la section du contexte du présent rapport, les résultats de cette étude.

Dans l'étude de marché de H+K, les résidents ont fait savoir que les principaux obstacles à surmonter lorsqu'il s'agit de participer à des programmes de réacheminement des déchets sont l'inaccessibilité et les inconvénients. Lui aussi consulté, le secteur de la gestion immobilière a fait savoir que les principaux obstacles qui empêchent d'adopter le principe de la collecte des matières organiques dans les immeubles sont entre autres les odeurs nauséabondes, la vermine, le refus des résidents d'y participer et le manque de place pour ranger les bacs verts dans les immeubles. On a demandé à des membres du personnel d'analyser ces obstacles et les solutions à y apporter et de travailler en collaboration avec les intervenants visés dans le cadre de l'élaboration de cette Stratégie de réacheminement des déchets des immeubles à logements multiples.

En janvier 2022, après avoir pris connaissance des commentaires et des appuis du Groupe des conseillers parrains du Conseil sur l'approche adoptée par le personnel dans l'élaboration de cette stratégie, le personnel de la Ville s'est réuni avec les membres du Conseil dont les quartiers regroupent une forte densité d'immeubles à logements multiples. Dans ces réunions, le personnel a entendu parler de la volonté du Conseil municipal de mettre en œuvre cette stratégie et de l'importance de la participation des intervenants.

En février et en mars 2022, le personnel a adressé des sondages aux résidents et au secteur de la gestion immobilière, a tenu deux séances de dialogue avec les résidents, s'est réuni avec le Groupe de travail des intervenants des immeubles à logements multiples et a donné une séance d'information aux membres du Groupe de consultation des intervenants du Plan directeur.

La consultation des résidents a mis en lumière les principaux obstacles à surmonter dans la participation au programme, dont le manque de place pour ranger les bacs, la vermine et la propreté, les immeubles qui n'ont pas de programme de bac vert, les situations dans lesquelles il est plus facile de jeter les déchets que de les recycler ou de se servir du bac vert, et la méconnaissance des moyens de trier les déchets. Les résultats du sondage de l'opinion publique sont venus conforter les commentaires exprimés dans les séances de dialogue en ligne : 60 % des résidents ont fait savoir que s'il était plus pratique de jeter les ordures dans le bac vert, on encouragerait la participation. Ils ont aussi fait savoir qu'il fallait que les déchets soient gérés plus proprement et soient moins odorants (54 % des répondants), qu'il fallait mieux connaître le fonctionnement du Programme de bac vert et ses bienfaits pour l'environnement (50 % des répondants) et qu'on devrait donner plus d'information

quand on lance le Programme de bac vert, en installant des kiosques d'information et en livrant les documents d'information de porte en porte (40 % des répondants).

Les membres sondés dans le secteur de la gestion immobilière ont fait savoir que les locataires qui ne participent pas comme il se doit aux programmes de gestion des déchets constituaient la principale raison pour laquelle il n'y avait pas de bac vert dans les immeubles à logements multiples. Venaient ensuite les autres obstacles, dont le manque de place pour ranger les bacs, la vermine et les odeurs nauséabondes. Malgré les inquiétudes qui pèsent sur le Programme de bac vert, 68 % des membres sondés dans le secteur de la gestion immobilière sont d'accord pour étendre le réacheminement des matières organiques à l'ensemble des immeubles à logements multiples. Ceux et celles qui ne sont pas d'accord avec ce principe ont repris les inquiétudes ci-dessus et ont reconnu qu'il faudrait consacrer des efforts supplémentaires au secteur de la gestion immobilière. Quand on leur a demandé ce qui les aiderait à être favorables à cette recommandation, ils ont entre autres suggéré d'attribuer aux locataires la responsabilité du tri en bonne et due forme, de lancer plus d'initiatives d'information à l'intention des locataires et de prévoir chaque semaine différentes collectes du bac vert.

Les membres du Groupe de travail des intervenants des immeubles à logements multiples se sont réunis en mars 2022 et ont validé les difficultés recensées dans le sondage du secteur de la gestion immobilière, en affirmant que bien des obstacles sont surmontables si on planifie correctement le programme. Ce groupe de travail a de nouveau fait savoir que certains immeubles n'ont pas la place pour adopter le Programme de bac vert. Si ce groupe de travail s'attendait à ce qu'on recommande d'adopter un programme obligatoire de réacheminement des matières organiques d'après les directives du gouvernement provincial et les entretiens des dernières années avec le personnel de la Ville, certains membres du Groupe ont fait état des inquiétudes logistiques quand il s'agit d'ajouter un nouveau volet de réacheminement des déchets dans leurs immeubles. Pour veiller à ce que le plan de mise en œuvre déployé pour intégrer tous les immeubles dans un programme de réacheminement des matières organiques soit un succès, le Groupe a émis plusieurs suggestions, qui consistent entre autres à envisager une intégration saisonnière, au printemps ou en automne, quand les odeurs nauséabondes sont moins puissantes et que la vermine est moins nombreuse. Le personnel de la Ville a à nouveau entendu parler de l'importance des efforts réguliers de promotion et d'information pour tenir les résidents au courant des programmes et de leurs bienfaits. Le Groupe de travail a fait savoir qu'il souhaitait se pencher sur des projets pilotes, mais a exprimé des inquiétudes à propos de la

contamination et de la conversion des infrastructures existantes pour adopter de nouvelles méthodes d'élimination des déchets.

En mars 2022, le personnel de la Ville a tenu une séance d'information pour le Groupe de consultation des intervenants (GCI) du Plan directeur. Les membres ont fait savoir qu'ils étaient d'accord avec tous les piliers et qu'ils s'entendaient sur les difficultés recensées par les résidents et par le secteur de la gestion immobilière. Certains membres se sont dits inquiets du volume de travail à consacrer aux immeubles dans lesquels il faut adopter un nouveau programme de réacheminement des matières organiques et ont tous redit qu'il fallait prioriser la promotion et l'information, surtout lorsqu'il s'agit d'intégrer des immeubles. Les membres souhaitent connaître les programmes (distincts du Programme de bac vert) qui sont élaborés afin de promouvoir le réacheminement des matières organiques et étaient heureux de constater que la Ville réunit les commentaires et les données d'autres municipalités relativement aux possibilités offertes dans le cadre des programmes pilotes.

La nécessité pour la Ville de travailler en collaboration avec le secteur de la gestion immobilière afin d'assurer le succès de la mise en œuvre du réacheminement des matières organiques dans tous les immeubles à logements multiples est un thème qui revenait dans toutes les discussions qui ont eu lieu pendant les consultations.

Les prochaines étapes

Si le Conseil municipal approuve la Stratégie de réacheminement des déchets des immeubles à logements multiples, on commencerait tout de suite à se consacrer à la stratégie et aux piliers des projets, conformément aux modalités exposées dans ce rapport.

À partir du 1^{er} juin 2022, tous les immeubles dans lesquels la Ville commencerait à assurer les services de collecte seraient obligés à participer au Programme de bac vert. Le personnel recommande que le plan de mise en œuvre du pilier 1 et l'analyse financière liée fassent l'objet d'un rapport au Conseil municipal en 2023, de concert avec une mise au point sur les progrès accomplis jusqu'alors dans la mise en œuvre. En 2022, le personnel de la Ville continuera d'intégrer dans le Programme de bac vert les immeubles qui seraient prêts à y participer de leur plein gré et continuerait de consulter les intervenants pour veiller à ce que le plan de mise en œuvre soit aménagé pour être fructueux.

Outre les prochaines étapes du pilier 1, le personnel lancerait les travaux consacrés aux initiatives décrites dans les quatre autres piliers des projets à partir de la fin de

cette année. Compte tenu des besoins en ressources à consacrer pour lancer l'intervention dans chaque projet, nous recommandons, dans l'approche proposée, d'échelonner les étapes de la planification et de la mise en œuvre, sur un horizon prévisionnel à court terme (de cinq ans).

En 2023, le personnel soumettrait au Conseil municipal un compte rendu sur la planification et sur les progrès accomplis dans les piliers des projets, de concert avec l'analyse financière détaillée et le plan de mise en œuvre pour l'intégration de tous les immeubles dans un programme obligatoire de réacheminement des matières organiques. Même si ce rapport n'a pas d'incidences sur le budget de 2022, le compte rendu qui serait déposé auprès du Conseil municipal en 2023 comprendrait une analyse circonstanciée des coûts pour l'intégration obligatoire de tous les immeubles à logements multiples. Cette analyse ferait état d'un impératif budgétaire de l'ordre de 550 000 \$ en 2023, qui serait compris dans la version provisoire du budget opérationnel des Services des déchets solides de 2023, afin de permettre de continuer d'intégrer les immeubles en 2023.

À terme, les comptes rendus sur les indicateurs de rendements clés de la Stratégie seraient déposés de concert avec les comptes rendus sur le Plan directeur. Un examen complet de la Stratégie se déroulerait de concert avec la réactualisation, tous les cinq ans, du Plan directeur de la gestion des déchets solides, dont la version à jour sera soumise au Conseil municipal en 2029.

BACKGROUND

The City of Ottawa (the City) manages a complex, integrated solid waste management system that maintains public health and supports environmental sustainability for approximately 297,000 single family homes and 2,150 multi-residential properties. The City also provides waste collection services to 190 City-owned facilities, 1,950 parks and public spaces, 550 small businesses through the City's Yellow Bag program, and 240 schools with green bin collection through the City's Green Bins in Schools program.

