



Saskatoon Talks Trash: Businesses & Organizations

Engagement Report
January 8, 2020



Engagement Summary

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

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

- Businesses and organizations operating and generating waste in Saskatoon.
- Business Associations that represent ICI Sector generators and/or waste service providers.
- Waste Service Providers that serve Saskatoon businesses and organizations.

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

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

Feedback from 873 participants informed the engagement goals. Results from each phase are summarized below and provided in detail in the ICI Waste Diversion Strategy Comprehensive Engagement Report (Comprehensive Engagement Report) following this summary.

Phase 1: Options Identification

The purpose of activities in this phase of engagement was to identify values, barriers and opportunities from the perspective of generators from diverse sectors and to develop options for waste diversion requirements. A total of 180 participants were involved in the Options Identification phase of the project. Meetings (5 business associations/key stakeholder groups), a workshop (25 businesses/ organizations) and a statistical survey (150 participants) were used to inform this phase.

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

Barriers and Opportunities

The following themes emerged from the Options Identification results related to barriers and opportunities:

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

Options Identification

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

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

- Convenience
- Affordability
- Accountability
- Inclusivity
- Flexibility

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

Requirement

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

Enforcement

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

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

Materials

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

Service Provider

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

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

Education and Resources

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

Phase 2: Options Review

Meetings (13 stakeholder groups), two workshops (64 participants) and an online survey (235 participants) were used during this phase to explore barriers and opportunities that businesses and organizations had regarding the draft options, and to validate key findings from Phase 1 with a wider stakeholder base. Perspectives were captured from 312 participants during this phase. Overarching themes related to barriers and opportunities that emerged from the results are listed below followed by a discussion about the draft options preference.

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

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

Barriers and Opportunities

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

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

Draft Options Preference Results

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

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

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

Most Preferred: "Option 3: Waste Diversion Plan"

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

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

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

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

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

Phase 3: Options Preference

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

Most Preferred Option

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

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

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

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

Options that Would Not Work

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

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

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

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

Verification Methods that Would Not Work

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

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

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

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

Consideration of results

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

Phase 1: Options Identification

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

Phase 2: Options Review

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

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

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

Phase 3: Options Preference

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

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1 Background

In November 2015, City Council approved a phased landfill ban for paper and cardboard that included the development of recycling for the Industrial, Commercial and Institutional (ICI) sector in advance of implementing a ban on materials at the City's landfill. The 2017 Waste Opportunities Report confirmed the importance of ICI sector participation in moving towards the City's target of 70% waste diversion and subsequent reports outlined specific opportunities with recycling and organics. This compliments other waste diversion programs being developed for the curbside and multi-unit residential sectors, with the ultimate goal of Saskatoon achieving 70% waste diversion by 2023.

Approximately 68% of garbage landfilled in Saskatoon at the City's or other regional landfills comes from ICI and construction & demolition (C&D) activities making it a critical component to increasing Saskatoon's waste diversion rate and reducing waste related greenhouse gas (GHG) emissions. Of the waste landfilled by the ICI sector, only 40% is actually garbage that should be landfilled: 25% is organics, 20% is recyclables, 14% is construction and demolition waste, and 1% is e-waste.

From March 2019-December 2019, Administration engaged stakeholders on the ICI Waste Diversion Strategy. Based on what we heard from stakeholders, in addition to further research and internal considerations, Administration developed the ICI Waste Diversion Strategy that will be presented to City Council in early 2020.

1.1 Strategic Goals

The ICI Waste Diversion Strategy directly supports the Environmental Leadership goal in the City's Strategic Plan 2018-2021, more specifically: that solid waste diversion is maximized, and landfill operations management and financial sustainability optimized. It directly addresses the Strategic Plan's action to implement mandatory recycling and organics programs and policies for the ICI sectors and contributes to the action to implement a long-term funding and program strategy for solid waste management and waste diversion.

1.2 Abbreviations

- C&D – Construction and Demolition
- ICI - Industrial, Commercial, and Institutional
- BID – Business Improvement District
- NSBA – North Saskatoon Business Association
- GHG – greenhouse gas

1.3 City Project Team

- Katie Burns – Special Projects Manager
- Amber Weckworth – Education & Environmental Performance Manager
- Katie Suek – Public Engagement Consultant
- Brendan Fehr – Marketing Consultant
- Jeanna South – Director of Sustainability

1.4 Spokesperson(s)

- Amber Weckworth – Education & Environmental Performance Manager

1.5 Summary of Engagement Strategy

Three stakeholder groups were identified with potential to be impacted by implementation of a mandatory ICI Waste Diversion program. These groups include:

- Businesses and organizations operating and generating waste within the City of Saskatoon.
- Business Associations that represent key stakeholder groups involved in the business sectors.
- Waste Service Providers that serve Saskatoon businesses and organizations.

A summary of intended audience, level of influence, engagement objectives, goals and activities completed are provided below.

Table 1: Summary of Engagement Strategy

Intended Audience	Level of Influence	Objective	Engagement Goal	Engagement Activity
Businesses & Organizations, Business Associations, and Waste Service Providers	Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	Generate Awareness and Support Understanding	Meetings
Businesses & Organizations Business Associations	Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	Options Identification Options Review	Workshops
			Identify Values, Barriers & Opportunities. Preferred Options	Surveys
Waste Service Providers	Consult	To obtain public feedback on analysis, alternatives and/or decision.	Options Refinement Preferred Options	Meetings

Engagement phases and associated goals were identified to help inform development of a mandatory waste diversion program for businesses and organizations. The goal: “Generate Awareness and Support Understanding - Key stakeholders are aware of and understand the strategy development process and possible implications” is applicable to all three phases. A summary of engagement goals, activities and dates of activities for each phase are provided in the table below.

Table 2: Engagement Activities and Phases

Phase	Engagement Goal	Engagement Activity	Date
Phase 1: Options Identification	<p>Develop options for mandatory waste diversion for the ICI sector that could work in Saskatoon.</p> <p>Learn what values and concerns businesses and organizations have regarding a mandatory waste diversion program, and if there are any trends within different segments of the sector.</p>	<p>NSBA Meeting</p> <p>Broadway BID Meeting</p> <p>Downtown BID Meeting</p> <p>Sutherland BID Meeting</p> <p>Greater Saskatoon Catholic School Board Meeting</p> <p>Options Identification Workshop</p> <p>Waste and Recycling Behaviors Survey</p>	<p>March 12, 2019</p> <p>May 2, 2019</p> <p>May 3, 2019</p> <p>May 9, 2019</p> <p>May 16, 2019</p> <p>July 23, 2019</p> <p>July 22, 2019 to August 15, 2019</p>
Phase 2: Options Review	<p>Learn what values and concerns businesses and organizations have regarding mandatory waste diversion requirements, and if there are any trends within different segments of the sector.</p> <p>Validate key findings and test with wider stakeholder base.</p>	<p>Emterra Meeting</p> <p>Len's Hauling Meeting</p> <p>Waste Management Meeting</p> <p>Cosmo Industries Meeting</p> <p>Loraas Meeting</p> <p>Options Review Workshop</p> <p>Options Review Survey</p> <p>Saskatchewan Health Authority Meeting</p> <p>Saskatoon Greater Chamber of Commerce Meeting</p> <p>BIDS Meeting</p> <p>ICR Meeting</p> <p>Ministry of Central Services, Province of Saskatchewan Phone Call</p> <p>Second Chance Food Meeting</p> <p>Saskatoon Regional Home Builders Association Meeting</p> <p>Ministry of Environment, Province of Saskatchewan Phone Call</p>	<p>August 27, 2019</p> <p>August 28, 2019</p> <p>August 29, 2019</p> <p>September 4, 2019</p> <p>September 5, 2019</p> <p>September 16, 2019</p> <p>September 19, 2019</p> <p>September 23, 2019 to October 11, 2019</p> <p>September 23, 2019</p> <p>September 24, 2019</p> <p>September 25, 2019</p> <p>September 30, 2019</p> <p>October 10, 2019</p> <p>October 21, 2019</p> <p>November 18, 2019</p> <p>November 22, 2019</p>
Phase 3: Options Review	<p>Identify key preferences for ICI strategy. Learn which of the final options are preferred by businesses and organizations, and if there are any trends within different segments of the sector.</p>	<p>Options Preference Survey</p>	<p>December 3, 2019 to December 10, 2019</p>

2 Phase 1: Options Identification

The purpose of activities in this phase of engagement was to identify values, barriers and opportunities from the perspective of generators from diverse sectors and to develop scenarios for mandatory waste diversion requirements. A total of 180 participants were engaged during this phase through meetings (5 business associations/key stakeholder groups), a workshop (25 participants) and an online survey (150 participants).

2.1 Meetings

Meetings provided opportunity for business associations and key stakeholders to provide early input on behalf of their members regarding what is working well with current waste management practices, and where there is room for improvement. Business associations were also invited to inform communications and engagement planning with ideas for how to reach their members.

2.1.1 Intended Audience

The Greater Saskatoon Chamber of Commerce, North Saskatoon Business Association, Downtown BID, Broadway BID, Riversdale BID, Sutherland BID and 33rd Street BID were each invited to participate in meetings. The Greater Saskatoon Catholic School Board requested and participated in a meeting to inform this phase as well.

2.1.2 Marketing Techniques

Individualized email invitations were sent to specific contacts at each business association. When necessary, follow-up phone calls were made.

2.1.3 Analysis

Meeting scripts were used where possible to guide discussion and organize responses in a way that could be analysed for themes. Meeting minutes summarizing the discussion and key points from each meeting were prepared. Comments were analysed for emergent themes.

2.1.4 Data Limitations

While a single meeting script was used to guide discussion in a way that allowed for thematic analysis of responses to the same questions, divergence from the scripted discussion was not discouraged if it added value to the conversation. Divergence from the script in some cases meant that not all participants provided a response to all questions posed in the script. As such, themes that emerged from comments in response to specific questions are only representative of the business associations who provided comment.

The business associations participated in the meetings as representatives for their members. Some participants explained that because they had not yet had an opportunity to discuss the initiative with their members, they could not be confident that their responses were reflective of their member's perspectives and in some cases chose not to answer certain questions. Noting this, a lack of response to certain questions should not be considered as a lack of interest or unspoken support for the topic.

2.1.5 What We Heard

The following Business Associations and Key Stakeholder Groups participated in meetings between March and June 2019:

- Downtown BID
- North Saskatoon Business Association (NSBA)
- Broadway BID
- Sutherland BID
- Greater Saskatoon Catholic School Board

Responses have been categorized as barriers, opportunities, level of support and engagement opportunities.

2.1.5.1 *Barriers to Diversion*

The concept of a mandatory program was referenced as a barrier to success of the initiative. Participants explained that it is better to offer education, incentives and recognition so that businesses can be proud of their contribution to waste diversion instead of forcing a mandatory waste diversion program on them at an added cost and level of effort. The majority of the barriers identified by participants applied to both recycling and organics diversion and included:

- Low Volume of Materials Generated
 - Some businesses and organizations do not generate large enough volumes of organics or recyclable material to warrant having separate bins.
- Administrative Burden
 - Added responsibility may be a barrier to some businesses who are stretched thin administratively. Many businesses simply do not have time to divert waste.
- Lack of Education
 - A perceived lack of education and training related to diverting organic or recyclable material was noted as a concern.
- Costs
 - Additional costs are challenging for businesses. There is some frustration that business property taxes are used to pay for residential waste services, while businesses do not receive the same service.
- Convenience
 - Any waste diversion process that is not easy for businesses and organizations to implement and maintain would be a barrier.
- Space
 - Space for bins is limited and in some case restricted by existing parking requirements. Loss of profitable space for additional bins would be a barrier.
- Diversity of Business Needs
 - Because each business and organization in Saskatoon has very different needs, it will be challenging to develop an ICI Diversion program that will work for all.
- Aesthetics/Vandalism
 - Bin aesthetics may be a concern for some businesses in high density areas with commercial frontage.
- Safety of Pickers (large bins pose risks)
 - If more large bins are required for waste diversion, it could create increased risk to people who climb into bins to search for certain materials.
- Limited Materials Accepted
 - Concerns were raised regarding what materials would be required given the limited number of materials currently accepted in the recycling markets.
- Illegal Dumping
 - Illegal dumping by residents and other businesses is a deterrent to adding extra bins.
- Lack of Enforcement
 - The existing waste bylaw is not addressing several of the current issues for waste management so there is a lack of confidence that a new or updated bylaw would effectively address these issues.

