

Saskatoon Talks Trash - Businesses and Organizations

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What We Heard - Options Review Workshop and Survey



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December 2, 2019



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Engagement Summary

The Options Review Workshop and Online Survey Questionnaire were designed to inform the following engagement goals for development of Mandatory Recycling and Organics Policy and Programs for Businesses and Organizations:

- Learn what values and concerns ICI (industrial-commercial-institutional) businesses and organizations have regarding a mandatory waste diversion requirement, and if there are any trends within different segments of the sector.
- Validate key findings from the Options Identification Phase and test with wider stakeholder base.

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.

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

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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.

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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

Majority of responses explained that options would work well because they are already doing it, or aspects of it. 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

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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.

The first option presented was three separate bins and site verification. 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 unsupportive 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.

The second option was three separate bins and submission of proof. 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.

The third option was a waste diversion plan. 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

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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.

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

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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.

As we further refine and identify implications of each of the options we can expect to see support for each of them change. Early in engagement, participants selected options based on very little information and a lot of assumptions. As the level of information available increases and space for assumptions decreases, it is expected the level of support for each option will also change.

Data Limitations

A total of 299 participants were engaged as part of this phase of engagement. The businesses and organizations that participated in this phase represent approximately 4% of the roughly 7000 businesses and organizations that operate in Saskatoon. Despite that only 4% of the intended audience participated, businesses and organizations from all target 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 in a way that supports flexibility and reduces disproportionate impacts where possible.

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 several 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.

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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 already made and is a direction that City Council provided to Administration.

Consideration of Results

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 have been changed so the requirement to divert organics will only apply to businesses and organizations that generate o as part of their operations. Option 3 continues to provide the flexibility to state types of waste that are not generated.
City Intrusion	The Final Options and the Decision Report will include an Option 4, which will be to not implement mandatory recycling and organics and instead either maintain the status quo or to implement a voluntary education-based program. As well, the Final Options provide 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.

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- 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 from a 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.

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1 Background

In November 2017, City Council approved the recommendation that the Administration begin developing an Industrial, Commercial, and Institutional (ICI) Waste Diversion Strategy. This is to compliment other waste diversion strategies being developed for single- and multi-family residents, with the ultimate goal of Saskatoon achieving 70% waste diversion by 2023.

Approximately 68% of waste generated in Saskatoon comes from Industrial, ICI and construction & demolition (C&D) activities making it a critical component to increasing Saskatoon's waste diversion rate. Several approaches to the overall strategy are being considered, including mandatory recycling and organics programs; mandatory source separation of C&D materials; disposal and retail bans; ongoing education; fully-funded disposal resources, and leading by example initiatives by the City of Saskatoon.

In October 2018, Administration provided an update report to City Council Environment, Utilities and Corporate Services Committee, which outlined a high-level engagement strategy and a draft strategic framework for the ICI Waste Diversion Strategy.

From February 2019 – December 2019, Administration is engaging stakeholders on relevant components of a mandatory ICI Waste Diversion Strategy. Based on what we heard from stakeholders, in addition to further research and internal considerations, Administration will develop a comprehensive strategy that will be presented to City Council in January 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 Industrial, Commercial and Institutional sectors and is a component of the action to implement a long-term funding and program strategy for solid waste management and waste diversion.

1.2 Abbreviations

ICI - Industrial, Commercial, and Institutional

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

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2 Summary of Engagement Strategy

The following engagement goals were identified to help inform development of a mandatory waste diversion program for businesses and organizations:

- Generate Awareness and Support Understanding
 - Key stakeholders are aware of and understand the strategy development process and possible implications.
- Identify Values, Barriers and Opportunities
 - Identify barriers and opportunities from perspective of generators from diverse sectors.
- Options Identification
 - Develop scenarios for a mandatory waste diversion requirement that could work in Saskatoon.
 - Learn what values and concerns ICI businesses and organizations have regarding a mandatory waste diversion requirement, and if there are any trends within different segments of the sector.
- Options Refinement
 - Learn what values and concerns ICI businesses and organizations have regarding a mandatory waste diversion requirement, and if there are any trends within different segments of the sector.
 - Validate key findings and test with wider stakeholder base.
- Preferred Options
 - Zone in on key preferences for ICI strategy
 - Learn which of the refined options are preferred by businesses and organizations, and if there are any trends within different segments of the sector.