As Council is aware, the City is in the midst of developing a new Solid Waste Master Plan (Waste Plan) which will provide the overall framework, direction, and goals for solid waste management, diversion and reduction over the next 30 years. In 2019, Council approved the Solid Waste Master Plan Roadmap report ([ACS2019-PWE-GEN-0007](#)) which outlined key projects that would be developed concurrently, in support of the Waste Plan. At the forefront of these projects is the Multi-Residential Waste Diversion Strategy, which is aimed at increasing participation and engagement in waste diversion

programs through policies, pilots and initiatives targeted to the multi-residential sector. This strategy would be developed alongside the Waste Plan to investigate short-term opportunities to increase waste diversion.

Increasing waste diversion from landfill in the short-term (five-year horizon) has been identified as a priority by Ottawa City Council, residents, and stakeholders. The Trail Waste Facility Landfill is a significant asset for the City and its residents. Establishing a new landfill could cost over \$200 million and could take up to 15 years to become fully operational. According to the most recent Long-Term Waste Management Needs Assessment Analysis, there is approximately 30 per cent capacity remaining at the landfill. If the City maintains status quo, the landfill could reach capacity between 2036 and 2038. The Multi-Residential Waste Diversion Strategy is one of several City projects designed to increase the lifespan of the landfill, in addition to the six opportunities identified in the Residual Waste Management Strategy ([ACS2021-PWE-SWS-0005](#)) approved by Council on October 27, 2021.

Ottawa's Multi-Residential Sector

In Ontario, multi-residential properties are classified as Industrial, Commercial, and Institutional (IC&I) under [O. Reg 103/94 Industrial, Commercial and Institutional Source Separation Programs](#). O. Reg 103/94 places responsibility for the provision of waste programs on the property owner. This means that municipalities have no statutory role to play in waste collection and disposal from multi-residential properties; however, the City of Ottawa (like many other Ontario municipalities) provides service to the multi-residential sector under the City's Solid Waste Management By-law and has been since the regionalization of waste management in 1995. Under provincial regulation, multi-residential property owners are required to provide recycling collection at all properties.

On June 1, 1996, the Regional Solid Waste Collection contract came into effect, servicing both curbside and multi-residential properties with garbage and recycling collection. In 2003, Ottawa City Council approved the Integrated Waste Management Master Plan ([ACS2003-TUP-UTL-0001](#)) which identified implementing a source-separated organics program and increasing waste diversion in the multi-residential sector as two priorities. In 2011, the City's Green Bin program was implemented for the multi-residential sector and properties were able to opt-in to the service on a voluntary basis, as they still can today.

The City defines multi-residential properties as a group of residential dwellings containing six or more units under the City's Solid Waste Management By-law. These

properties include apartment buildings, townhome complexes, stacked townhomes, garden homes and social housing. The City collects waste from approximately 90 per cent of multi-residential properties, with the remaining 10 per cent not receiving City waste collection services because they have either chosen to use a private waste hauler, the property cannot be accessed by the City service provider, or they do not meet the site plan requirements for waste services. Of the 2,150 properties currently serviced by City collections, 929 were participating in the City's Green Bin program as of December 1, 2021. Given that just over 43 per cent of properties have access to a Green Bin program, this further highlights the work that still needs to be done to expand access to organics diversion programs for the multi-residential sector.

The City provides waste collection services to multi-residential properties across all geographical boundaries, however, there are significantly higher proportions of multi-residential properties located in the urban area and along the Rideau River. Figure 1 in Document 1 shows the percentage of multi-residential properties and residential units serviced by the City of Ottawa in each ward.

Many multi-residential properties in the City were designed with limited or no space to accommodate recycling and Green Bin programs. Sixty-five per cent of properties in the City of Ottawa were built before 1990 when recycling programs were not a mandated requirement under provincial regulations. Furthermore, 84 per cent of all multi-residential properties in the City were constructed before 2012 when the City's Solid Waste Collection Guidelines for Multi-Unit Residential Development was implemented, which set the requirements for waste management planning at all multi-residential properties receiving City collection services. Though these guidelines have ensured all new developments are designed with adequate space for garbage, recycling, and green bin containers, they do not apply to properties built before 2012.

In 2021, Ottawa residents disposed of approximately 367,030 tonnes of waste from all property types, with the multi-residential sector accounting for approximately 18 per cent of that (67,569 tonnes of the total waste collected). Specifically, the multi-residential sector generated 56,303 tonnes of garbage (accounting for 83 per cent of waste collected from the sector), 10,230 tonnes of recyclable material (accounting for 15 per cent) and 1,036 tonnes of organics material (accounting for 2 per cent). According to the 2019 Multi-Residential Waste Audit Study, 74 per cent of audited waste was sent to landfill. Of this, only 42 per cent was actual garbage, meaning 58 per cent could have been diverted through City diversion programs. Collected tonnages in 2021 showed a 17 per cent diversion rate for multi-residential properties which is 37 per cent lower than it is for curbside properties. This highlights an opportunity for the City to increase waste

diversion in this sector and in turn, help extend the life of the Trail Waste Facility Landfill.

The City continues to work closely with property owners, managers, and superintendents to overcome challenges to delivering waste services and to provide garbage, recycling, and Green Bin programs to all residents.

Factors Influencing Waste Management and Diversion for Ottawa's Multi-Residential Sector

There are several factors that influence waste management and diversion in Ottawa's multi-residential sector. These factors include provincial and municipal policy directions and projects, challenges faced by the property management sector, and varying attitudes and behaviours of residents. There may also be barriers to participation for residents with disabilities. For the purposes of this report, the property management sector includes property owners, property managers, building supervisors, and superintendents.

Legislative Authority and Policy Influences

As Council is aware, all levels of government play a role in waste management. Municipalities are typically responsible for managing the collection, recycling, composting and disposal of waste from residential properties, while the federal and provincial governments establish waste reduction and diversion policies and programs, provide regulations and standards for, and the approval and monitoring of, waste management facilities and operations. Given that the multi-residential sector is classified as IC&I in Ontario, waste management for these properties is primarily regulated at the provincial level. Detailed below are key policy directions that are actively shaping multi-residential waste management in Ontario.

O. Reg 103/94 Industrial, Commercial, and Institutional Source Separation Programs

In Ontario, multi-residential waste management is classified as Industrial, Commercial, and Institutional (IC&I) waste under [O. Reg 103/94](#). The regulation was enacted in March 1994 and has been in its current version since October 2011. This regulation sets out the minimum requirements for source separation programs that businesses and multi-residential properties must meet. Section 10 of the regulation defines multi-residential properties as one that contains six or more dwelling units and requires that the owner of the property implement a source separation program for waste generated at the building for the aluminum and steel cans, glass bottles and jars, newsprint,

polyethylene terephthalate bottles, and any waste that goes in the municipality's Blue Box program.

This regulation places the legal responsibility of providing source separation programs to residents on the property owner, not the municipality. Historically, there has been very limited enforcement of these regulations by the Province. All municipalities providing waste collection service to multi-residential properties have the legislative authority to monitor and enforce recycling requirements.

Food and Organic Waste Policy Statement

The Province of Ontario enacted the [Resource Recovery and Circular Economy Act, 2016](#) (RRCEA) under the [Waste Free Ontario Act](#). The RRCEA introduces the idea of a circular economy, which aims to eliminate waste, not just from recycling processes, but also throughout the lifecycles of products and packaging. A circular economy aims to maximize value and eliminate waste by improving the design of materials, products and business models.

On April 30, 2018, the [Food and Organic Waste Policy Statement](#) was issued under section 11 of the RRCEA and set out a policy direction for the Province for food and organic waste. The policy statement acknowledges the need for greater efforts and innovative ways to recover food and organic waste from multi-residential properties. It established aggressive targets for food waste reduction and resource recovery in several sectors, including multi-residential properties. The policy statement introduced a 50 per cent food waste reduction and recovery target for multi-residential properties by 2025, and states that multi-residential properties *shall* provide collection of food and organic waste to their residents. At this time, property owners and municipalities have not received further information on the extent to which the Province will monitor compliance with the target or any enforcement measures.

In addition, the Province announced on November 27, 2020 their priority to phase out food and organics waste from landfills by 2030, however no further public details have been made available by the Province.

Provincial Transition of Recycling Programs to Individual Producer Responsibility

As Council is aware, the Province is shifting recycling programs to Individual Producer Responsibility (IPR) which will make producers of products and packaging environmentally accountable and financially responsible for recovering resources and reducing waste associated with their products and package after consumers have

finished using them. In June 2021, the Ministry of the Environment, Conservation and Parks released the final regulation for the Provincial Blue Box Regulation ([O. Reg 391/21](#)) that would see the transition of the existing residential recycling program under the *Waste Diversion Transition Act, 2016 (WDTA)* to an IPR model.

In terms of what this means for Ottawa's multi-residential sector, producers will be required to collect recyclable materials from multi-residential properties that are currently being serviced by City of Ottawa collection. Further, producers will be required to make best efforts to maintain existing recycling programs as currently established in Ottawa between July 1, 2023 and December 31, 2025. As of January 1, 2026, a standardized provincial Blue Box Program will be implemented across Ontario where producers will have to meet the requirements of the regulation. Staff are currently developing potential scenarios for Council's consideration to determine Ottawa's possible role under the new provincial Blue Box Program, which will be presented in Q1 2023.

Ontario Building Code

The Ontario Building Code (OBC) is a regulation under the *Building Code Act* and is applicable to the construction of new properties, renovations of existing properties, and changes of use within existing buildings.