- Incentives
 - Incentives for waste diversion at civic events or festivals that promote participation of food trucks in areas that already serve food would not be supported.
- Regulation
 - It would be difficult to regulate every business within an office park.

Some barriers noted specific to organics diversion include:

- Cleanliness (odors, scattering, pests)
 - Scattering as a result of picking and rummaging through bins is an ongoing issue.
 - Pests (could break other regulatory requirements)
- Conflicting Requirements/Regulations
 - Some businesses have certain waste diversion requirements they must abide by to comply with health, parking and landscaping regulations so if the City's diversion program contradicts those requirements, it would be a barrier.
- Proper Storage Environment
 - Some concerns were noted about keeping materials locked up and finding space in cool locations to reduce issues related to cleanliness.
- Lack of Organic Waste Service Providers
 - Concerns were expressed regarding a lack of waste service providers that haul and process organic material in Saskatoon.
- Staffing
 - Funding for caretakers has been reduced at Greater Saskatoon Catholic Schools so organics diversion would have to be staff and student lead.

When asked if any businesses or organizations might be disproportionately impacted, participants explained that who will be impacted depends on how the program is set up. They identified that property managers may find it challenging to transition at first, but tenant agreements can be updated and fees can be increased to account for the required waste servicing. Food production businesses were also noted as a potential target compared to others because of the materials they generate.

2.1.5.2 *Opportunities for Diversion*

Participants shared that in most cases, businesses and organizations are interested in improving their waste diversion efforts and doing what is right. They also believe that culture change is already underway. To help continue the momentum, a program needs to be convenient, cost effective or incentivised, and should offer flexibility in waste servicing in a way that meets the needs of diverse businesses while balancing the least number of pick-ups and maintaining cleanliness. To address space and cost concerns, shared bins and "right sized" bins were proposed as an opportunity.

Education was referenced as a key to success for the program. It was noted that businesses want to improve waste diversion, but require education and support to do so effectively. Participants suggested that the City could provide resources to support program set-up or pilot programs, needs assessment and available tips and tools. They suggested that we "make it about pride". Use marketing and communications to change the culture around waste diversion. Identify the champions and showcase how they divert waste and why it's important to them.

Additional suggestions included:

- Develop a bylaw that requires locking up bins to prevent scattering and picking.
- Support donation of organic waste as compost for community gardens.

- To address regulation in business parks, the City could put the responsibility on the property manager to ensure compliance from their tenants.

When asked to provide feedback on a proof of contract requirement for verification of diversion, participants explained that it would be less intrusive than having inspectors on site.

When asked for feedback on waste audits as a form of verification, participants explained that this would be better suited as a service provides to encourage more participation instead of as a regulation.

Participants suggested that onsite processing or other forms of diversion could be positioned as part of a credit program similar to the storm water program or another grant program that would encourage innovation.

Participants were asked to provide feedback about the possibility of an expansion of the City's residential program to the ICI Sector. Overall, participants were not supportive of this approach unless the cost of waste servicing would be included in existing property taxes. Because recycling is utility fee based, it would not be as concerning. Concerns were expressed however in creating unnecessary competition or loss of business for waste haulers and processors who currently serve the ICI Sector. Participants suggested reaching out to haulers and processors to determine local capacity and explained that it might be easier for City to continue leaving waste management in the private sector if there is sufficient capacity to meet the new demand.

Several participants explained that they would help to mobilize communications and education from the City to their members.

Some suggestions related to program roll out included using a transition phase with an educational component and information sharing about new technologies and programs to create a smoother transition for businesses. Some participants suggested rolling out recycling and organics at the same time, while others suggested launching recycling first because 75% of businesses are already recycling and it would impact far fewer people than the organics requirement.

To make an impact, some suggested focusing on high generators first then work down to smaller generators.

2.1.5.3 *Engagement and Communications*

When asked if participants would be interested in business association specific workshops they explained that it was better to invite members to City-wide workshops as participation rates have not been high at association hosted events.

Workshop times and locations should be flexible to accommodate diverse hours of operation and shift working. Businesses time is valuable, so all engagement opportunities need to be worth their time to attend.

Participants suggested using a variety of outreach mechanisms to reach more people. Fact sheets were mentioned specifically as a useful tool. They also offered to vet the engagement opportunities and help spread the word to the appropriate members through newsletters and emails.

The following groups were suggested as stakeholders to engage as part of options identification:

- Private Haulers
- Landfills
- Property Managers

2.2 Options Identification Workshop

Businesses and organizations in Saskatoon were invited to a come-and-go workshop at the Sandman Hotel on July 23rd, 2019. The workshop was held from 7:00am until 8:00pm in an effort to accommodate attendance from a variety of businesses and organizations with ranging hours of operation.

2.2.1 Intended Audience

The Options Development Workshop was created for businesses and organizations operating within the City of Saskatoon. The following sectors were identified as potentially having unique waste management needs:

- Health Care & Social Assistance
- Retail Trade
- Accommodation & Food Services
- Manufacturing
- Public Administration
- Transportation & Warehousing
- Education Services
- Wholesale Trade
- Other Services (except Public Administration)
- Professional, Scientific and Technical Services

Business associations were also invited and encouraged to share workshop information with their membership.

2.2.2 Marketing Techniques

A variety of marketing techniques were employed to reach the intended audience.

2.2.2.1 City Website

An Engage Page was created for [Saskatoon Talks Trash Businesses and Organizations](#). Workshop information was shared on this page. An announcement tile was also shared on the City of Saskatoon home page.

2.2.2.2 Street Level Signage (Curbex)

Five boards were placed throughout the city to promote the workshop. Locations were selected based on the density of businesses and organizations in the area and the presence of traffic in that area. Signs were placed on Circle Drive and Ave C (near the workshop location), 51st and Miller, Broadway, College Drive, and 105th and Central.

2.2.2.3 Poster

Posters were designed to contain more detailed information than the street level signage and were posted in civic facilities and leisure centres. They were also posted at golf courses and private clubs to reach business owners and decision makers.

2.2.2.4 Social

The social campaign which ran from July 6–23 included a Facebook event detailing the workshop which was promoted 2 – 3 times per week using boosted and organic Facebook posts, organic Twitter posts, and both paid ads and organic posts on LinkedIn. All ads and boosted posts used targeting optimization in an effort to reach our audience most effectively.

2.2.2.5 Email

MailChimp was used to send an email about the event to 18 subscribers. The Project Manager also sent invitation emails (and reminder emails) to the business associations asking them to share the information with their members (BIDS, Chamber, and NSBA).

2.2.2.6 City Digital Screens

A short slideshow video promoting the workshop was displayed at City Hall, Shaw Centre, and Lakewood Civic Centre from July 11th-23rd.

2.2.2.7 ReCollect Message

A message promoting the workshop was tagged on to collection reminders from July 16th – 23rd.

2.2.2.8 Radio Interview

CBC interviewed the Project Spokesperson about the event and shared information about the workshop (<https://www.cbc.ca/news/canada/saskatoon/city-of-saskatoon-business-industry-recycling-composting-1.5221692>).

2.2.3 Analysis

A description of methods used to analyse results from each activity are described below.

- Activity 1: What's In Your Bins
 - How participants currently dispose of various materials was counted and displayed in a table to show percentages.
- Activity 2: Your Waste Diversion Experience
 - Responses to current successes and challenges in waste diversion were analysed for emergent themes.
- Activity 3: Build Your Own Program
 - Quantitative analysis including counts and percentages were prepared to determine preferences for proposed options. Separate counts and percentages were prepared showing results specific to business size.
 - Qualitative analysis, primarily thematic analysis was completed on participant comments to identify themes or trends in preferences across operation types.
- Activity 4: Let's Talk Trash
 - Comments were analyzed for emergent themes and summarized.

A draft Options Review What We Heard report was provided to participants for review and comment. No comments were received.

2.2.4 Data Limitations

A total of 25 participants were in attendance representing the following targeted sectors:

- Health Care & Social Assistance
- Accommodation & Food Services
- Manufacturing
- Transportation & Warehousing
- Education Services
- Wholesale Trade
- Other Services (except Public Administration)
 - Professional, Scientific and Technical Services

One target sector, Retail Trade, was not represented by workshop participants.

Of the participant sectors, there were some key subsectors that were not represented who are expected to have unique waste management needs including:

- For Profit Accommodations
- Transportation
- Primary Schools
- Laboratories
- Property Managers
- Not-for-profit organizations
- Food Processing

Due to low participation rates, there was not enough representation for each sector to be confident that the sample size was representative of the whole sector. Instead, these results should be used in combination with results from additional engagement opportunities. Efforts were made to improve participation rates and reach diverse and target audiences in later engagement activities.

During analysis, assumptions were made about operation size based on conversations with participants and previous knowledge of the business or organization. It was also assumed that Business Associations would represent both small/medium and large businesses. These assumptions have not been confirmed.

2.2.5 What We Heard

A total of 25 participants attended the workshop. Themes that emerged from the collective results from all workshop activities are discussed in detail in the [Options Identification What We Heard Report](#) and are summarized in this section along with potential data limitations. Several themes emerged from comments across several activities. These themes or results are discussed below in terms of the goal of engagement they inform.

2.2.5.1 *Generate Awareness and Support Understanding*

Workshop marketing was used not only to encourage participation in the workshop, but to raise awareness about the project. In all marketing material, links to www.saskatoon.ca/yxetalkstrash were provided where additional information regarding strategy development process and possible implications were shared.

During the workshop information was shared with participants about the decision-making process and several questions were raised about possible implications of the program components. Over 80% of participants who completed feedback forms selected “somewhat happy” or “very happy” in response to the following statements related to understanding:

- The information was clear and understandable
- I understand how my input will be used

2.2.5.2 *Barriers and Opportunities Identification*

Barriers and opportunities were framed as challenges and successes during the options identification workshop. A summary of successes and challenges described by participants are provided below in relation to their experience with recycling, organics, construction and demolition and provincial programs.

Recycling

Participants found success when the following opportunities were present:

- Materials generated are desirable in recycling markets
- Recycling services are easy to use and accessible (year-round, single stream, availability of bins and access to both residential and specialized recycling programs)
- Increased efficiency in workflows
- Educational services are available

Participants experienced challenges due to the following barriers:

- Materials or material volumes not accepted or challenging/not cost effective to divert.
- Restricted access to recycling programs due to available space, zoning requirements, lack of time, service frequency, cost and lack of funding or time transport specialty materials to diversion sites.
- Lack of consequences for improper use of bins.
- Insufficient educational resources to support proper recycling behaviors.

Organics

Participants found success when the following opportunities were present:

- Access to onsite compost facilities
- Employee interest and access to tools and education suitable for all literacy levels and language needs
- Access to mandatory bins
- Seasonal composting
- Ability to take organics home to divert
- Reduced need for garbage pick-ups leading to cost savings

Participants experienced challenges due to the following barriers:

- Lack of education and clarity regarding benefits and best practice for diverting organics
- Lack of recognition for those already composting
- Lack of space, cost and service providers associated with use of organic bins
- Cost and resourcing needs associated with transporting organic waste to several depot locations or depots that may not be open year-round.