All applications for new developments are reviewed by City staff to ensure compliance with the OBC and applicable laws. Once the development is approved and the building permit is issued, the City inspects the building to ensure construction is occurring in accordance with what was authorized in the issued permit. This is a mandated process by the OBC.

The OBC includes requirements for the handling of refuse materials to protect the property and residents from fire and other nuisances. The OBC outlines specific requirements for refuse, including separation distances and material for refuse chutes, however it does not currently reference waste diversion programs. The Continuous Improvement Fund (CIF) and former Waste Diversion Ontario has advocated for amendments to include policy to influence waste diversion programs. The Province has indicated their intent to review the [Building Code](#) to assess whether new multi-residential properties may be required to enable and promote design and construction options that support the resource recovery of food and organic waste. Specific timelines for this review have not been provided by the Province.

City of Ottawa Policies, Projects, and Plans Influencing Multi-Residential Waste Management

In addition to the above-mentioned provincial policies and legislation, the City also has developed policy frameworks that influence the management of waste at multi-residential properties. These include:

- Solid Waste Management By-law
- Site Plan Control: Solid Waste Collection Guidelines for Multi-Unit Residential Development
- Property Maintenance and Property Standards By-law
- Site Plan Control By-law
- Ontario Fire Code
- Zoning By-law

The above listed by-laws all include requirements for waste storage areas and/or receptacles at multi-residential properties. The property management sector and City staff have identified challenges in finding adequate space in older multi-residential properties to store waste containers in locations that that comply with all by-laws.

Further to these, the City has or is in the midst of developing numerous projects and plans that the Multi-Residential Waste Diversion Strategy would complement and consider. In addition to the Solid Waste Master Plan, the following projects and plans are underway and would align with this strategy:

- **2019-2022 City Strategic Plan:** This document defines Council's priorities and serves as a roadmap to guide work for the 2019-2022 Term of Council. The plan includes strategic priorities that lay the foundation of all City programs and services. The Multi-Residential Waste Diversion Strategy supports Council's strategic priority of Environmental Stewardship: grow and protect a healthy, beautiful and vibrant city that can adapt to change.
- **Energy Evolution: Ottawa's Community Energy Transition Strategy (Energy Evolution) and the Climate Change Master Plan (CCMP):** The Multi-Residential Waste Diversion Strategy supports achieving Energy Evolution and CCMP's targets and initiatives. To achieve the Council-approved target to reduce Ottawa's greenhouse gas emissions by 100 per cent by 2050, Energy Evolution

calls for 98 per cent of organics diverted from landfill by 2024 and 100 per cent of paper material diverted by 2042. Additionally, Energy Evolution is developing and implementing a number of projects that are relevant to this Strategy, including the Organics Resource Recovery Strategy, the High-Performance Development Standard and Better Buildings Ottawa.

- **Solid Waste Long Range Financial Plan:** This solid waste-specific long range financial plan will be presented to Council alongside the final Solid Waste Master Plan (Waste Plan) and will outline key funding strategies to support both the Waste Plan and the Multi-Residential Waste Diversion Strategy.
- **The City's Official Plan:** According to the City's new Official Plan (OP), Ottawa's population is expected to surpass 1.4 million people by 2046 and it is anticipated that the total number of multi-residential units will reach approximately 167,600 (46 per cent increase from 2021). The Solid Waste Master Plan's Long-Term Waste Management Needs Technical Memo anticipates an additional 11,985 tonnes of garbage (a 23 per cent increase from 2020) will be sent to landfill if no changes are made to increase waste diversion in this sector.

Holistic planning approaches to multi-residential waste management, such as those taken through the development of the recommended strategy, support continued collaboration and compliance with the above noted policies, projects, and plans, in an effort to increase multi-residential waste diversion.

Challenges Faced by the Property Management Sector

As previously stated, property owners are responsible for managing and delivering waste programs to multi-residential properties under provincial regulation. The City recognized the need to support this sector with organics diversion after the Green Bin program was introduced with little uptake in 2011 and the Province announced its intentions to ban organic waste from landfills by 2030, as discussed above in this report. With this top of mind, the City initiated a Multi-Residential Working Group in 2018. The purpose of this group is to solicit feedback regarding the unique challenges property managers face with waste diversion and identify opportunities and solutions to address the challenges.

The City invited members of the property management sector to participate and saw 35 participants from organizations representing approximately one-third of all multi-residential properties serviced by the City of Ottawa attend at least one of the three meetings in 2019 to discuss challenges and opportunities to increase waste diversion

(with a focus on green bin participation). During the meetings members provided valuable insight and feedback for staff to consider when developing this Multi-Residential Waste Diversion Strategy and focused conversations on the following three topics:

- Top barriers faced when introducing the Green Bin program or offering a Green Bin program.
 - Smell, pests, residents refusing to participate, having to bring green bins to the curb for collection, and not enough space to store the green bins.
- Potential solutions that property managers could explore to reduce the identified barriers.
 - Increased collection of organic waste, on-site organics collection, smell eliminating products at the bin pads and within the bin linings, air purifiers, increased education for residents and smaller on-site containers.
- A panel discussion from group members running successful Green Bin programs.
 - This requires commitment and work from property staff, focus on community engagement surrounding the Green Bin program, and placement of bins in clean and easy to access areas.

The City has made efforts to reduce challenges faced by the property management sector to support increasing participation in the Green Bin program. The introduction of plastic bag liners in 2019 supported reducing barriers for some properties with smell and pests. In 2020, changes were made to the collection contract to allow for collection vehicles to come onsite to collect organics as opposed to requiring properties to have their green bin set at the curb. Through this contract, the City also introduced 360 litre carts for garbage and recycling that could be used instead of larger front-end loading collection bins to alleviate space constraints at some properties. Since the contract changes in 2020, more than 350 properties were onboarded to the multi-residential Green Bin program. While this is a great advancement, more work is needed to continue increasing the number of properties and residents participating in diversion programs.

The Multi-Residential Working Group has since been leveraged to provide feedback on the Multi-Residential Waste Diversion Strategy, as explained in the discussion section in this report.

Resident Attitudes and Behaviours

In preparing to develop this Multi-Residential Waste Diversion Strategy, staff used data obtained from Environics Analytics, 2016 census data, and information from City databases to better understand how resident attitudes and behaviours have shaped multi-residential waste management in the City of Ottawa. Staff also retained Hill and Knowlton (H+K) Strategies in [2018](#) and [2020](#) to conduct market research on resident's attitudes and behaviours towards solid waste management, which identified factors within the community that influence waste management include socio-economic factors, attitudes and behaviours of residents, and dwelling configuration. Details of the research results are explained below.

Audience segmentations

The 2018 H+K market research conducted data modelling using responses regarding waste diversion attitudes and behaviours as well as demographic details to create an audience segmentation. The audience segmentation was created to better understand the prevailing beliefs and behaviours of Ottawa residents regarding waste management and diversion. Approximately 67 per cent of multi-residential residents fall into the “aspirational” or “disconnected” market segments, which represent the lowest participation rates in diversion programs:

- Disconnected (39 per cent of multi-residential population): Low knowledge and participation of waste diversion programs and a low rate of satisfaction with the information they receive about diversion programs.
- Aspirational (28 per cent of multi-residential population): Have mostly positive attitudes towards recycling but limited follow through in terms of behaviour. Approximately one in four don't think recycling and Green Bin programs do much to help the environment.

While the prevailing attitudes between the two groups are different, both groups have lower participation in waste diversion programs than the identified “inconsistent” and “superstar” audience segmentations.

- Inconsistent (16 per cent of multi-residential population): Have a moderate knowledge of waste diversion and are moderately satisfied with the information they receive about waste diversion programs.
- Superstar (17 per cent of multi-residential population): Have a high knowledge of waste diversion and are very satisfied with the information they receive from the city.

Many residents have positive and progressive attitudes when it comes to waste management, but there is still a substantial portion of the population that do not believe that recycling and Green Bin programs help the environment (20 per cent of polled multi-residential residents). Almost three-quarters (72 per cent) of residents at multi-residential properties indicated that they use recycling programs to some degree, but at a much lower intensity than their curbside counterparts.

Residents indicated that there are several barriers they face when it comes to participating in diversion programs, including: inconvenience, access, and not enough space to store and sort material in their unit.

Inconvenient to participate in diversion programs

Nearly one third of residents living at multi-residential properties identified that recycling and Green Bin programs are too inconvenient to start using and that inconvenience serves as a barrier to around one quarter of them using the programs more.

The majority of multi-residential properties in the City of Ottawa are taller than five storeys, accounting for 73 per cent of properties receiving waste collection services from the City. Many high-rise properties are built with garbage chutes to provide residents with convenient access to garbage disposal, while recycling and green bins are typically located in the basement or outside the building.

Limited access to diversion programs

Despite all multi-residential properties being serviced by the City having recycling programs in place, and provincial regulations mandating recycling programs at all multi-residential properties, 25 per cent of residents indicated they do not have access to recycling programs at their property. This may mean that residents do not know where the recycling containers are stored at their property, or they may physically not be able to access the containers.

Just over one-third (34 per cent) of multi-residential residents identified having access to Green Bin services in the 2020 H+K market research. While 43 per cent of multi-residential properties, which represents 36 per cent of all multi-residential units, had access to the Green Bin program as of December 2021, the remaining 57 per cent of properties, which represent 64 per cent of residential dwellings, do not. Eighty-three per cent of surveyed residents living at multi-residential properties indicated they would participate in food and organic waste diversion if they had access to a Green Bin program.

Lack of space to store and organize divertible material

Almost one-third (30 per cent) of multi-residential residents not using diversion programs indicated they do not have enough room in their unit to organize and store recyclables. Multi-residential properties are not designed with space for residents to store garbage, recycling, and green bin containers in their units, or with adequate sorting space near the property's centralized waste containers.

What we learned from previous engagement

As noted earlier in this section of the report, staff leveraged various existing databases and tools to better understand the obstacles residents and properties face when it comes to waste management and diversion. Staff also conducted engagement sessions to solicit both direct and in-direct feedback from multi-residential residents and the property management sector to gain a better understanding of what would increase diversion participation in this sector.

In 2018, Council approved the Source Separated Organics Program Update report ([ACS2018-PWE-GEN-0003](#)) which recommended enhancements to the Green Bin Program. These enhancements included the policy change to allow for plastic bags liners and dog waste in the green bin which responded to the multi-residential sector's top barrier to participation: convenience, and also addressed the yuck factor concern (participation leads to smelly, gross or messy conditions).

In 2020, the Solid Waste Master Plan's first public engagement series took place to solicit feedback on Ottawa's current waste state. Staff heard feedback to support the introduction and expansion of diversion programs to multi-residential buildings from both residents and the property management sector. When asked about the challenges multi-residential residents face when it comes to diverting waste, convenience, access, and lack of information about City diversion programs were the top themes. When asked what success looks like to overcoming obstacles, residents noted that bigger

disposal rooms, motivation from property managers, and information in more languages would help increase participation in the programs.

Most recently, staff received indirect feedback from multi-residential property residents by means of the 2021 Curbside Garbage Collections Options engagement survey. Themes and feedback received remained consistent with comments heard through previous engagement, including:

- Interest and desire to participate in the program from residents who don't currently have access;
- Share more information in order to increase uptake and participation in the program; and,
- The need for easier access in buildings to alleviate barriers to participating (ie: more convenient placement of bins).

Through this engagement, staff heard from curbside residents that they felt multi-residential properties should have similar policies put in place and that expanding diversion initiatives should not be limited to curbside households only. This further underscores the City's plans to increasing diversion for all residents through component projects in the short term while the final Waste Plan is developed.

Staff are committed to investigating barriers, addressing challenges and finding solutions to help increase waste diversion in multi-residential properties. Staff would continue to engage with stakeholders through the strategy's implementation, if approved.

Literature Review and Municipal Scan

In developing the Multi-Residential Waste Diversion Strategy, staff completed a literature review to identify common practices, key trends and emerging technologies in the waste management sector and completed a scan of municipal waste programs in Ontario and across Canada to gain a better understanding of what waste management in the multi-residential sector looks like for comparator municipalities.

Literature Review

An extensive literature review of academic journals and industry studies was conducted by staff to further understand barriers, challenges, opportunities, and evidence-based outcomes of pilots in the multi-residential waste management sector. Ottawa has been

successful to date in integrating best practices to find innovative solutions to implement diversion programs in the City, as a “one-size-fits-all” approach is not feasible in this sector due to a wide array of unique property designs and varying demographic compositions across different properties.

The literature review validated the data obtained through market research, confirming that access, inconvenience, and lack of space to store divertible material are all factors which discourage participation in diversion programs.

As identified throughout this report, it is known that the existence of an organics program is not sufficient on its own. Investigating solutions to promote user convenience, raising awareness of programs, providing information to residents, and launching strong and regularly occurring education campaigns are all critical factors to a successful program. Even so, there will always be individuals that resist change or are indifferent about waste diversion.

A few examples that were highlighted through staff’s literature review indicated that reconfigurations to existing garbage rooms have proven to improve waste diversion participation. Renovations of existing spaces completed by Concert Properties in Western Canada included repainting the diversion room, ensuring a bright, well-ventilated and clean space, clearly labelling disposal areas, initiating a robust and ongoing engagement program and ensuring regular maintenance of the space saw diversion rates increase from 30-40 per cent to 70-80 per cent within one year.

Municipal Scan

Through the planning process to develop this strategy, staff have been in contact with multiple municipalities including Toronto, Peel, Durham, Guelph, Markham, Edmonton, Calgary, Halifax, and Seattle, to gain insight on best practices in other regions, understand their challenges and successes, and determine how best to set the City up for success through the recommendations presented in the Strategy.

Some of these municipalities, including Peel, Durham, Halifax and Calgary, do not provide green bin service to their multi-residential sector, primarily due to contamination concerns and operational costs. All surveyed municipalities, whether they collect organics or not, spoke to the challenges and complexities of implementing an organics diversion program, many of which are the same as those faced by Ottawa.

Contacted municipalities had diversion rates ranging from 13 per cent to 40 per cent for the multi-residential sector, with the City of Markham having the highest multi-residential

diversion rate. It is important to note that the City of Markham only has 137 multi-residential properties, compared to the City of Ottawa's 2,150 properties. Approximately 71 per cent of properties in Markham receive green bin collection and existing properties that cannot accommodate organics collection must be retrofitted to support mandatory organics diversion. Markham is currently piloting an access control monitoring technology to track and increase participation in diversion programs.

Staff are considering best practices that have been introduced by municipalities with higher diversion rates than Ottawa both through this strategy and the new Waste Plan. Some of these best practices include mandatory organics diversion, rate or volume-based service, enhanced property development requirements, communication tactics in multiple languages, as well as textile diversion.

Another key finding from the municipal scan is the emphasis placed on proactive and ongoing promotion and education. Effective engagement with the public is a cornerstone of many municipal programs, especially at the onset of a new service through lobby displays, presentations, and door-to-door distribution of educational material and diversion containers. For comparative context, municipalities staff researched spend between \$2.28 and \$6.50 per household on outreach, while Ottawa averages \$0.48 per household.

With a thorough understanding of the multi-residential waste sector, challenges faced by residents in participating in diversion programs and by property staff in managing programs, and well-documented opportunities to support reducing these challenges, staff have developed this Multi-Residential Waste Diversion Strategy to support increasing waste diversion in the multi-residential sector.

DISCUSSION

The purpose of this report is to provide members of Council with the City's recommended Multi-Residential Waste Diversion Strategy. This action-oriented strategy focuses on increasing participation in City recycling and organics diversion programs to help extend the life of the Trail Waste Facility Landfill. If the City maintains status quo, the landfill could reach capacity between 2036 and 2038. The Multi-Residential Waste Diversion Strategy is one of several City projects designed to increase the life span of the landfill, in addition to the six opportunities identified in the Residual Waste Management Strategy ([ACS2021-PWE-SWS-0005](#)) approved by Council on October 27, 2021.

There is no "one size fits all" approach for properties and residents, so this strategy

includes various options and components to support successful diversion programs. It recommends exploring pilots, programs and initiatives to support increasing waste diversion at multi-residential properties in the short-term (five year) planning horizon.

After conducting an analysis of the City's multi-residential waste program, analyzing feedback from residents, Councillors, property managers, and other key stakeholders, and completing extensive research of other municipal programs, industry studies, and a literature review, staff are proposing five project pillars to increase waste diversion at multi-residential properties:

- Expanding organics diversion to all multi-residential properties
- Enhancing promotion and education
- Exploring pilots
- Dedicating and redesigning space for waste disposal programs
- Driving change moving forward through the collection contract

The project pillars, which are explained in detail below, would allow the City to make strides in multi-residential waste management and diversion in advance of the completion of the City's new Solid Waste Master Plan.

Supporting the Solid Waste Master Plan

On July 9, 2021, Council approved the Solid Waste Master Plan Phase 2 report ([ACS2021-PWE-SWS-0003](#)), which identified the Waste Plan's vision statement, guiding principles and goals, and provided a high-level long list of 72 options for managing and diverting waste in the City over the next 30-years which would later be evaluated to generate a shorter list of options for consideration. In February 2022, Solid Waste shared the results of the evaluation through a memo to Council, noting a total of 57 options have advanced; all of which were placed into one of 27 "options suites" to show interdependencies and take advantage of costs saving, where available.

One of the options suites, "Option Suite 4: Supporting Additional Diversion in Multi-Residential Properties", includes three options that pertain solely to waste management and diversion at multi-residential properties:

- **2B6:** Making Organics Diversion a Prerequisite to Receive City Waste Management Services

- **2C3:** Multi-residential Building Development Standards
- **2C4:** Chute Closure/Conversion to Organic Chutes Program at Multi-residential Buildings

Each of the options within Option Suite 4 are supported through one or more of the project pillars in this strategy, as shown in Document 1, appended to this report.

In the February 2022 memo to members of Council, staff detailed the impacts of all the proposed Waste Plan options suites and highlighted some key benefits of Option Suite 4, including:

- Its potential impact to directly divert waste from the Trail Waste Facility Landfill; and,
- Its relative impact on Greenhouse Gas emissions reductions (~6 per cent of total greenhouse gas emissions reductions attributed to waste-diverting options in the Waste Plan).

It is important to note, however, that these are estimates based on current data and assumptions, including projected waste tonnages that considered population growth and status quo landfill optimization practices.

By preparing this Multi-Residential Waste Diversion Strategy in advance of the completion of the Waste Plan, the City has an opportunity to achieve improvements in multi-residential waste diversion prior to the finalization of the Waste Plan. The work being done on this Multi-Residential Waste Diversion Strategy would integrate with and contribute to initiatives recommended through the Waste Plan and would allow for the City to adopt industry best practices to support a stronger multi-residential waste diversion program.