Construction and Demolition

Participants did not provide comments regarding successes in diversion of construction and demolition. Participants experienced challenges due to the following barriers:

- Materials that cannot be diverted
- Lack of education or knowledge about existing programs or how to divert materials
- Single stream recycling may generate more waste

Provincial Programs

Participants found success when the following opportunities were present:

- Pilot projects
- Staff understand how to properly manage waste

Participants experienced challenges due to the following barriers:

- Lack of local market for recycled material and policies to support reuse of those materials
- Cost and resources needed for onsite accountability
- Cost of hazardous waste handlers

2.2.5.3 Options Identification

Workshop participants were invited to design their own Recycling and Organics program by selecting a combination of program components that would work best for their operation. Components (listed in the table below) were provided related to program requirements,

enforcement, materials, service provider, education/resources and roll-out strategy. Participants were also asked to share why they selected the options they did, how their program could impact their operation, and which options would not work in Saskatoon.

Table 3: Option Components

Category	Option Component
Requirement	<ul style="list-style-type: none"> • Have separate bins for recycling, organics, and garbage • Have regular audits of waste being sent to landfill to verify recycling and organics diversion • Develop a waste diversion plan that includes recycling and organics diversion • Use City services, which include recycling and organics • Place labels or signs on/near all recycling, organics, and garbage bins • Correctly sort materials for recycling, organics, and garbage • Pay a disposal surcharge for all garbage that is landfilled, no matter which landfill it goes to • Use City approved waste haulers, which have to provide recycling and organics service • Provide education to tenants, employees, contractors, and caretakers on how to properly sort recycling and organics
Enforcement	<ul style="list-style-type: none"> • An application or proof of compliance submitted to the City of Saskatoon • Follow up on complaints by calls or visits • Waste haulers are licensed and must enforce some or all of requirement • Add to business license application and renewal process • Random site visits to verify compliance
Materials	<ul style="list-style-type: none"> • All recyclable materials in residential recycling program • Certain recyclable materials (please list) • All organic materials expected in residential organics program • Certain organic materials (please list)
Service Provider	<ul style="list-style-type: none"> • Private sector services –provide garbage, recycling and/or organics • Optional City run recycling and organics depot (funding: property taxes or user fees) • Optional City run recycling and organics collection (funding: utility fees or user fees) • Mandatory City run recycling and organics collection - garbage customers only (funding: utility fees or user fees) • Mandatory City run recycling and organics collection - everyone (funding: property taxes, utility fees, and/or user fees)
Education & Resources	<ul style="list-style-type: none"> • Downloadable templates for educational signs, posters and bin decals • In-person support to educate on requirement or trouble shoot issues • Training on how to meet the requirement, such as videos, lunch and learns, or workshops • Directory of service providers for recycling and organics • A how-to-guide on how to meet the requirement • Calculator to track waste generated and help right-size service • Recognition program for waste diversion leaders • Training on how to conduct an audit of waste being sent to landfill • Rebate or grant to offset costs of new or expanded diversion
Roll-out Strategy	<ul style="list-style-type: none"> • All businesses and organizations start at the same time • Certain businesses or organizations start first (please list): • Certain businesses or organizations start later (please list): • Certain businesses or organizations are exempt (please list): • Recycling and organics requirements start at the same time • Requirements are phased with recycling first followed by organics • Requirements are phased with organics first followed by recycling • A transition period before enforcement begins

Popular Program Selections

The results of the Build Your Own Program activity were analysed using data from all participants, participants from large operations only and participants from small/medium operations only. Analysis of all three data sets was completed to assess if program preferences were connected to the size of operations. The most popular selections from all three data sets are provided below.

Table 4: Most Popular Option Selections

Category	All Operations	Large Operations (50+ Employees)	Small/Medium Operations (<49 Employees)
Requirement	Education, Separate Bins	Education, Separate Bins, Develop Plan	Education, Separate Bins
Enforcement	Business License, Proof of Compliance	Business License, Proof Of Compliance	Business License, Proof Of Compliance
Materials	All recyclables, All organics	All recyclables, All organics	All recyclables, All organics
Service Provider	Private sector, Mandatory City All	Private sector	Mandatory City All, Private sector
Education & Resources	Rebates or Grants	Rebates or Grants	Rebates or Grants
Roll-out Strategy	Transition Period	Transition Period	Transition Period

Overall, the most popular selections between all three data sets were very similar. In terms of requirements, participants from operations of all sizes would like to see Education and Separate Bins included in the draft options. Develop Plan was also a popular requirement for Large operations. Business License and Proof of Compliance as the most popular selection for enforcement and All Recyclables and Organics as the preferred materials. Rebates and Grants were also popular among all three data sets for Education and Resources along with a Roll-out Strategy with a Transition Period.

The size of the business or organization did seem to have some impact on the preference for Service Provider selections. Overall, the Private Sector was the most popular selection which is also the most popular selection among large operations. Small/medium operations however, preferred Mandatory City All, with Private Sector the second most popular selection.

Why Participants Made These Selections

When asked to explain why they selected the options they did, participants identified a combination of the values or criteria they considered, and the experience or knowledge of the industry that helped inform their selections.

Participants identified the following criteria or values in their decision-making process:

- Convenience
- Affordability
- Accountability
- Inclusivity
- Flexibility

Participants identified the following experience and knowledge that helped inform their selection:

- What has worked in other countries
- Waste management experience in large institution
- Waste diversion advocacy perspective
- Feedback from business association members

Program Impacts

When asked what impacts to their business or organization they would predict if their program was implemented, the majority of participants described positive impacts including:

- For operations already diverting waste from the landfill it could mean:
 - Less time hauling recycling to the centre ourselves = more time for business!
 - I would be able to recycle more if there was a bin for it near my building.
- Our staff want the same recycling they have in their homes, and organics will expand that demand.
- By educating our employees about the services available in the city and rural areas.
- Better choices in products.
- Mandatory programming would be positive because:
 - Consequences would make people more responsible.
 - Getting buy-in from staff & volunteers would be easier if this was mandatory.
 - Puts everyone into a state of needing to change.
- Minimal cost implications, potential for cost reductions and additional costs that seem fair.
- Improve diversion rates for their operation in turn improving their business or corporate goals.

Some participants mentioned concerns about logistics and current programs/policies preventing some operations from diverting waste effectively.

The Saskatchewan Health Authority foresees significant negative impacts to their operation if the approved program does not meet, or contradicts, their needs related to specialized materials generated, costs, and transition time. While they did express some significant red flags both in their program and conversations with the project team, they shared that they want to participate, but due to the complexity of their operation, may need extra time, flexibility and support to fully transition.

Options That Would Not Work in Saskatoon

According to participants, the following options or approaches to options would not work in Saskatoon:

- The disposal surcharge
- Mandatory City run recycling and organics collection - garbage customers only would not work because it would require different truck and equipment which will be costly, and private haulers already provide this service along with established fees and expectations.
- Charging more for organics than garbage disposal.
- Though everything costs money I would be hesitant to privatize, charge fees or drastically increase taxes.
- Spot audits. No one likes City officials coming onto their property and demanding records, waste or otherwise.
- Single stream/one bin for all waste (organics & recycling) would not work.

In addition to discussion of what would not work in Saskatoon, participants provided the following advice for consideration:

- Need incentives
- All could work with education. Training, guidance and implementation is key.
- Mirror what is diverted through household programs for ease of education (and more politically feasible)

2.3 2019 ICI Waste & Recycling Survey

In June 2019, Inshtrix Research Inc. (Inshtrix) was contracted to conduct a statistically representative quantitative survey with participants from the ICI sector to determine:

- current recycling, organics, and construction and demolition waste diversion behaviour
- support for mandatory recycling and organics, and program options
- use of and satisfaction with City provided waste services

Results are available in the [2019 ICI Waste & Recycling Survey Report](#) provided by Inshtrix.

2.3.1 Intended Audience

Businesses and organizations were the intended audience for this survey. Quotas were set by type and size of organization in an effort to achieve a representative sample.

Type Quotas:

- Industrial Sector – 36 participants (24%)
- Commercial – 99 participants (66%)
- Institutional – 15 participants (10%)

Size Quotas:

- Small Business (<10 employees) – 90 participants (60%)
- Medium Business (10-49 employees) – 45 employees (30%)
- Large Business (50+ employees) – 15 employees (10%)

2.3.2 Marketing Techniques

Marketing techniques were not used for this activity.

2.3.3 Analysis

Analysis methods are described as “Reporting Notes” in the Inshtrix Report.

Additional analysis was conducted by the public engagement consultant to help inform the goals of this phase of engagement. Open ended responses on barriers to recycling and organics were categorized by Inshtrix based on pre-determined codes. This data was re-coded for the purposes of this summary, using open coding techniques. Emergent themes that resulted from this exercise were compared against themes that emerged from other engagement activities in this phase.

2.3.4 Data Limitations

Participants were not informed that the data collected in this survey would be used, in part, to inform identification of options for a mandatory recycling and organics program for businesses and organizations. It is possible that participants may have altered their responses if they were aware of how the results might be used. This survey data should only be used for comparison purposes with results from other engagement activities where full transparency was employed regarding how

results would be used to inform the project. For future surveys, additional effort will be made to clearly define how results will be used to inform engagement goals.

While requested trend analyses was completed by Inshgtrix, additional trend analysis could not be completed by the public engagement consultant due to the raw data format provided. As such, the percentage of participants who support mandatory recycling and organics programming but do not currently generate those materials could not be calculated.

2.3.5 What We Heard

Inshgtrix estimated margins of error for this study as ± 8.0 percentage points, 19 times out of 20.

A total of 150 participants responded to the survey. 67% were from the commercial sector, 23% from industrial and 10% from the institutional sector which was within 1% of the intended audience quota. 53% identified as small businesses, 34% were medium size businesses and 13% were large businesses which is within 7% of the quotas for business size.

Key findings and additional analysis related to opportunities, barriers and options identification results are provided below.

2.3.5.1 Opportunities

96% of participants stated that they generate recyclable materials. Of those that generate recyclable materials 59% currently recycle most of all of it. 72% of participants currently have recycling collected by a private waste service provider, 60% haul accepted materials to Sarcan and 17% haul recycling to City residential recycling depots. 90% of those that generate recyclable materials expressed support for development of a mandatory recycling program.

41% of participants stated that they generate organic waste. Of those that generate organic waste, only 16% currently divert some, most or all organic waste from the landfill. While 60% dispose of organic waste in the garbage, the next most popular organics diversion method used by 15% of participants was donation of edible food to charity. 85% of those that generated organic waste expressed support for development of a mandatory organics diversion program.

2.3.5.2 Barriers

Participants were asked to identify things that are currently, or may become discouraging or preventing recycling and organics (barriers). The following barriers were identified from additional analysis of open ended responses from participants:

Recycling

- Lack of Space
- Lack of Knowledge
- Contamination
- Lack of Waste Servicing
- Costs
- Low Processing Rates
- Time
- Low Volume of Material Generated
- Lack of Education
- Lack of Convenience
- Confidentiality
- Access to Bins

Organics

- Cleanliness
- Lack of Space
- Cost
- Low Volume of Material Generated
- Lack of Education
- Lack of Waste Service
- Time
- Lack of System in Place

The themes that emerged were similar to those observed in the Options Identification Workshop data. No additional themes emerged from this data.

2.3.5.3 *Options Identification*

Participants were asked to rate their level of support for approaches that the City could take to ensuring recycling and composting are being done by organizations in Saskatoon. The approaches and their level of support are provided below.

- 89% of participants would be supportive of having separate and labelled bins for recycling, organics, and garbage.
- 71% of participants would be supportive of auditing waste that is to be sent to the landfill to make sure no recyclable, organic or other materials that could be diverted are present.
- 70% of participants support the City providing recycling and organics collection service that is property tax or utility fee funded.
- 67% of participants would support organizations developing and submitting a waste management plan.
- 65% of participants would support using only City approved waste haulers that provide recycling and organics collection.
- 59% of participants support organizations paying a disposal fee for all garbage that is landfilled, no matter which landfill it goes to.