Resident and Stakeholder Engagement

As Council has seen with the Solid Waste Master Plan's development, extensive engagement is integral to developing strategies that stakeholders and residents feel seen and heard through. Staff are committed to working with all impacted parties to support this Multi-Residential Waste Diversion Strategy in addressing key concerns of residents and the property management sector. Details on how staff have engaged through the development of this strategy, and key takeaways from each engagement session, are outlined in the What We Learned report, appended to this report at Document 2.

Briefing members of Council

In January 2022, staff started engagement specific to the Multi-Residential Waste Diversion Strategy to seek input and approval on the approach from Councillors in advance of engaging with other key stakeholders, including residents and the property management sector.

On January 20, 2022, staff met with the Waste Plan's Council Sponsor's Group (CSG) to seek their input and feedback on the proposed project pillars, their associated implementation plan, and any key areas of interest or concern with the strategy. The following themes summarize what staff heard during that meeting:

- The Multi-Residential Waste Diversion Strategy is an important project to move forward with to support waste diversion.
- It is important to engage with property owners and ensure accountability.
- Property design is a barrier for many properties.
- The project should explore tactics to reach residents including materials in multiple languages, offering incentives, and encouraging behaviour change.

Following the CSG meeting, staff briefed City Councillors with the highest percentage of multi-residential properties in their ward on the proposed project pillars, and heard the following key themes regarding the overall strategy:

- Councillors and residents are eager to get organics diversion programs into multi-residential properties.
- Promotion and education will be a key to success; should consider an ambassador program, an incentives program, and reaching out to schools to educate youth.
- There is an interest in leveraging existing facility-spaces to increase diversion (e.g., repurpose garbage chutes) but awareness that some properties may have constraints. Could also look into a local drop-off depot for buildings with no space.

Through each briefing, members of Council expressed their agreement that organics diversion should be mandatory for all multi-residential properties receiving collections services from the City of Ottawa. Members were clear, however, that engagement with both residents and the property management sector would be crucial to ensure a

successful roll-out of diversion programs.

Resident Engagement Sessions

Between February and March 2022, residents of multi-residential properties were invited to participate in dialogue sessions to help staff better understand barriers and solutions to increasing participation in diversion programs. Market research had identified challenges to using recycling and Green Bin programs, so staff took this opportunity to hear what tactics residents recommend using to increase participation and gain insight into what communications techniques and tactics should be used to support increased program participation.

Sessions were advertised on Engage Ottawa, promoted through the City's social media channels, and through direct e-mail contact to suggested groups. Two online dialogue sessions were scheduled with a total of 91 residents registered.

Upon registration, residents were asked whether they had access to diversion programs, and if they participate in programs:

- Access to the Green Bin program: 53 per cent have access, 40 per cent do not, and 8 per cent were either unsure or their response was inconclusive.
- Participation in diversion programs: 63 per cent participate, 31 per cent they do not, and 7 per cent of answers were inconclusive.

Of note, all residents with access to the Green Bin program stated they participate in the program, with the exception of one resident who does not participate in the Green Bin program but does participate in recycling programs.

Staff asked residents what the best way to receive information about the Green Bin program would be, if it were new to their properties. Responses included:

- Word of mouth, including from the property management sector or through in-person information sessions.
- Printed flyers for each unit as well as posters detailing what goes in the bin, and what does not (could include picture representations or infographics).
- Frequent or repeated communications through email regarding the program so people are reminded how to properly use it.

As for what kind of information residents believe they and their neighbours need to successfully participate, staff heard that defining what “green waste” is, explaining where waste goes when it is disposed of, and how often collection would be helpful. Residents said that if the City offered incentives for participation and explained how an individual organics diversion could increase capacity at Trail Waste Facility Landfill and decrease greenhouse gas emissions, residents may be more likely to participate.

Residents were then asked about the barriers and challenges they face at their properties when it comes to program participation and explored solutions to address each barrier and challenge, if available.

- **Access and convenience:** Residents confirmed access and convenience to be a top challenge to participating in diversion programs, or to using them more. Some residents said they don't have a green bin program at their property to use or the size of the communal bin can be challenging for residents to access. Some residents acknowledged that the location of the bin is a problem because they have to either go to the basement, parking garage, or outside to recycling but garbage can be disposed of in a chute.
- **Space and location:** Residents expressed their concern with the lack of space their properties have to accommodate a program or the location of bins being a barrier if they are outdoors. They also noted the kitchen containers the City provides is too big for some individual units. The space where communal bins are located was also flagged as a challenge for residents with mobility issues.
- **Smell and pests:** Residents are reluctant to participate due to odour, fruit flies and fear of rodents. Solutions offered included storing the bins in the basement of properties or having a common organics-disposal space on each floor of a property which would be emptied daily to mitigate insects and smell. Residents also suggested adding unused flyers to the communal green bin to mask odours.
- **Lack of information or interest:** The program can be confusing for residents and a solution to this would be sharing more information about the importance of participating. Residents would also like to hear how other buildings are participating and would be open to sharing best practices. Staff again heard the need to provide information in multiple languages.

Other barriers heard included the cost of bin liners and the lack of funds to purchase liners only to throw them out with the organics every few days. Residents again

expressed their interest in incentives and would like to know more about the impact they are making by diverting waste.

The final discussion topic was promotion and education; staff used this opportunity to hear what tools and approaches residents want the City to use and what specific information would be helpful to receive. Common themes included:

- Interest in welcome packages when a program initiates or a new tenant moves into a building to understand what programs entail, how to use them, and where to go for information on them.
- Residents would like waste audits to understand their property's performance and for residents to understand if they are meeting the program's objectives.
- Residents recommended using all available communication channels including YouTube, social media, City phone apps, emails, posters, printed pamphlets, and fridge magnets to educate participants.
- Residents believe educating kids at school would help translate to increase waste diversion program participation at home.

With regards to what information would be helpful to receive, residents again stated that knowing the impact the diversion is having on the environment would be motivating. Residents also would like to hear more about other waste diversion opportunities, including household hazardous waste depot events, and noted that season-specific messaging could potentially increase participation.

Consensus leaving these conversations was that residents are interested in organics diversion and eager to see them come into their properties but recognize there is and will be challenges faced once programs are put in place. There seems to be a willingness to learn from one another and share best practice to help the program, as a collective, be successful.

In addition to the resident dialogue sessions, a public opinion survey was completed through the Solid Waste Master Plan's Engagement Series 2 that included focused questions about barriers and challenges to participating in waste diversion programs in the multi-residential sector. The top barriers identified by multi-residential residents include:

- Lack of space in the home to store bins (46 per cent of respondents).

- Pests and cleanliness (41 per cent).
- Property doesn't have a Green Bin program (40 per cent).
- Easier to throw out garbage than to recycle or use the green bin (40 per cent).
- Lack of knowledge about how to sort waste (35 per cent).

When asked what could support residents or their neighbours in using the Green Bin program (regardless of if they had one or not), 60 per cent of residents said making it more convenient to dispose of green bin waste would encourage participation. This was followed by making it less messy/smelly (54 per cent of respondents); a better understanding on how the green bin works and benefits the environment (50 per cent); and offering more education through information booths and door-to-door delivery of information when introducing the Green Bin program (40 per cent). The findings of the public opinion survey reinforced feedback received through online dialogue sessions. Further details on both the residential dialogue sessions, and the public opinion survey can, be found in Document 2.

Property Management Sector Survey

A survey seeking feedback on the Multi-Residential Waste Diversion Strategy was circulated to the property management sector on behalf of the City by the Eastern Ontario's Landlord's Organization, Ottawa Community Housing, Ottawa Region Landlords Association, Ottawa Small Landlord Association, and members of the Multi-Residential Working Group. Seventy-three respondents representing 13 different property management companies as well as five self-managed companies provided feedback on specific questions about organics diversion, promotion and education, and pilot projects.

Fifty-six per cent of respondents said they do not have a Green Bin program at any properties they manage, citing the following reasons:

- Tenants not properly participating in waste programs (73 per cent of respondents)
- Lack of space to store the green bin (70 per cent of respondents)
- Pests (64 per cent of respondents)
- Smell (63 per cent of respondents)

- Other (16 per cent of respondents)
 - o Respondents cited either the program was not offered to them, or they are not yet ready to introduce the program

Despite concerns with the Green Bin program, 68 per cent of all survey respondents support the recommendation to expand organics diversion to all multi-residential properties. Those that did not reiterated the above concerns and acknowledged it will be additional work for property management staff. When asked what would help them support the recommendation, suggestions included making tenants accountable for proper sorting, introducing more education initiatives for tenants, and having multiple green bin collections each week.

Multi-Residential Working Group

The City's Multi-Residential Working Group reconvened in March 2022 to discuss the Strategy's recommendations and feedback received through the property management sector survey, resident dialogue sessions, and from City Councillors.

The working group acknowledged and validated the challenges identified through the property management sector survey and stated many of the challenges are not insurmountable with proper program planning. Despite this, the working group reiterated that there are some sites limited by space that will not allow them to introduce the green bin program.

While the working group members anticipated the recommendation of a mandatory organics diversion program based on provincial direction and conversations over the past few years with City staff, some members identified logistical concerns of adding a new waste diversion stream at their properties. There were some reservations around the idea that organics diversion would become a condition of City waste collection services, and there was interest by members to have properties that could more easily be onboarded, be onboarded first. Members recommended a seasonal approach for onboarding properties, for example, in the spring or fall seasons when odours are less potent, and pests are less prominent. On the topic of seasons, members also noted the challenges of winter and the barriers it can pose with snow blocking bins or creating obstacles for residents to reach them.