3 Phase 2: Options Review

The purpose of activities in this phase was to identify barriers and opportunities from the perspectives of generators from diverse sectors and validate key findings from the Options Identification Phase by testing with a wider stakeholder base. Two workshops, an online survey and meetings were used receive feedback from 312 participants to inform the goals of this this phase.

The following Draft Options were presented for review during this phase of engagement:

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

The Draft Options are explained in detail in the [Options Review What We Heard Report](#).

3.1 Options Review Workshop and Survey

Businesses and organizations in Saskatoon were invited to a come and go workshop to provide feedback on the draft options for mandatory recycling and organics programming. The workshop program was offered on two dates in two different locations in an effort to accommodate the diverse schedules of Saskatoon businesses and organizations. The workshop dates and venues included:

- Alice Turner Library, September 16, 4:00 pm to 8:00 pm
- Circle Drive Alliance Church, September 19, 7:00 am to 1:00 pm

Following the Options Review Workshops, businesses and organizations who were unable to attend an in-person event were invited to participate in an online survey questionnaire which posed a similar suite of questions that were posed at the workshops.

3.1.1 Intended Audience

The Options Review Workshop and Survey were created for businesses and organizations operating within the City of Saskatoon. Participants of both activities were asked demographic questions about their business or organization in an effort to identify any participants who were not members of the target audience.

3.1.2 Marketing Techniques

A variety of marketing techniques were employed to reach the intended audience.

3.1.2.1 Workshop Marketing Techniques:

City Website

Updates to the Engage Page ([Saskatoon.ca/yxetalkstrash](https://saskatoon.ca/yxetalkstrash)) were made to inform the audience of and encourage participation in the Sept 16 & 19 workshops. An announcement tile was also shared on the City of Saskatoon home page.

Sandwich Boards

Signage was displayed at the Saskatoon Farmer's Market in order to capture the restaurant and small business audience.

Street Level Signage (Curbex)

Boards were placed throughout the city to promote the workshop. Locations were selected based on the density of businesses and organizations in the area and the presence of traffic in that area.

Poster

Posters were designed to contain more detailed information than the street level signage and were posted in civic facilities and leisure centres. They were also posted at golf courses and private clubs to reach business owners and decision makers.

Social

The social campaign which ran from Aug 23 – Sept 19 included a Facebook event detailing the two workshops and was promoted through social boosting over a two week span. Twitter and LinkedIn social platforms were also used to promote the workshops to capture other audience segments. All ads and boosted posts used targeting optimization in an effort to reach our audience most effectively.

City Digital Screens

A short video was used to promote the workshop which was displayed at City Hall, Shaw Centre, and Lakewood Civic Centre.

ReCollect Message

A message promoting the workshops was tagged on to collection reminders which are delivered via email, text message, and the *Saskatoon Recycle & Waste* app.

Email

Email marketing was used to reach out to engagement subscribers, including those who opted in from earlier events, as well as registered businesses and institutions in Saskatoon. Personalized emails were also sent to the business associations asking them to share the information with their members (BIDS, Chamber, and NSBA).

Direct Mail

Postcard mailers were delivered to all business and organizations in Saskatoon inviting them to participate in the workshops. Recognizing that other tactics may not reach our entire audience, this traditional method was used to ensure our entire audience was notified of the workshops and were offered the opportunity to participate.

3.1.2.2 Survey Marketing Techniques:

City Website

Updates to the Engage Page ([Saskatoon.ca/yxetalkstrash](https://saskatoon.ca/yxetalkstrash)) were made to inform the audience of the online survey. The draft policy and program options were also available for them to review.

Social

LinkedIn was used to promote the online survey from Sept 27 – Oct 11 to ensure that a targeted business audience was aware of the survey. Facebook and Twitter were not included in this campaign to help mitigate the risk of a non-business audience participating in the survey and skewing the results.

Email

Email marketing was used to reach out to engagement subscribers as well as registered businesses and institutions in Saskatoon. Personalized emails were also sent to the business associations asking them to share the information with their members (BIDS, Chamber, and NSBA).

3.1.2.3 Analysis

Survey questions were aligned with the questions posed at the Options Review workshops where possible so that the data from both engagement activities could be analysed together. Where results could not be analysed together, the activity used to collect the results is referenced.

Sector Demographics

Workshop and participants were asked to indicate the sector their business or organization best represents from a list provided. Several survey participants selected “other” in response to the sector question and provided the subsector that they feel best represents their operation. For the purpose of analysis, participants who identified subsectors were reassigned to the sector that subsector usually falls within. The number of workshop and survey participants from each sector were counted.

It was assumed that some businesses and organizations would choose to participate in both the workshops and survey. To determine rate of duplication, survey participants were asked to identify if they had also participated in an Options Review Workshop. The number of participants who have views represented in both sets of data were counted.

The survey questionnaire also asked participants directly if they currently have systems in place to generate organics and/or recycling. Responses to these questions were counted.

Option Works Well/Doesn't Work Counts

Both survey and workshop participants were asked to identify if each option presented “works well, no changes required”, or “does not work” for their operation. In the survey questionnaire, participants were provided with “this option might work with a few changes” as a statement they could also select. Participant selections were counted.

Option Opportunities

Workshop and survey participants were invited to share their thought about aspects of each option that would work well. Open ended responses from both the workshop and survey participants were grouped by sector and analysed for sector-specific emergent themes. A comprehensive list of values was developed from the themes that emerged.

Option Challenges

Workshop and survey participants were invited to share their thought about aspects of each option that would be challenging, or would not work at all for their operation. Open ended responses from both the workshop and survey participants were grouped by sector and analysed for emergent themes. Aspects of the options that would be challenging are summarized.

Additional Thoughts (Talking Trash)

Both survey and workshop participants were invited to provide any additional thoughts for the project team that were not covered in the workshop activities or survey questions. Where possible, the data was analyzed for themes. Where themes did not emerge, each concept was summarized.

3.1.3 Data Limitations

Only a portion of the audience from all intended sectors were represented. The results of the Options Review phase are not meant to be fully representative of all businesses and organizations in Saskatoon. Instead, the goal of this phase was to identify a range of perspectives, needs and concerns across sectors to help inform refinement of the options.

The engagement activities used during this phase of engagement produced a very different tone of results. While the survey questionnaire achieved higher participation rates, and more breadth and

depth of data than the workshop results, these results came with specific data limitations that were not evident in the workshop results.

Several survey participants noted that they felt they did not have enough information to fully understand what would work well or be challenging about the options and asked for more detail. In several cases, it was clear that given a lack of opportunity to ask questions and seek clarification, participants made assumptions about the options that were incorrect and framed their responses around these assumptions. This was particularly evident on Option 3 where we observed a change in data trends after posting an example of a waste diversion plan.

Workshop participants on the other hand were able to ask questions and receive responses immediately which resulted in fewer uninformed comments received. Unlike survey participants, workshop participants were also able to review the responses that were left by others to help inform their own responses.

While 235 participants completed the anonymous survey questionnaire, many participants expressed frustration in responses by using insults, vulgar language or by copying and pasting the same comment for all responses. This trend was not observed in the workshop results. Because we were unable to reach out to concerned participants, where possible, the frustrations were noted and captured in the results summary. However, only those aggressive responses that elaborated on their frustrations could be used to inform refinement of the options.

Many survey participants did not explore opportunities and challenges related to each option and instead used the survey questionnaire to share their frustrations with the concept of a mandatory program. This trend was not observed in workshop responses. While these frustrations are noted in the engagement summary, the decision to design a mandatory waste diversion program was a direction that City Council provided to Administration.

3.1.4 What We Heard

A total of 299 participants were engaged during the workshops (64 participants) and survey (235 participants). Themes that emerged from the collective results from the workshop and online survey are discussed in this section along with a summary of potential data limitations. These themes or results are discussed below in terms of the goal of engagement they inform.

3.1.4.1 *Values, Concerns and Sector Trends*

Low Volume Generation

The most prevalent concern raised by participants in response to all three options was “how can I divert organics/recycling if I don’t generate any?” Several workshop and survey participants identified that they are supportive of recycling but do not generate large volumes of organics and do not feel that an organics program is necessary for every operation. They expressed concern that they would be required to pay for waste servicing when they don’t create enough organic waste to justify having a system in place. Some participants also identified similar concerns around low volumes of recyclable materials. Many participants explained that they currently take their organics and recycling home with them or straight to a depot or drop off location.

City Intrusion

The second most prevalent theme that emerged from participant comments was frustration regarding City intrusion. Participants felt that by mandating recycling and organics programming the City was overstepping their authority and causing unnecessary stress and costs on businesses and organizations. Many participants also explained that they felt like the City was insulting their

intelligence and current diversion efforts by mandating programs that would not work for all operations and then monitoring businesses and operations for compliance.

In response to Option 1 that proposed site visit verification, several participants were adamantly opposed to City staff entering their facilities and performing what they envisioned as “audits”. Participants noted that there would be more support for the program if the City focused on recognition and incentives to motivate behavior change instead of paternalistic oversight and enforcement.

Cost

Cost was the third most prevalent theme that emerged from engagement results. Participant comments revealed that several businesses and organizations in Saskatoon are struggling to keep doors open. They explained that in recent years, in combination with unpredictable or slow markets, all levels of government have introduced new fees, taxes or costs that on their own don't seem like they would impact businesses and organizations significantly but this cumulative financial impact is making it challenging for local operations to stay in business. Participants indicated that the cost of purchasing bins, training staff, lost hours and waste servicing could be very detrimental to the sustainability of businesses and organizations in Saskatoon.

Some participants also noted that in addition to direct costs to businesses and organizations to implement diversion programming, there would likely be increased taxes or fees required to pay for City staff to direct the program. Many participants indicated preference for options or approaches that required as few City resources as possible. Where City resources are required, participants noted that funding for these resources should come from the existing, already high, tax base that businesses currently pay into.

Of the three options, participants indicated that Option 3 – Waste Diversion Plan seemed to give the business or organization the most control over program cost and would require the least amount of City resources to implement.

Space

Space was a concern brought up frequently in response to the Three Separate Bins requirement from Options 1 and 2. Participants explained that given parking requirements, accessibility needs, and crowded alley ways, mandating that every business or organization has three bins outdoors would not be logistically feasible. Participants also expressed concern regarding changing the layouts of their indoor spaces to allocate space for a third bin in a way that also complies with safety codes. Participants urged the City to support opportunities for businesses and organizations to share bins where possible, however cautioned that for this to be effective, material sorting should not be enforced because there was no way to know who was misusing the bins.

Administrative Burden

Administrative burden, expressed as time, resources and know-how, was mentioned by several participants as a concern across all options. Businesses described operations where every minute of available staff time is already allocated to required tasks so to allocate staff to tasks like organics sorting, sourcing bins or guiding site visits would mean that other more profitable work would not be completed.

Many participants also expressed concern about the time and effort that would be required to source bins and or waste servicing and prepare educational materials or proof of compliance. Some participants explained that because they don't have experience with waste diversion, they wouldn't know where to start looking for these services and the thought of self-researching, comparing costs or adding innovative approaches during a long busy work day felt extremely onerous.

Responsible Party

Some participants who manage or are tenants of shared facilities expressed concern about who would be responsible for implementing the program. In many shared facilities, property managers or landlords have historically been responsible for waste management. Some aspects of the options suggest that each business must now be responsible for their own waste management which could create a variety of issues in terms of space, logistics and monitoring compliance. Participants urged the City to provide some clarification regarding who would be held responsible to implement the requirements of each option.

Target Large Volume Generators

Some participants suggested that the program would be most effective if the City used its resources to target the large volume generators who do not currently have diversion systems in place. They see this approach as an opportunity to make a larger diversion impact using fewer City resources while allowing businesses and organizations who already have diversion systems in place to continue doing what they are doing without financial or administrative impact.