Through this discussion, staff again heard the importance of promotion and education and the need for material to be shared often to keep residents abreast of the programs and the benefits of using them. Members of the working group expressed their interest

in exploring pilots but shared concerns about contamination and repurposing existing infrastructure for new methods of disposal. A repetitive theme to this and other engagement discussions is the need for the City to work with the property management sector to ensure success in implementing an organics diversion program at all multi-residential properties.

Stakeholder Sounding Board

The Solid Waste Master Plan's Stakeholder Sounding Board (SSB) consists of individuals and organizations from across the City that represent a broad range of resident and stakeholder perspectives, including differing demographics and housing types. The SSB provides a forum for mutual learning and enhanced discourse on topics related to the Waste Plan and its component projects.

On March 11, 2022, an information session was hosted for interested members of the SSB which provided an overview of the Multi-Residential Waste Diversion Strategy and the proposed project pillars. The SSB members at the information session expressed support for all pillars and agreed with the challenges brought forward from both resident and the property management sector. Some members expressed concerns with the amount of work that is required for properties to onboard a new organics program, and all echoed the need for focused promotion and education, especially when a property is being onboarded. Members are interested to see what programs (other than the Green Bin program) are developed to support organics diversion and were pleased to see the City is seeking feedback and data from other municipalities relating to pilot program opportunities.

Results of all engagement sessions and consultations show that there is a willingness to have organics diversion programs in multi-residential properties. The sessions also highlighted the amount of work it will entail to onboard all properties, and the important role stakeholders will play in making the roll-out a success. For these reasons, staff are recommending that work on all project pillars commence with the approval of this report, with the detailed implementation plan and cost analysis for onboarding all properties to an organics diversion program to come in early 2023. This would allow staff the required time to have critical conversations with internal and external stakeholders and develop a roll-out plan that is all-inclusive of comments and concerns heard through engagement.

Project Pillars

This Multi-Residential Waste Diversion Strategy aligns with provincial direction, supports this Term of Council's priorities, and incorporates feedback heard from

residents, the property management sector, and other key stakeholders. It focuses on projects that would have the greatest impact in the short term, as staff continue to finalize the City's new Solid Waste Master Plan and includes best practices from other municipalities. The recommended approach prioritizes foundational elements that can be strengthened over the coming years.

The Strategy consists of five project pillars with specific projects to support waste management and diversion. They are outlined below with a brief description of each pillar, how the pillar aligns with the Solid Waste Master Plan, and anticipated planning, implementation and maintaining timelines. Full details on each project pillar can be found within Document 1, appended to this report.

Pillar 1: Expanding Organics Diversion to all Multi-Residential Properties

The Green Bin program was expanded to multi-residential properties in 2011 and there has been strong interest from members of Council and residents to introduce the program at all multi-residential properties. The City has taken steps to remove some of the barriers to participation identified by the property management sector, such as with the introduction of plastic bag liners in 2019 to address the "yuck" factor. In 2020, changes were made to the City's Multi-Residential City Facilities Collection Contract that made organics collection easier for the property management sector. As of December 2021, 43 per cent of all multi-residential properties (accounting for 36 per cent of multi-residential units) were receiving organics collection.

Given provincial directions and municipal initiatives requiring increased organics diversion from landfill (as outlined earlier in this report) and strong support for this from members of Council and City stakeholders, this project would advance Option 2B6 from the Solid Waste Master Plan, making Green Bin collection mandatory at multi-residential properties receiving City waste collection.

Recognizing there are more than 1,000 properties in Ottawa not currently participating in the Green Bin program, it will take time to onboard all properties. Advancing a policy decision on green bin requirements would enable City staff and the property management sector to collaborate on addressing anticipated challenges with the Green Bin program and commence proactively onboarding all properties:

- Mandatory P&E requirements for all properties starting Green Bin service to help residents learn how to participate in the program.

- Opportunities to work with multi-residential properties that are limited by space and property design to discover ways to arrange for organics diversion.
- Consider options for Green Bin program design and features to reduce smell and pest barriers.

If mandatory organics diversion at multi-residential properties is approved by Council through this report, participation in organics diversion programs would be mandatory for any new properties receiving City waste collection from June 1, 2022, onwards. Staff would onboard existing properties on a voluntary basis through the rest of 2022, and continue engagement with the property management sector to ensure the implementation plan for onboarding all multi-residential properties is inclusive of feedback heard. Additionally, staff would finalize internal and external stakeholder conversations to confirm the cost and resource requirement for rolling out this initiative, based on the implementation plan's timelines. In the first half of 2023, members of Council would receive information outlining the implementation plan and cost analysis for onboarding all multi-residential properties to an organics diversion program.

Pillar 2: Enhancing Promotion and Education

As Council is aware, promotion and education are fundamental in making a program a success. Municipalities develop and deliver promotion and education initiatives or "P&E" to educate residents, encourage behaviour change, and increase participation in waste diversion programs.

The City uses a variety of tactics to inform residents of acceptable materials for each waste stream, including posters in garbage rooms and informative labels on waste receptacles. The multi-residential sector traditionally has a much lower diversion rate than curbside households and residents can be more difficult to reach and engage with due to a variety of reasons including higher resident turnover, language barriers, attitudes and behaviours towards waste programs, and personal priorities. About 75 per cent of multi-residential residents in Ottawa have access to recycling programs, and 34 per cent have access to a green bin. Even for those with access, use rates are significantly lower than residents with curbside waste collection.

Proper and full participation cannot be achieved if residents are unaware of a program's existence or how to use the programs that are in place. Given that P&E is most effective when levels of program awareness are low or when a program has recently been implemented, introducing the Green Bin program to new multi-residential properties

presents the optimal opportunity to utilize P&E to increase program knowledge and awareness and encourage participation.

In 2019, the City spent approximately \$292,000 on communication activities related to solid waste promotion and education, including \$163,000 for the Green Bin program campaign to inform residents about the changes to the program that came into effect on July 1, 2019. Approximately \$43,300 was spent on outreach and communication material specifically targeted at the multi-residential sector (15 per cent of total spent). This equates to approximately \$0.38 per multi-residential unit. A recent study suggests that increased funding for promotion and education can have a positive effect on waste diversion rates. The City of Ottawa averages \$0.47 per household annually with a lower proportion of funds being directed at the multi-residential sector; comparator cities spend between \$2.28 and \$6.50 per household each year.

Low capture rates and low resident knowledge of diversion programs present an opportunity for the City to build upon and enhance its current suite of P&E initiatives. This project would explore several options to help residents and increase participation in diversion programs through promotion, including:

- Regular evidence-based campaigns targeting the multi-residential sector.
- P&E material in multiple languages.
- Enhanced outreach tactics including in-person events, virtual workshops, direct mailouts, and door-to-door delivery of information.
- Different education and engagement approaches based on the property design and tenant profile of the property.
- Use of behaviour change tactics such as prompts and community commitments to encourage participation.
- Incorporate data on waste attitudes, behaviours, and socio-economic factors of residents not participating in diversion programs when developing outreach tactics.
- Methods to support how new tenants and multi-residential residents receive information and tools to increase knowledge and awareness of waste programs.
- A multi-residential ambassador program.

- Incentives for residents and property staff.
- Exploring tools to ensure new residents receive information on waste programs as soon as possible.

Public outreach and education is a major component of the Solid Waste Master Plan as the success of waste diversion programs rely heavily on resident knowledge, awareness, and motivation to participate in available programs. Options 1A1 (Develop and Implement New/Expanded Outreach Initiatives), 1B1 (Develop and Implement Educational Initiatives) and 1C1 (Develop and Implement Marketing & Communications Tools), focus directly on public outreach and education and will focus on waste avoidance, reduction, reuse and recycling (and program performance) and include broad-based engagement initiatives to increase awareness.

This project would take a more directed approach, focusing on recycling initiatives, using proven, evidence-based tactics to increase knowledge and awareness of programs and support resident behaviour change to achieve the goals of the Strategy. Work investigated and completed through the Multi-Residential Waste Diversion Strategy would complement work being done on the related Waste Plan options and would integrate into the development of a Behaviour Change Strategy (Option 1A5). Further, staff have identified key guiding principles and goals with this pillar that align with the Waste Plan; these can be found within Document 1, appended to this report.

With Council's approval of this report, staff would immediately begin exploring promotion and education initiatives. Selected approaches would be incorporated in Solid Waste Services' 2023-2025 annual public outreach and communication planning, with emerging ideas being continually explored and implemented, when possible.

Pillar 3: Exploring Pilots

Residents living at multi-residential properties, property staff, and City staff have identified barriers and challenges to multi-residential waste management that if the City were to support mitigating, would require research, funding, and piloting. Pillar 3: Exploring Pilots would allow the City to explore and advance new management and diversion techniques in the multi-residential sector and address the barriers and risks heard through engagement.