Some participants who identified themselves as restaurant owners or large volume organics generators identified concern around considerable impacts to their existing processes and service times if organics sorting and storage was required at their facilities. Others indicated that it would be challenging to source bins and service to accommodate the volume of organics they currently generate.

Ease and Flexibility

Participants expressed the most support for options or approaches that they felt offered flexibility and would be easy to implement. Participants valued options that allowed businesses and organizations to right size diversion programming for the unique needs of their operation and rejected aspects of options that did not account for the diversity of local businesses and organizations by applying blanket requirements.

Several participants indicated that they felt certain options would be easy to implement because they already have aspects of the requirements implemented and did not perceive addition of the remaining requirements to be too cumbersome. Participants who do not have diversion systems in place, however, felt that implementing the requirements would be extremely onerous.

Participant appreciated aspects of options that could be automated, available online or that worked with business licencing or other existing processes. They also liked that the materials list for businesses and organizations is aligned with the accepted materials in the residential program.

Option 3: Waste Diversion plan was the most supported option in terms of perceived ease and flexibility. Participants expressed support for this option because it would acknowledge the efforts that businesses and organizations have already made in waste diversion, promotes self-management and innovation, is adaptable based on operation type, size and materials generated and requires very little City oversight.

Already Doing It

The majority of responses explained that options would work well because they are already doing them, or aspects of them. This was most evident in response to the requirement for three bins from Option 1 and 2. Participants noted that they either already have three bins in place or have two of the three required and felt that adding on another bin would not be too challenging.

While some participants indicated that implementation of a program would not be challenging because they already have aspects of it in place, other cited their current waste diversion efforts as

justification for why a mandatory program is not necessary. Some participants explained that they already divert all accepted materials they generate and do not require oversight from the City. Participants shared some of the innovative waste diversion techniques they have in place (bales, pilot projects, sorting warehouses) and expressed concerns that their current model, while extremely effective, would not align with the three bins requirement.

Disproportionate Impacts

Some participants expressed concern for specific groups they felt would be disproportionately impacted by a waste diversion program. These groups included:

- Small Businesses
- Non-profit Organizations
- Multitenant Shared Facilities
- Low Volume Generators
- High Volume Generators

Draft Options Preference Results

Workshop participants were provided with the following statements and were invited to apply a dot to a statement if it accurately reflected their thoughts on each option:

No changes to option required – good as is.

As it is, this option does not work for my business or organization.

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

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

The early preference results for each option are provided in this section.

Option 1: A total of 261 participants responded to this question. Approximately 40% of participants felt that this option would not work for their business or organization, despite any changes that could be made to the option. An additional 7% were either unresponsive of mandatory recycling and organics programming as a whole or required more information before they could determine their level of support for the option. Approximately 53% of participants felt that this option would work well in its current form, or could work well with a few changes.

Option 2: A total of 250 participants made a selection indicating their level of support for Option 2. Over 50% of participants selected that either this option does not work for their operation, they are not supportive of the initiative in general, or still required more information in order to determine their level of support of the option. Approximately 47% of participants felt that this option would either work well as it is, or could work well with a few changes. In comparison to Option 1, this option is only slightly less popular.

Option 3: A total of 246 participants made a selection indicating their level of support for Option 3. Approximately 44% of participants selected that either this option does not work for their operation, they are not supportive of the initiative in general, or still required more information in order to determine their level of support of the option. Approximately 56% of participants felt that this option would either work well as it is, or could work well with a few changes.

On September 27, 2019, two days after the survey was launched, early analysis showed that Option 3 was by far the least supported option. These results were very different than what we

heard at the workshop where 92% of participants who selected a statement expressed support for the option without changes. Several of the comments provided in the survey indicated that submission of a waste diversion plan seemed onerous and participants questioned if they were qualified to develop such a complex plan. During the workshop, the project team had an opportunity to share with participants their expectations for what a waste diversion plan summary could look like. To demonstrate the type of plan summary that the project team envisioned for this option, an image of the waste diversion section from the Vancouver business licence application was added to the survey on September 27, 2019 at 10:30 am.

As anticipated, survey results submitted after the example was added to the survey showed higher levels of support for the option than the results received before the example was posted. A total of 96 participants responded to the question before the example was posted and 126 participants responded after it was posted. While only 19 participants expressed support for Option 3 before the example was posted, 43 expressed support once they saw the level of effort/detail that would be required. In comparison to Options 1 and 2, Option 3 - assuming that the Waste Diversion Plan will be similar to the Vancouver example – had the highest level of support.

Workshop participants were invited to apply a dot if they agreed with the statement “No changes required, good as is” in response to the materials plan, education and resources plan, and roll-out plan. A total of 17 dots were applied to the materials plan, 27 dots to the education and resources plan, and 17 dots to the roll-out plan.

3.1.4.2 *Validation of Key Findings*

Several of the same overarching concerns from early engagement were echoed or expanded on in this phase of engagement including:

- Ease and Flexibility
- Already Doing It
- Cost
- Administrative Burden
- Disproportionate Impact
- Low Volume Generation
- Space

The following additional considerations were also identified:

- City Intrusion
- Target Large Generators
- Responsible Party

While the first phase of engagement identified a clear participant preference for a three separate bins requirement, participants from the Options Review phase were much less supportive of this approach as it lacked flexibility and did not acknowledge the unique needs of businesses and organizations.

Participants in the Options Review phase did mostly echo the preferences from the Options Identification phase regarding support for aligning with existing processes, accepted materials, roll-out and educational resources.

3.2 Options Review Meetings

The purpose of the meetings was to share information about the draft options for a Mandatory Recycling and Organics Program for businesses and organizations and discuss initial opportunities and challenges.

3.2.1 Intended Audience

Business Associations, Key Stakeholders and Waste Hauler/Processors were the intended audience for Options Review Meetings.

3.2.2 Marketing Techniques

Intended audience members were invited to participate through a combination of emails and phone calls.

3.2.3 Analysis

Scripts were used to guide discussion for each of the stakeholder groups (business associations, key stakeholder groups, waste service providers). Responses from business associations were analysed for emergent themes in response to each question posed in the script. Responses from each of the key stakeholder groups were summarized, but not compared or analysed for themes in relation to other key stakeholder groups' responses because each group has unique perspectives that should be captured separately. Results from waste service providers were analysed for emergent themes.

3.2.4 Data Limitations

While a single meeting script was used to guide discussion in a way that allowed for thematic analysis of responses to the same questions, divergence from the scripted discussion was not possible if it added value to the conversation. Divergence from the script in some cases meant that not all participants provided a response to all questions posed in the script. As such, themes that emerged from comments in response to specific questions are only representative of the business associations who provided comment, not all participants.

3.2.5 What We Heard

Meetings were organized with 13 stakeholder groups between August 2019 and November 2019 including:

Business Associations	Greater Saskatoon Chamber of Commerce, September 24, 2019 BIDS, September 25, 2019 Saskatoon and Region and Home Builders Association, November 18, 2019
Key Stakeholders	Saskatchewan Health Authority, September 23, 2019 ICR Commercial Real Estate, September 30, 2019 Saskatchewan Ministry of Central Services, October 10, 2019 Second Chance Foods, October 21, 2019 Saskatchewan Ministry of Environment, November 22, 2019
Waste Service Providers	Emterra, August 27, 2019 Len's Hauling, August 28, 2019 Waste Management, August 29, 2019 Cosmo Industries, September 4, 2019 Loraas, September 5, 2019

Results of meetings with each stakeholder group are shared in this section.

3.2.5.1 *Business Associations*

Business Associations' comments are summarized below as themes that emerged from barriers and opportunities and options review results:

Barriers and Opportunities

Cost Implications

Some Business Associations expressed concerns regarding the potential cost implications for all three options. Members are currently sensitive to additional costs due to slow markets and several small tax or fee increases over the years that have added up. Participants explained that the presence of additional costs for the Recycling and Organics Program would directly impact the level of member support or acceptance of the program.

Target Large Volume Generators

Participants indicated that there is value in digging a level deeper and targeting those who create large volumes of divertible waste materials.

Space

Space is a concern for businesses, especially in the winter. There are many situations that make space allocation challenging. The Broadway BID explained they are already in the process of updating and/or replacing public facing bins in the District and expressed concern that these bins would have to be replaced to accommodate the bin requirement in Options 1 and 2.

Waste Servicing

Some Associations expressed concern regarding increased presence of pests if businesses are in control of when and how often their organics are picked up. There should be some rules about minimum frequency of pick-up, but not in a way that makes it too onerous for businesses or disrupts consumer experience. Dual stream trucks are an opportunity to reduce number of pick-up days. Some explained that City bins need to have a locking mechanism to prevent illegal dumping and scattering. They also requested that the City address the maintenance of Recycling Depot facilities.

Options Review

Option 1: Three Separate Bins and Site Verification

Business Associations expressed concern regarding sufficient space to accommodate three bins. They also expressed concern about the cost of the bins and enquired if the City would help to provide savings to businesses by ordering bulk bins at cost. Business Associations also suggested allowing exemptions for some businesses. Some participants felt that site visits would be cumbersome and resource-heavy for the City. Clarity about the difference between an audit and a site visit would be helpful.

While responsible businesses will do their best to comply with the requirements, there is concern about non-compliance or the appearance of non-compliance due to illegal dumping or shared bin situations. In addition to compliance, the City also needs to enforce no scavenging and educate people on why this is a rule.

Option 2: Three Separate Bins and Submission of Proof

Business Associations indicated that Option 2 was likely to have more red tape or administrative burden than Option 1 due to the submission of proof requirement. Because of this, Option 2 may be less desirable to members than Option 1. Exemptions for this option were also suggested by

participants. Some participants noted that an increase in business licencing fees would not be well received by businesses.

Participants felt that the complaint based model could work, but has the potential to become cumbersome. Communication about the requirements is key. Some expressed concerns about a complaint based system because members reporting other members can create additional strain and resources requirements for the Business Association.

Option 3: Waste Diversion Plan

Some participants explained that if this Option is kept as simple as what is described (check boxes in a field of the Business Licence Application) then it would likely work well for businesses.

Education

The Saskatoon and Region Home Builders Associations explained that it can be challenging to ensure that important information or educational materials are reaching all the contractors on site. Email is not universally adopted by everyone in the industry so the best way to ensure that the bin users are being reached is to put a list of accepted items on each bin.

The Saskatoon and Region Home Builders Association hosts quarterly members meetings which is where they share information and seek member feedback. There is potential to share information and seek feedback through these meetings. The Greater Saskatoon Chamber of Commerce suggested sharing information with their members during business centered events like Small Business Week or conventions.

Participants indicated interest in educational tools such as a directory of waste service providers, rebates for small businesses and non-profit organizations, videos and workshops. It was suggested that educational materials need to be simple and clear to increase understanding.

Roll-out

Participants suggested that more than one year for roll out is preferred and should follow after the residential program is launched. Some suggested targeting large generators first, allowing them time to transition, followed by smaller generators at a later date. During roll out, participants encouraged the City to share how they lead by example including the types of waste servicing tools in place and provide opportunity for other businesses to share their systems so that businesses new to waste diversion do not have to start from scratch.

3.2.5.2 Key Stakeholders

ICR Commercial Real Estate

Option 1: Three Separate Bins and Site Verification

Participants noted struggles related to current bin, landscaping and parking requirements and noted that making space for additional bins would mean sacrificing profitable space. They encouraged the City to review the space requirements across all their standards or policies to ensure that the requirements are feasible. Costs to procure bins and additional waste services was also expressed as a concern as well as the complaint-based site visit model as it could be used maliciously as a result of tenant conflicts or competition.

Option 2: Three Separate Bins and Submission of Proof

Attendees suggested that instead of proof of compliance through the business licencing process which would require that all tenants in a single building provide a separate report, a better way to submit proof (1 per building) would be through the property tax assessment process or sewer use by-law enforcement.

Option 3: Waste Diversion Plan

Attendees expressed concern about increased work for property managers if all tenants in a single building are drafting their own unique diversion plans. In most cases, the property manager organizes waste services for the entire building.

Roll-out

Attendees felt it would be helpful to direct focus on high volume generators if the City considered exemptions for low volume generators.

Education

Education will be very important such as GHG emissions come from yard waste in the landfill.

Saskatchewan Health Authority

Materials

Saskatchewan Health Authority in Saskatoon diverted 2400 kg of cardboard last year. They have the capacity and resources in place to recycle cardboard, however getting into organics diversion will pose more of a challenge.

Space

Currently, all waste generated in Royal University Hospital (RUH) is sorted (cardboard, hazardous waste and landfill waste) at the point of generation, temporarily stored in a designated room in each floor/area and then transported in rolling bin or designated container (i.e. hazardous waste) through back hallways and elevators to a space on the ground floor with two loading docks where all cardboard is compacted, waste is removed and hazardous waste is stored until it can be picked up.

- All of the 5500 patient rooms have a waste bin.
- In the loading yard, every inch of available space is being used for another process. There is not currently space available for an outdoor organics bin.

Safety

The facility has moved toward using rolling bins and tipping systems to reduce risks to staff associated with heavy, repetitive lifting. Because organics are heavier than cardboard, they would need a set up for organics management that is similar to their current system for cardboard – however space is a concern.

Logistics and Process

Food preparation and serving processes would be the logical place to focus diversion of food waste instead of relying on patients and visitors to divert food scraps, however, these processes are fast moving and designed in a way that maximizes productivity. The current processes work well to meet the facility's needs and requesting an added step of organics diversion may be challenging to implement.

Education

Tens of thousands of people come through RUH each day. Educating everyone who comes through the doors is not feasible. Because of this, it would be challenging to limit contamination. To help with this, SHA suggest educational resources with graphics, language considerations and use of more photographs than words.

Options Preference

Based on the draft options presented, Saskatchewan Health Authority felt that Options 1 and 2 would be preferred, however they may need extra support or leniency to determine how best to implement these options in their facilities.

Ministry of Central Services

The Ministry of Central Services Technical Services Division operates several properties in Saskatoon. They expressed support for the proposed timeline for the program and felt there would be benefit to roll it out after the residential program is implemented. They felt that Option 3 Waste Diversion Plan would offer the most flexibility for their operation and could be easily aligned with current waste diversion efforts.

Second Chance Foods

Second Chance Food focused primarily on education around surplus food diversion opportunities including education and key messages and opportunities for partnerships.

Education and Key Messages:

- Businesses need to understand which organization takes each type of surplus food
- Donation can reduce hauling costs
- Differentiate between surplus food versus waste food
- Food rescue organizations should not be an intermediate between businesses and the landfill
- Videos are a good option for consistent education across the city
- Tips and tricks for donation including best practice for storage, labelling and creation of surplus food.
- Health inspectors have a pamphlet - would be useful for bylaw officers also could hand out educational information

Waste Diversion Opportunities:

- Include all Boards such as TCU Place, in Leading by Example initiative
- Employ people with barriers to employment
- Healthy yards would be a good opportunity for collaboration
- On Option 3, the business license checkbox could include questions about donation that could be shared with Second Chance to follow up with organizations directly (Are you open to donate? Do you create surplus food?)

Saskatchewan Ministry of Environment

The Saskatchewan Ministry of Environment Waste Stewardship noted that the province does not currently require the ICI sector to have organics or recycling diversion in place and instead focus attention on residential diversion and extended producer responsibility (ERP) programming. The province does not currently collect diversion data from the ICI sector but would be interested in receiving data from the City.

3.2.5.3 Waste Service Providers

The purpose of these meetings was to determine capacity for mandatory recycling and organics in Saskatoon and to identify any red flags or additional considerations to inform refinement of the Options.

Capacity

Participants believe that there is currently ample capacity in Saskatoon for both collection and processing of ICI sector recyclable waste. Some organics capacity is also already in place. Some participants explained that while they do not currently offer organics servicing, they would be interested in exploring this market further.

Additional Considerations

Additional considerations were provided in response to shared information about acceptable materials, Option 1, Option 2, Option 3, Roll-out, and education and key messaging.

Option 1:

- Bins that are never used will not be effective, but people will be in compliance
- Signage needs to be on the bin/container
- Education is a necessary component but not sufficient on its own
- OH&S training is now common at most work places and waste sorting could be included in training
- Safety becomes an issue with bin scavenging
- Some companies already self-haul to processor; may not require a bin on site
- Let companies identify how they recycle rather than require a bin
- There will be issues with bins that are contaminated by third parties and that should not be the responsibility of the business

Option 2:

- This options will likely be better received than Option 1 because it is built into the business license process
- Some participants already offer certificates of service that could be provided as a business's submission of proof

Option 3:

- Would be good for small businesses who already do this
- People do not like being told what to do so Option 3 is great for flexibility
- Businesses should be able to provide proof of compliance to the City when requested – complaints or random audits

Roll-out:

- Makes sense to phase in and offer lots of advanced notice
- Saskatoon has capacity for recycling, but some participants were not sure about organics capacity
- Operational capacity exceeded education at roll out - need better change management, long education/phase in period

Accepted Materials:

- Participants suggested that the City needs to adapt to the changing recycling markets when it comes to determining acceptable materials. Requiring recycling of materials with no end

market can drive up the costs of recycling overall to account for additional sorting requirements or contaminated loads

- In terms of organic materials, large volumes of organic material and achieving proper blending volume can be challenging. Meat waste can only be processed once there is enough volume of organics available
- Some sectors have specific requirements and policies that businesses must also comply with for example, the Canadian Food Inspection Agency requires that international waste from the airport is immediately buried
- In some cases, where the food waste originates from can cause safety risks to employees. For example, there is increased risk of spreading disease when processing hospital food waste
- Biodegradable material, not to be confused with compostable material, was also referenced as a challenging material to divert. Compostable materials are generally not composted in many places due to processes and time requirements

Education and Key Messaging:

- Don't recall anywhere where ICI sector education was overly successful. Bans are most successful
- Make people highly aware that it is mandatory and how to do it. But once they have hired their hauler/processor, then their education will take over
- Will give us a chance to reset consumer behavior
- Recycling and organics will significantly reduce garbage amounts and will provide a new perspective for residents
- Recycling is first and foremost turning one product into another product as soon as that cannot be done all of the benefits are gone
- Compost will be used locally and Saskatoon is an agricultural city
- Sustainable – keep it in the community for the best use
- A portion of the public is unreachable
- City of Calgary education is great

4 Phase 3: Options Preference

The purpose of activities in this phase of engagement was to learn which of the final options are preferred by businesses and organizations, and if there are any trends within different segments of the sector. An online survey was the only engagement activity used to collect data to inform this phase.

4.1 Options Preference Survey

The Options Preference Survey took place from December 3, 2019 to December 10, 2019 to determine which of the final Options are most preferred by businesses and organizations. Details regarding each option were provided for review and participants were asked to respond to a series of demographic questions followed by three questions to indicate preference for the four Options presented. A total of 381 responses informed this goal.

4.1.1 Intended Audience

All stakeholders.

4.1.2 Marketing Techniques

4.1.2.1 Social

LinkedIn was used to promote the online survey on December 3, 2019 to ensure that a targeted business audience was aware of the survey. Facebook and Twitter were not included in this campaign to help mitigate the risk of a non-business audience participating in the survey and skewing the results.

4.1.2.2 Email

Email marketing was used to reach out to engagement subscribers as well as registered businesses and institutions in Saskatoon.

4.1.3 Analysis

The total number of participants was counted and compared to the total number of businesses and organizations in Saskatoon. Participant breakdowns are provided in both counts and percentages for each of the following:

- Sector
- Business Size
- Generates Recyclable Material
- Diverts Recyclable Material
- Generates Organic Material
- Diverts Organic Material
- Operates a Home Business

Preferences are shared in terms of both counts and percentages for both “Most Preferred” and “Second Most Preferred” Options. Breakdowns for each preference are shared in percentages for each of the following:

- Sector Specific
- Business Size Specific
- Materials Generated Specific
- Materials Diverted Specific

4.1.4 Data Limitations

Participants were unable to ask questions or provide comments in the Survey. It is likely that several participants may have missed the opportunities for Option Review offered in Phase 2 and may have been reading the Options for the first time during Phase 3. The inability to ask for clarification may have resulted in less informed preference selection.

Businesses and organization without access to email or social media may not have received the invitation to participate. As such, a small demographic of the ICI Sector may not have been represented in the results.

The Survey design included detailed Option descriptions with some technical elements. The text-heavy, technical format of the information shared in the survey may have dissuaded participation in some situations.

The Survey was open for a total of 7 days which is shorter than our preferred survey window length of two weeks or more. It is possible that some businesses and organizations were unable to complete the survey within the time frame provided.

The Survey questionnaire did not ask participants to identify if they had decision making authority regarding waste management in their business or organization. As such, it is likely that several responses were provided by non-decision making staff or tenants and the results of this survey will not reflect the preferences of those with decision making power specifically.

There was no function in place to limit participation of several employees from the same business or organization. As such, the total number of participants cannot be reliably compared to the total number of businesses and organizations in Saskatoon.

We heard in the evaluation section of the survey that two of the questions posed in the survey contained double negatives which caused confusion. Participants were asked to select options or verification methods that did NOT work for their business or organization and one of the possible selections was “none of the above”. Because there is no way to confirm if participants intended for “none of the above” to indicate that ALL or NONE of the options/verification methods would work, the results are provided in the report however only specific options/verification methods selected were used to inform the project.

4.1.5 What We Heard

A total of 396 responses were received, 14 of which were received from home based businesses and one resident. Because this program does not apply to home based businesses or residents, those results were not analysed.

4.1.5.1 Demographics

Data from 381 businesses and organizations was analysed to form the results in this section.

Sector Representation

Data was analysed within the following sectors:

- Business Association: 1 participant
- Commercial Sector: 197 participants
- C&D: 27 participants
- Health Care: 46 participants
- Industrial Sector: 35 participants
- Institutional Sector: 52 participants
- Waste Services: 1 participant
- Property Management: 22 participants

The figure below shows sector representation by percentage with the exception of Business Association and Waste Services sectors each of which were less than 1% of total participants.

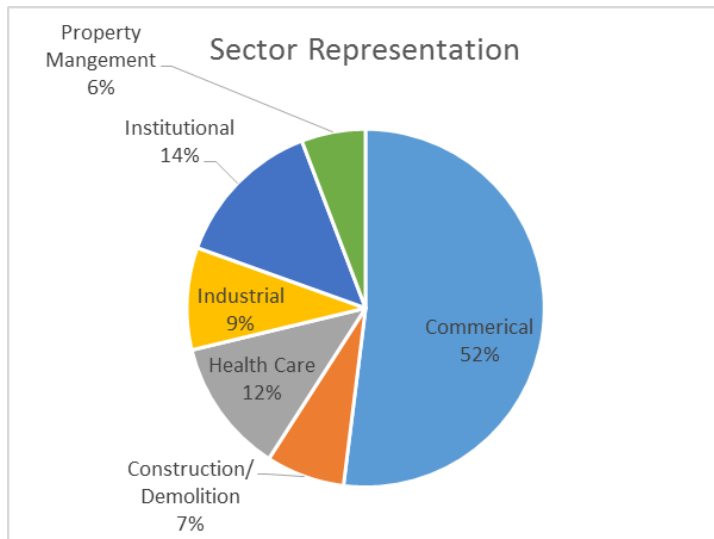


Figure 1: Sector Representation

All intended sectors were represented by survey participants. Commercial Sector participants outnumbered all other sectors combined. Waste Services and Business Associations were had the fewest number of participants represented.