The purpose of pilot studies is to assess the feasibility of an opportunity to be implemented more broadly across the City and address a system need or barrier. Pilots would help determine if emerging and proven opportunities can integrate with the City of

Ottawa's multi-residential waste management program while considering the financial, social, and environmental implications of these opportunities. Pilot programs may investigate opportunities pertaining to program delivery, outreach and education, enforcement, technology, and building operations, and is expected to include:

- Explore how waste rooms and spaces at existing properties can be redesigned to reduce barriers to participation for both residents and property staff (such as challenges with access, inconvenience, and limited space at the property to store containers).
- Explore options and technologies to support organics diversion at multi-residential properties for properties that cannot accommodate Green Bin.
- Test different waste collection methods such as organics collection in front-end loading containers for larger properties producing larger tonnages of organic waste.
- Produce collection report cards to MR properties so property staff and residents can see how much waste is being diverted at their property.
- Emerging educational tactics such as gamification (education through web or app-based games).
- Explore the feasibility of in-unit food grinders (electrically powered devices installed in kitchen sinks that shred food and pass it through indoor plumbing to the sewer system for processing at the municipal wastewater facility).

The Solid Waste Master Plan is recommending several options that will impact the multi-residential sector, including:

- 9A1 – Innovation and technology strategy
- 5D1 – RFID technology
- 5C2 – Use of alternate collection containers at multi-residential properties
- 2C3 – Multi-residential development standards
- 1B1 – Develop and implement educational initiatives

Further, the outcome of the studies explored through this project may support informing Solid Waste Master Plan options including a review of building development standards

and use of alternative collection containers, as well as inform future collection contracts.

By advancing work on some of the initiatives identified in this pillar, this project could commence research to ensure the timely implementation of various pilot initiatives and compliment work being completed through the Solid Waste Master Plan. Details on how this project pillar aligns with the Solid Waste Master Plan guiding principle and goals can be found within Document 1, appended to this report.

A considerable amount of work is required when investigating and initiating pilots, including industry research, focus groups with residents and property staff, business case development, coordination with collection contractors, and implementation planning. This project proposes the investigation of pilot opportunities begin in 2023 with possible implementation set for 2024. Resources and funding would vary depending on the pilot projects identified; future staffing needs and funding requirements would be identified in through departmental workplans starting in 2023, ahead of the City's annual budget process.

Pillar 4: Dedicating and Redesigning Space for Waste Disposal Programs

The project pillar recommends enhancing design requirements for new buildings to incorporate waste diversion programs, and investigating opportunities to reconfigure existing properties to incorporate waste diversion programs into their current space.

Market research suggests that access and inconvenience remain the largest barriers to participating in diversion programs by multi-residential residents. Industry studies have concluded that considering and incorporating waste management best practices into the property and building design can reduce inconvenience for residents, building staff, and collection contractors. Programs that are accessible, convenient, safe and secure have been found to be successful in encouraging resident participation in waste diversion programs.

As new property types emerge to accommodate the growth and intensification required to house Ottawa's growing population and meet the City's intensification targets, it is crucial that waste programs are considered in the building design to ensure there is sufficient, accessible and convenient space for waste containers to facilitate participation while meeting the unique needs of the property. Property owners must also consider the provincial Food and Organic Waste Policy Statement which sets out organics diversion targets and states that multi-unit residential buildings should implement best practices that support convenient access to resource recovery efforts.

This project proposes enhancing waste management design requirements for new infill housing and missing middle housing developments (6 or more units) that consider the unique property and building design of these housing types. This would involve partnering with Economic Development and Long Range Planning Services on the Zoning By-law review to explore the feasibility of integrating standardized collection and waste container storage that remove access and inconvenience barriers to facilitate improved convenience and waste diversion in new buildings. The project would also consider opportunities to enhance the High-Performance Development Standard during regularly scheduled updates to the Standard. Staff would continue to advocate in partnership with other municipalities for the Ontario Building Code to be amended to include source separation requirements in multi-residential property design.

As explained in Document 1, this project aligns with various Waste Plan goals and guiding principles. It also aligns with certain Waste Plan options which are recommending improvements to the built environment by reviewing Multi-Residential Development Standards (Option 2C3) and implementing a Chute Closure Program (Option 2C4). This project focuses on looking at housing prioritized in the City's new Official Plan (infill housing, missing middle housing, and 613 Flats) to ensure adequate space for safe and efficient waste collection, whereas the Waste Plan will look at reviewing existing standards and recommending changes to encourage diversion in high-rise and low rise multi-residential properties. For existing properties, this project would investigate opportunities to reconfigure waste rooms and program setup to overcome access and convenience challenges whereas the Waste Plan will consider garbage chute closures (2C4). The work completed through this project on older multi-residential properties may integrate into the Waste Plan's review of the Multi-Residential Development Standards.

Work would commence in 2023 to explore opportunities with existing multi-residential properties. The project would include a municipal scan to glean insight on best practices or opportunities that the City of Ottawa can consider, collaboration with local property management companies to pilot opportunities, and engagement with residents to solicit feedback on opportunities. This work may produce recommendations to be implemented City-wide to support removing barriers to participating in waste diversion programs at older multi-residential properties.

Requirements for infill housing and missing middle housing would be explored and considered through the Zoning By-law update being led by Economic Development and Long Range Planning Services. It is anticipated that the recommendations for the by-law review will be presented to Council for consideration in Q4 2024. Staff would build

upon already completed research to recommend best practices to integrate that do not delay property development or require variances for site applications.

The next review and refresh of the High-Performance Development Standard is anticipated to be brought forward for Council consideration in 2025. Solid Waste Services would work with the Climate Change and Resiliency Unit in Economic Development and Long Range Planning Services on recommending requirements and opportunities to integrate waste management best practices at multi-residential properties, should Council approve this report.

Pillar 5: Driving Change Moving Forward through the Collection Contract

Collection services for the City of Ottawa are contracted out in accordance with the service standards established by City Council which are guided by provincial legislation. The contract includes specifications regarding the conditions to which garbage, recycling, organics, and special projects are to be carried out. Provisions for distributing tools for residents to participate in recycling programs, refusing collection of contaminated diversion containers, and collecting weights of material collected to assess diversion, all of which are written into the current collection contract, support the success of multi-residential waste diversion programs. This pillar would explore trends and changes in the collection industry that influence and impact the City's contracts, the services the City procures, and the costs to which the services are provided for.

As the City's waste program continues to evolve, there are opportunities to enhance the multi-residential waste management program through provisions included in the collection contract. This project would explore opportunities to add contract specifications to the 2025 Multi Unit Residential and City Facilities Solid Waste Collection Contract that build upon the success of the current contract and continue to promote waste diversion, efficient waste collection, and a successful multi-residential waste program. Options to explore would include:

- Industry best practices in contract development to support waste diversion.
- Efficient delivery of service and best value for taxpayer dollars.
- Contract specifications to support more cost-effective waste collection for waste audits and other special pilot projects.
- Opportunities for the contract to support recommendations approved in the Solid Waste Master Plan.

- Opportunities for improved performance measurement and monitoring, such as collecting organics tonnages from each property.
- Regular delivery of in-unit recycling bags and organics kitchen containers to properties, as needed, versus a one-time supply.
- Requirements for property staff to sign waste diversion plans and commitments upon renewal of collection services.
- Need for and feasibility of multiple green bin pickups each week, optional green bin cleaning service, carbon filters on green bin to reduce smell, and alternative collection containers to accommodate operational needs.

While some options recommended through the Solid Waste Master Plan may have implications on the Multi-Residential City Facilities Collection Contract, none are exploring utilizing the contract to support increasing waste diversion. This project is prioritizing how the City can encourage waste diversion and remove barriers identified by the property management sector by adding and modifying contract specifications in the Multi-Residential City Facilities Collection Contract. This aligns with several of the Waste Plan's guiding principles and goals, as listed in Document 1, appended to this report.

The next Multi-Residential City Facilities Collection Contract will need to be awarded at least 18 months lead time to ensure contracts are prepared to meet the terms of service. Service standards need to be established well in advance of the new term of the collection contract, and therefore work on this pillar must begin in 2023, to align with the 2025 collection contract development. The current Multi-Residential City Facilities Collection Contract is set to expire June 1, 2025, with the option for two, 1-year extensions that could extend the existing terms until May 30, 2027.

Next Steps

The Multi-Residential Waste Diversion Strategy is a key component project of the City's Waste Plan, focused on increasing waste diversion in the multi-residential sector in the short-term (five year) period while development continues on the Waste Plan. The strategy would advance pilots, programs and initiatives to support increasing participation in recycling and Green Bin programs in alignment with the Waste Plan's vision, guiding principles and goals.

With Council's approval of this report, work would immediately begin on the strategy and its project pillars, as outlined in this report. Staff will continue to onboard properties to an organics diversion program on a voluntary basis through the rest of 2022, and would continue to develop the implementation plan for onboarding all remaining multi-residential properties. Further, participation in organics diversion programs would be mandatory for any new properties receiving City waste collection from June 1, 2022, onwards.

Staff are recommending that the implementation plan for Pillar 1 and its associated financial analysis be reported to Council in 2023, alongside a progress update on the strategy thus far. This timeline would allow staff to:

- Continue engagement with residents and the property management sector to incorporate their feedback into the implementation plan.
- Work with internal and external stakeholders to confirm the resources required to successfully complete implementation.
- Complete a full cost analysis of the implementation of mandatory organics, including identifying possible cost efficiencies.
- Continue implementing organics diversion programs to multi-residential properties, on a voluntary basis.

By allowing the financial analysis and implementation plan to follow the approval of this report, Council would enable staff to have critical conversations with stakeholders and gain a better understanding of the time and funding it will take to implement this roll-out.

In addition to the next steps for Pillar 1, staff would initiate work on initiatives outlined in the other four project pillars beginning later this year. Given the resource requirements for initiating action on each project, the proposed approach recommends staggering both the planning and implementation stages, all within the short-term (five year) horizon, to ensure staff are able to align with actions determined by the final Solid Waste Master Plan to be considered by Council in the first half of 2023.