Business Size Representation

Participants were provided with the following business size categories to choose from:

- Large Business: 50+ Employees: 58 participants
- Medium Size Business: 10-49 employees: 106 participants
- Small Business: <10 employees: 217 participants

The figure below shows business size representation by percentage.

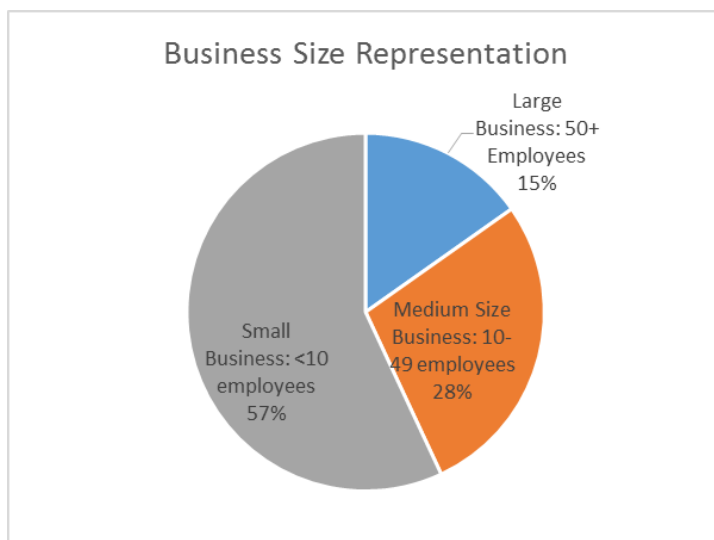


Figure 2: Business Size Representation

All intended business size categories were represented with small businesses represented by the majority of participants.

Materials Generation and Collection Representation

Organic Food Materials

A total of 78 participants generate organic food materials however, the majority of participants (303) do not. Percentages are shared in the figure below.

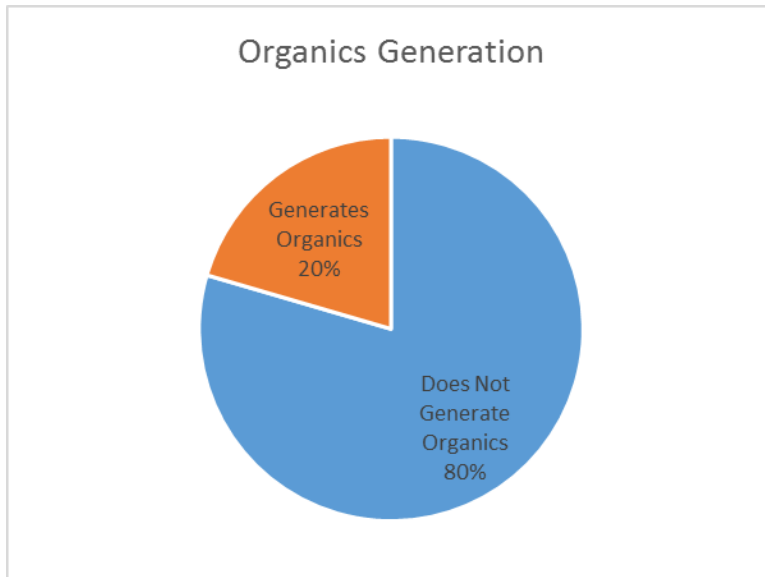


Figure 3: Participants Who Generate Organic Material

A total of 51 participants collect organic food material, but the majority of participants (330) do not. Percentages are provided in the figure below.

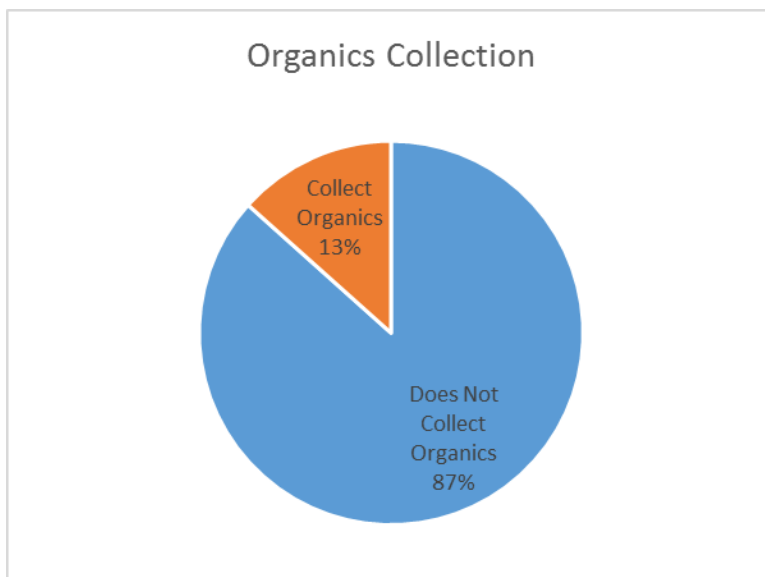


Figure 4: Participants Who Collect Organic Material

Recyclable Material

A total of 308 participants generate recyclable materials, and 73 do not. Percentages are shared in the figure below.

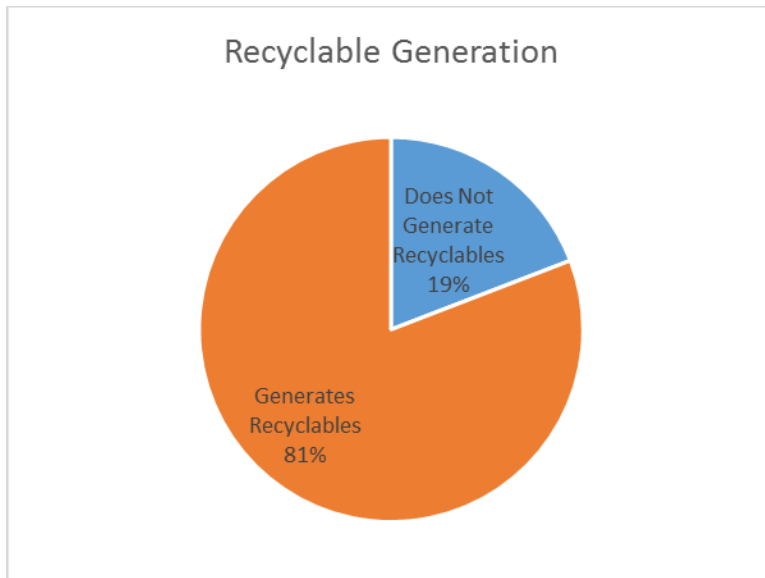


Figure 5: Participants Who Generate Recyclable Material

A total of 381 participants collect recyclable materials, and 18 do not. Percentages are shared in the figure below.

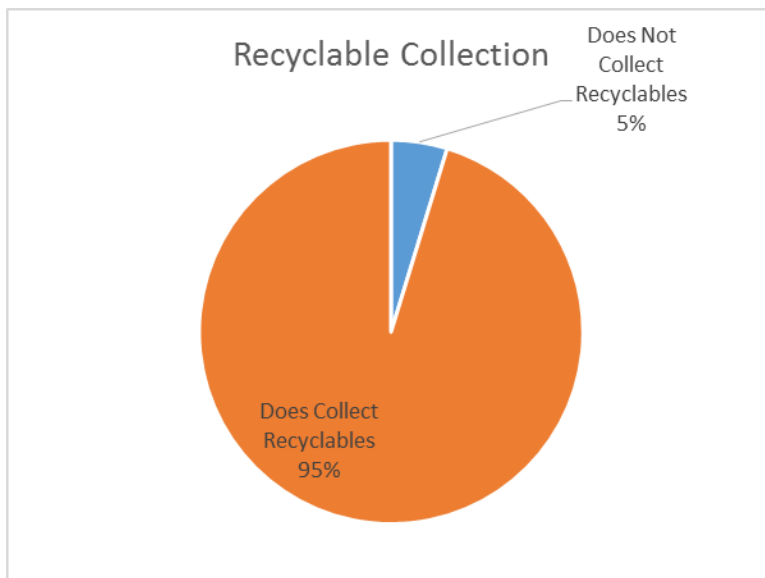


Figure 6: Participants Who Collect Recyclable Material

4.1.6 Preferences

Participants were asked to select their Most Preferred Option and 2nd Choice from the list of four Options including:

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

An [Options Summary](#) with additional details was made available for review by participants.

It was predicted that Option 4 would be the Most Preferred Option selected so opportunity to select a 2nd Choice was necessary to determine which of the mandatory options (Options 1, 2, and 3) was most preferred by those who selected Option 4. Due to a survey design error, it was possible for participants to select the same Option for both their Most Preferred and 2nd Choice. A total of 97 participants selected the same option as their most preferred and second choice. Duplicate selections included:

- Option 1 (4 participants)
- Option 2 (0 participants)
- Option 3 (1 participant)
- Option 4 (92 participants)

Where participants made duplicate selections, their input was captured in the results for Most Preferred, but removed from the results of 2nd Choice.

Option 4 was selected by 62% of all participants as the Most Preferred option. Option 1 was the next most popular selection with 22% of participants. The figure below shows the Option preference breakdown.

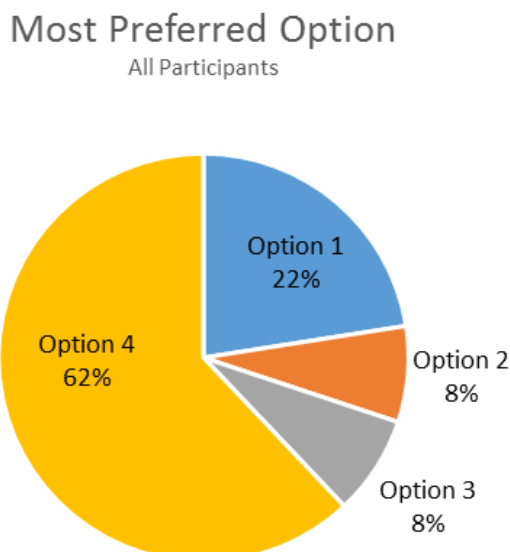


Figure 7: Most Preferred Option - All Participants

Of the 145 participants who selected Option 4 as their Most Preferred Option, the majority (104 or 72%) selected Option 1 as their 2nd Choice.

Sector Specific Breakdown

Data was analysed within the following sectors:

- Business Association: 1 participant (<1%)
- Commercial Sector: 197 participants (52%)
- Construction and Demolition: 27 participant (7%)
- Health Care: 46 participants (12%)
- Industrial Sector: 35 participants (9%)
- Institutional Sector: 52 participants (14%)
- Waste Services: 1 participant (<1%)
- Property Management: 22 participants (6%)

Waste Services and Business Association sectors each had one participant and both identified Option 3 as Most Preferred. The remainder of the sectors Most Prefer Option 4 with more than 50% of participants from each sector making that selection. Of those who selected Option 4, at least 50% of participants from each sector identified Option 1 as 2nd Choice.

Business Size Specific Breakdown

Data was analysed within the categories listed below and results are shared in the following table.

- Large Business: 50+ Employees: 58 participants (15%)
- Medium Size Business: 10-49 employees: 106 participants (28%)
- Small Business: <10 employees: 217 participants (57%)

Table 5: Business Size Option Preference

	Large Business: 50+ Employees (58 participants)	Medium Size Business: 10-49 employees (106 participants)	Small Business: <10 employees (217 participants)
Option 1	21%	25%	22%
Option 2	12%	8%	6%
Option 3	9%	7%	8%
Option 4	59%	59%	64%

Option 4 was Most Preferred by more than 50% of participants from all business size categories. Of those who Most Prefer Option 4, more than 60% of participants in all size categories selected Option 1 as 2nd Choice.

Materials Collected Specific Breakdown

Two participants indicated that they generate both recyclable and organic material and do not have diversion systems in place. One participant selected Option 1 as Most Preferred and Option 2 as 2nd Choice and the other selected Option 4 as Most Preferred and Option 1 as 2nd Choice.

Organics

Data was analysed within the categories listed below. Results from the first four categories are shared in point form below:

- Generates Organic Food Waste: 78 participants (20%)
 - Most Preferred: Option 4 (50%)
- Do Not Generate Organic Food Waste: 304 participants (80%)
 - Most Preferred: Option 4 (65%)
- Collect Organic Material: 51 participants (13%)
 - Most Preferred: Option 4 (41%)
- Do Not Collect Organic Material: 331 participants (87%)
 - Most Preferred: Option 4 (65%)

Results from the remainder of the categories listed below are shared in the table that follows.

- Generates and Collects Organic Material: 19 participants (24%)
- Generates but Does Not Collect Organic Material: 59 participants (76%)
- Does Not Generate or Collect Organic Material: 272 participants (89%)
- Does Not Generate but Collects Organic Material: 32 participants (11%)

Table 6: Organics Generation/Collection Preference

Option	Generation (78 participants)		No Generation (304 participants)	
	Collection (19 participants)	No Collection (59 participants)	Collection (32 participants)	No Collection (272 participants)
Option 1	21%	29%	28%	20%
Option 2	32%	7%	9%	6%
Option 3	10%	10%	19%	6%
Option 4	37%	54%	44%	68%

All categories selected Option 4 as Most Preferred Option. Option 1 was the next most popular selection in all categories with the exception of those who generate and collect organic material where Option 2 was preferred. Of those who selected Option 4 as Most Preferred, more than 60% in all categories selected Option 1 as 2nd Choice.

Recycling

Data was analysed within the categories listed below. Results from the first four categories are shared in point form as follow:

- Generates Recyclable Material: 308 participants (81%)
 - Most Preferred: Option 4 (60%)
- Do Not Generate Recyclable Material: 74 participants (19%)
 - Most Preferred: Option 4 (78%)
- Collect Recyclable Material: 363 participants (95%)
 - Most Preferred: Option 4 (61%), Option 1 (23%)
- Does Not Collect Recyclable Material: 19 participants (5%)
 - Most Preferred: Option 4 (79%)

Results from the remainder of the categories listed below are shared in the table that follows.

- Generates and Collects Recyclable Material: 297 participants (96%)
- Generates but Does Not Collect Organic Material: 11 participants (<1%)
- Does Not Generate or Collect Organic Material: 8 participants (11%)
- Does Not Generate but Collects Organic Material: 66 participants (85%)

Table 7: Recycling Generation/Collection Preference

Option	Generation (308 participants)		No Generation (74 participants)	
	Collection (297 participants)	No Collection (11 participants)	Collection (66 participants)	No Collection (8 participants)
Option 1	23%	9%	23%	12%
Option 2	9%	9%	1%	0%
Option 3	9%	9%	5%	0%
Option 4	59%	73%	71%	88%

All categories selected Option 4 as Most Preferred Option. Option 1 was the next most popular selection in all categories. Option 1 was the 2nd Choice for more than 60% of participants in all categories who Most Prefer Option 4.

4.1.6.1 What Does Not Work

Participants were asked to select Options and Verification Methods that would not work for their business or organization. Results are shared below.

Options

Data from 381 participants informed identification of Options that will not work. Participants could select any combination of the following options:

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

A total of 166 participants (44%) selected “None of the Above” would not work. However, due to the presence of a double negative in the question/answer pair, it cannot be confirmed that all participants intended for their response to indicate that “all options would work” or if they meant to imply that “none of the options would work”.

A total of 6 participants (2%) indicated, by selecting Options 1, 2, 3, and 4, that none of the options would work.

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

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

Verification Methods

Data from 381 participants informed identification of Verification Methods that will not work. Participants could select any combination of the following options:

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

A total of 229 participants (60%) selected “None of the Above” would not work. However, due to the presence of a double negative in the question/answer pair, it cannot be confirmed that all participants intended for their response to indicate that “all verification methods would work” or if they meant to imply that “none of the verification methods would work”.

A total of 11 participants (3%) of participants indicated by selecting each method separately that none of the verification methods would work.

The number and percentage of participants who selected that each option will not work is provided in the table below.

Table 8: Verification Method Results

Verification Method	Rate of Selection
Complaint follow-ups	82 participants (22%)
Screening follow-ups	87 participants (23%)
Regular Site Visits	110 participants (29%)
One-time submission of proof	85 participants (22%)
One time submission of recycling and organics checklist/summary	73 participants (19%)
Education blitzes	58 participants (15%)

Regular Site Visits was the most popular selection with over 100 participants indicating that it will not work. The least popular selection was Education Blitzes which suggests that if not paired with other methods it is the preferred method of verification.

The most popular combination of verification methods selected (by 26 participants (7%)) that will not work included all methods with the exception of Education Blitzes which further supports that this method is preferred.

5 Evaluation

This section includes a summary of results from participant event evaluations and discussion of opportunities for improvement in delivery of engagement programming.

5.1 Participant Event Evaluation Results

Participants from the Options Identification Workshop, Options Review Survey, Options Review Workshops and Options Preference Survey were asked to select their level of agreement with the statements below. Options included “Strongly Agree”, “Somewhat Agree”, “Neutral”, “Somewhat Disagree” and “Strongly Disagree”. The results of this evaluation are provided below. The number of participants who submitted evaluation forms and evaluation results for each activity are provided in the table below.

Table 9: Participant Evaluation Results

Statements	Options Identification	Options Review		Options Preference
	Workshop 19 participants	Survey 196 participants	Workshop 25 participants	Survey 349 participants
	Strongly or Somewhat Agree			
This was a valuable use of my time and energy	100%	55%	88%	46%
It was easy for me to participate in the process	95%	83%	92%	81%
The information was clear and understandable	95%	76%	92%	65%
I believe my voice mattered in this conversation	84%	35%	79%	39%
I understand how my input will be used	84%	46%	83%	51%
I will likely accept the outcome of this process, regardless of what decision is made	89%	46%	63%	45%

Participants were then asked how we could improve in each of these areas. Responses that were relevant to improving delivery of engagement opportunities are summarized below.

Communication: Participants expressed concern with the paternalistic nature of the program using terms like “big-brotherish” and “punitive” and suggested instead a shift towards the rewards and benefits of the program in an effort to make businesses and organizations feel good about participating in a mandatory program.

Not Heard: Several participants indicated that they do not feel heard by City Administration and City Council. They also indicate a lack of trust and feelings of helplessness in the decision making process. They suggest ensuring that engagement reflects all voices, not just the loudest voices in order to make decisions that consider best use of tax dollars and the prosperity of our community. Participants cautioned that due to a history of feeling unheard, several businesses will likely not respond to engagement opportunities because they feel like their participation will not make a difference. Those who did participate also indicated a lack of trust that their voice will have any influence on the decision.

Phase 2 participants requested that Administration and Council publish the results of the survey, listen to the needs of businesses and organizations and show how those needs and concerns were

considered as part of the decision. Participants also raised concerns regarding the proximity of the Council decision with the 2020 election suggesting that Council's desire to be re-elected may be stronger than their desire to make decision that make the city better.

Several participants explained that they are concerned that their unique needs will not be heard if the majority of business do not share the same concerns.

Participants noted that they did not feel as though the survey formats were suitable to collect the type of feedback that should have been requested for a program with this level of complexity. Some Options Review participants also noted that they felt as though they were being asked the same questions over and over. Options Preference participants were disappointed that the survey did not allow for open ended responses.

More Information Needed: Participants in all phases expressed concern that they were not equipped with all the information required to fully understand and comment on how each of the options and the program as a whole would impact their business. They would like to know more about the cost and time requirements so they can better understand the implications, dispel any unnecessary fears and concerns, and would like to have opportunity to speak to it before it is implemented. Specific information requests included:

- financial impact information of running the program
- landfill savings
- if landfill savings will offset costs of running the program
- Provide information on how the cost of the program will be covered and allocated
- provide examples of what kind of reporting would be required
- time commitment would be required for reporting
- clarify the process and how the results of this survey will be used and timelines for moving forward

Notification: expressed concern that they were not notified about participation opportunities earlier. Participants suggested more advertising and use of radio to spread the word.

Survey Design: Participants expressed concerns with the length of both surveys and asked for simple and clear explanations of the options. Options Preference participants indicated that a side by side analysis of the options would have been helpful. One Options Review participant commented that they appreciated the digital engagement notification and activity explaining that paper is often just thrown aside. One participant also noted a survey glitch but appreciated that it was fixed shortly after.

Accessibility: Participants expressed concern about workshop locations indicating that they were too far away from central business locations to support adequate participation. One participant alluded to a mistrust of administration suggesting that it could appear that these locations were selected to deliberately deter participation.

Mandatory Program Voice: Some participants expressed frustration that they had no say when it was determined that a recycling and organics program for the ICI sector would be mandatory. Comments suggest that participants feel that their voice or concerns are irrelevant given that they will have no choice but to participate in the program once implemented.

5.2 Opportunities for Improvement

The project team met following the Phase 1 workshop to share thoughts regarding what went well at the workshop and areas where we could improve. While the participant results were mostly positive the team did consider feasibility of paperless engagement as part of our efforts to “Lead by Example”. It was determined that paperless options are more costly than paper alternatives and would not be something we could implement within our allocated budget for engagement on this project.

The project team also identified some areas for improvement that were not mentioned by participants, most notably low participation rates. The project team discussed opportunities for using additional communications tools like Public Service Announcement and Business Licence mailing lists to improve our reach to target audiences for future events and selected locations for the Options Review workshops that were situated in locations with less traffic.

Many of the concerns noted in participant evaluations in Phase 2, such as not feeling heard or not having a voice, can only be addressed overtime by rebuilding trust and communication with businesses and organizations. The concerns mentioned by participants were noted and extra attention was applied in development of the What We Heard report to ensure that all perspectives (no matter how loud) were shared.

We heard from participants that the Phase 2 workshop locations were situated too far from central business locations and were inaccessible. In the future we will ensure that a downtown location is offered in addition to other locations.

We heard in Phase 2 that more information would have helped participants to form responses. In Phase 3, considerably more information was provided about each Option for consideration in selection of a preferred option.

We heard in Phase 3 that it would have been helpful for participants to compare all Options side by side on a single sheet. Unfortunately, the program used to develop the survey does not allow for tables to be inserted into the survey itself. A side by side comparison was provided in the “additional information” sheet provided on the website and linked to in the survey. In the future, alternative approaches to sharing important information such as this will be explored.

We heard from Phase 3 participants that two of the questions posed in the survey contained double negatives which caused confusion. Future survey questionnaires will ensure that double negative questions are avoided.

We heard in Phase 3 that more information about potential costs and how the options were developed would have been helpful. This information was made publicly available on the engage page and referenced in the survey introduction, however more effort will be made to ensure that participants are aware of and have access to background information.

Several Phase 3 participants expressed mistrust for Administration and Council indicating that in their experience, public preference has no influence on the decision making process. While improvement in this area cannot be addressed solely through this engagement process, extra effort has been made to demonstrate exactly how business and organization preference influenced the selection of a recommended option. To inform Council’s decision making process, this Comprehensive Engagement Report will be included with the Council Report for consideration.

6 Next Steps

Committee and Council *Early 2020*

The Decision Report is scheduled to be presented to the Standing Policy Committee for Environment, Utilities and Corporate Services (Committee) meeting in January 2020. Committee will decide if more information is required or if Administration's recommendation or another option (including the option to develop a voluntary program or to not proceed) should proceed to City Council for consideration.

Policy and Program Development *Mid 2020 +*

If approved, Administration will update the Waste Bylaw and further develop the program, including education and communications materials. The proposed implementation timeline and key milestones are outlined in the ICI Waste Diversion Strategy.