Work is ongoing for Pillar 2: Enhancing Promotion and Education as communications material specific to the multi-residential sector is already slated in this year's program planning. Through the rest of 2022, staff would work to incorporate new techniques and tactics, as outlined within this report and appended strategy, to improve and enhance

promotion and education relating to waste diversion programs in the multi-residential sector.

Pillar 3: Exploring Pilots would be a constant cycle of investigating, planning, implementing, and maintaining, depending on what the City decides to explore. Investigation into the feasibility of pilots would commence in early 2023 with implementation possible for as early as 2024.

Exploring opportunities to increase waste diversion within existing multi-residential properties would commence in 2023, as part of Pillar 4: Dedicating and Redesigning Space for Waste Disposal Programs. Proposed changes to the waste management requirements for infill housing and missing middle housing developments will be considered through the Zoning By-law review and presented to Council in Q4 2024.

The proposed timeline for Pillar 5: Driving Change Moving Forward through the Collection Contract considers that work will need to align with the 2025 collection contract development. Planning for this pillar would begin in 2023 with implementation set to begin at the anticipated start of the next Multi-Residential Curbside Collection Contract, on June 2, 2025.

In 2023, staff would provide an update to Council on the planning and progress made on the project pillars alongside the detailed financial analysis and implementation plan to onboard all properties to a mandatory organics diversion program. Going forward, updates on the Multi-Residential Waste Diversion Strategy's key performance indicators would be provided alongside Waste Plan updates. A full review of the strategy would be completed alongside the Solid Waste Master Plan refresh, which will be presented to Council by 2029.

FINANCIAL IMPLICATIONS

This report has no 2022 budget implications. Funding exists within the approved 2022 Solid Waste Services Operating and Capital Budget to continue onboarding new multi-residential properties. Although the update to Council in 2023 would provide a detailed cost analysis for the mandatory onboarding of multi-residential properties, a 2023 budget pressure of approximately \$550,000 would be identified and included in the 2023 Draft Solid Waste Services Operating Budget to allow for the continuation of onboarding of properties during 2023.

LEGAL IMPLICATIONS

There are no legal impediments to Committee and Council's approval of the

recommendations of this report.

COMMENTS BY THE WARD COUNCILLOR(S)

This is a city-wide report.

ADVISORY COMMITTEE(S) COMMENTS

There are no advisory committee comments for this report.

CONSULTATION

The City retained Hill+Knowlton Strategies to conduct market research in 2018 and 2020 to inform communications and outreach, and to determine the impact of the Green Bin program. Extensive public consultation was conducted to develop this Multi-Residential Waste Diversion Strategy which including engagement through ongoing Solid Waste Master Plan Engagement Series 2 initiatives.

ACCESSIBILITY IMPACTS

A large majority of people with disabilities in Ottawa choose to live in the downtown core, which has many multi-unit dwellings, due to the ability to walk to stores, medical centres and other amenities. Also, many people with disabilities choose to live in multi-residential properties due to the general accessibility of the amenities such as wide accessible entryways and lobbies, access to elevators and having barrier free access to all rooms in apartments. In general, garbage rooms in multi-residential properties are small and many do not have automatic door openers on these rooms which can limit the ability of people with disabilities to independently put out their waste.

Feedback about the program expansion included the fact that some properties do not have the space to introduce the Green Bin program and it would be difficult to repurpose existing infrastructure for new methods of disposal. A repetitive theme in all engagement discussions is the need for the City to work with the property management sector to ensure success in the roll-out of the Green Bin program to all multi-residential properties. This would include encouraging Property Management groups to consider how their residents with permanent or temporary disabilities would access these services. Throughout 2022, staff would continue engaging with stakeholders such as the Accessibility Office and the Accessibility Advisory Committees to receive feedback on the development and delivery of promotion and education material as well as barriers and challenges to using diversion programs from an accessibility standpoint. This would contribute to the implementation of the project pillars in considering the

unique needs and feedback from residents with disabilities, and support reducing barriers and challenges faced by these residents.

ASSET MANAGEMENT IMPLICATIONS

The recommendations documented in this report are consistent with the City's [Comprehensive Asset Management](#) Program objectives. The implementation of the Comprehensive Asset Management Program enables the City to effectively manage existing and new infrastructure to maximize benefits, reduce risk, and provide safe and reliable levels of service to community users. This is done in a socially, culturally, environmentally economically conscious manner. The City's Green Bin organics diversion program diverts food, organic and leaf and yard waste from the Trail Waste Facility landfill, helping extend the life of the landfill, reducing greenhouse gas emissions and supporting circular economy solutions by turning waste into useful products.

CLIMATE IMPLICATIONS

The Multi-Residential Waste Diversion Strategy supports achieving Energy Evolution and Climate Change Master Plan's targets and initiatives. To achieve the target to reduce Ottawa's greenhouse gas emissions 100 per cent by 2050, Energy Evolution calls for 98 per cent of organics diverted from landfill by 2024 and 100 per cent of paper materials diverted by 2042. The recommendations in this report support reducing greenhouse gas emissions by taking steps to increase diversion of organic material and paper products from landfill, and a climate lens would be applied to all components of the Strategy prior to implementation. Additionally, Energy Evolution is developing and implementing a number of projects that are relevant to this Strategy, including the Organics Resource Recovery Strategy, the High-Performance Development Standard and Better Buildings Ottawa. The City's Climate Change and Resiliency Unit have been consulted on the contents of this report to ensure alignment among the different deliverables and staff would continue to engage with them throughout the implementation of this Strategy.

ENVIRONMENTAL IMPLICATIONS

This strategy helps increase waste diversion, supporting municipal and provincial targets to divert organics waste. This strategy also helps reduce greenhouse gas emissions and extends the life of the Trail Waste Facility Landfill.

INDIGENOUS GENDER AND EQUITY IMPLICATIONS

This report seeks Council's approval of the Multi-Residential Waste Diversion Strategy and the projects and initiatives it seeks to explore in order to increase waste diversion in the multi-residential sector. In developing this strategy, staff completed extensive engagement with Councillors, members of the property management sector, stakeholders and residents across key demographic areas. This engagement coincided with engagement on the City's new Solid Waste Master Plan, and included a public opinion survey, discussion groups and information sessions, and focus groups. Residents were made aware of these opportunities to engage through Engage Ottawa, local newsletters, through community social groups, and through the City's social media outlets. Some key examples of how this engagement considered equity-deserving groups includes:

- Engagement promotions and the survey were created in French and English as well as the 8 other non-official languages: Arabic, Farsi, Nepali, Somali, Spanish, Chinese, Anishinaabemowin, and Inuktitut
- Staff have created opportunities to engage for those without internet, email, etc. This includes promotions through newspaper ads, digital bus shelters, and we created a phone line for residents to complete the survey with me over the phone.
- Staff worked with the Gender and Race Equity, Indigenous Relations, Diversity and Inclusion Branch to ensure they are communicating engagement opportunities with their networks, and used those networks to incite stakeholders to focus groups
- A separate focus groups session was held for specific demographics to get their experience and insight into how the Waste Plan options directly impact their community. These focus groups include: youth, older adults, BIPOC community members, new immigrants, 2SLGBTQQIA+ community, and organizations that support those living with disabilities.
- Each public engagement sessions included a land acknowledgement

The public opinion survey is still open for residents to complete. Completion to date shows:

- 55 per cent of residents were female

- 46 per cent of multi-residential self-identified as a member of an equity-deserving group
- 16 per cent identified as a person with disabilities
- 12 per cent identified as a member of the LGBTQS2+ community
- 10 per cent identified as BIPOC
- Eight per cent identified as a recent immigrant or new Canadian

Over the month of April, focus groups will be held through the Solid Waste Master Plan’s Engagement Series 2 with equity deserving community organizations which will provide feedback on multi-residential waste management. Feedback received to date from residents who identified as a member of an equity-deserving group is captured in Document 2, appended to this report. All feedback heard thus far, and feedback that will come in through the focus groups in April would be considered when planning for the implementation of the project pillars outlined in this report.

RISK MANAGEMENT IMPLICATIONS

This report outlines all risks and mitigation measures.

RURAL IMPLICATIONS

This is a city-wide report.

TERM OF COUNCIL PRIORITIES

The Multi-Residential Waste Diversion Strategy aligns with the Environmental Stewardship priority, to grow and protect a health, beautiful and vibrant city that can adapt to change. Outcomes that support this priority include:

- The City is a leader in energy management and in conserving, recycling and reusing resources.
- The City’s long-term plan for solid waste includes more diversion from landfills.
- The City reduces its greenhouse gas output and climate change considerations are embedded across all elements.

SUPPORTING DOCUMENTATION

Document 1: Draft Multi-Residential Waste Diversion Strategy

Document 2: What We Learned report

DISPOSITION

Upon approval of this report, staff would initiate work on the project pillars as outlined in this report. Staff will continue to onboard multi-residential properties to an organics diversion program and would use feedback heard from both internal and external stakeholders to develop a detail implementation plan for onboarding all multi-residential properties to an organics waste diversion program. As of June 1, any new property receiving City waste collection services would be required to participate in an organics diversion program. In addition, staff would complete a full cost analysis for onboarding all multi-residential properties to an organics' waste diversion program. In the first half of 2023, staff would provide members of Council with an information report on an update on the Strategy's progress so far, the details of the implementation plan and the financial analysis for onboarding all multi-residential properties to an organics diversion program.