2.1 Stakeholder Groups

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

2.1.1 Generators

- Businesses and organizations including property managers operating and generating waste within the City of Saskatoon.
- Business Associations that represent key stakeholder groups involved in the business sectors

2.1.2 Haulers and Processors

- Waste removal and processing companies that serve Saskatoon businesses and organizations.

A summary of stakeholder groups, level of engagement, engagement objectives, engagement goals and engagement activities completed are provided below.

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Table 1: Summary of Engagement Strategy

Stakeholder	Level of Participation	Objective	Engagement Goal	Engagement Activity/ Component
All stakeholders	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 and Organizations	Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	Identify Values, Barriers and opportunities	Workshops
Business Associations			Options Identification Identify Values, Barriers and Opportunities.	Online Survey
			Preferred Options	
			Options Refinement	Workshops Meetings
Waste Haulers	Consult	To obtain public feedback on analysis, alternatives and/or decision.	Options Refinement Preferred Options	1:1 Meetings

2.2 Options Review Workshop

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

2.2.1 Intended Audience

The Options Review Workshop was created for businesses and organizations operating within the City of Saskatoon.

2.2.2 Marketing Techniques

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

1. City Website
 - a. 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.
2. Sandwich Boards
 - a. Signage was displayed at the Saskatoon Farmer's Market in order to capture the restaurant and small business audience.

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3. Street Level Signage (Curbex)
 - a. 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.
4. Poster
 - a. 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.
5. Social
 - a. 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.
6. City Digital Screens
 - a. A short video was used to promote the workshop which was displayed at City Hall, Shaw Centre, and Lakewood Civic Centre.
7. ReCollect Message
 - a. A message promoting the workshops was tagged on to collection reminders which are delivered via email, text message, and the *Saskatoon Recycle & Waste* app.
8. Email
 - a. 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).
9. Direct Mail
 - a. 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.

2.3 Options Review Survey Details

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. An online survey format was selected to provide opportunity for businesses and organizations to participate in engagement without requiring attendance at an event.

2.3.1 Intended Audience

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

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2.3.2 Marketing Techniques

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

1. City Website
 - a. 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.
2. Social
 - a. 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.
3. Email
 - a. 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).

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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.

3.1 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.

3.2 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.

Workshop and survey participant selections were counted for “works well” and “does not work” in response to each option. Survey participants responses were counted for “this option might work with a few changes” in response to each option.

3.3 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.

3.4 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.

3.5 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 or included in its raw format.

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4 What We Heard

Combined results from the workshops and survey are provided in this section.

4.1 Sector Demographics

During early engagement activities we heard from participants that businesses and organizations may experience different preferences and concerns depending on the specific sector to which they belong and whether or not they generate or sell food as part of their operation. Sector and information related to food production/sale was collected as part of the workshops and survey. The breakdown by event type is provided in the table below.

Table 2: Workshop and Survey Sector Representation

Sectors Represented	No Food	Food	Total
Survey	193	42	235
Commercial Sector	85	31	116
Construction and Demolition	18		18
Health Care	27	3	30
Industrial Sector	32	1	33
Institutional Sector	19	6	25
Private Citizen (results removed)	1		1
Property Management	7	1	8
Waste Services	4		4
Workshop	31	33	64
Business Association		2	2
Commercial Sector	15	7	22
Health Care	2	6	8
Industrial Sector	2	2	4
Institutional Sector	6	11	17
Multi-unit (results removed)	3		3
Property Management		5	5
Waste Services	3		3
Grand Total	224	75	299

One survey participant identified themselves as a private citizen and three workshop participants identified as multi-unit stakeholders. Because these groups are not part of the target audience for engagement, their input was removed from the results.

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Sector totals across both the workshops and survey are provided in the table below.

Table 3: Workshop and Survey Total Sector Representation

Sector	No Food	Food	Total
Business Association		2	2
Commercial Sector	100	38	138
Construction and Demolition	18		18
Health Care	29	9	38
Industrial Sector	34	3	37
Institutional Sector	25	17	42
Property Management	7	6	13
Waste Services	7		7
Grand Total	220	75	295

Results from 234 survey participants were analysed. Forty-two participants indicated that they produce or sell food as part of their operations. Of those who produce or sell food, only 12 participants (29%) currently collect organics for diversion.

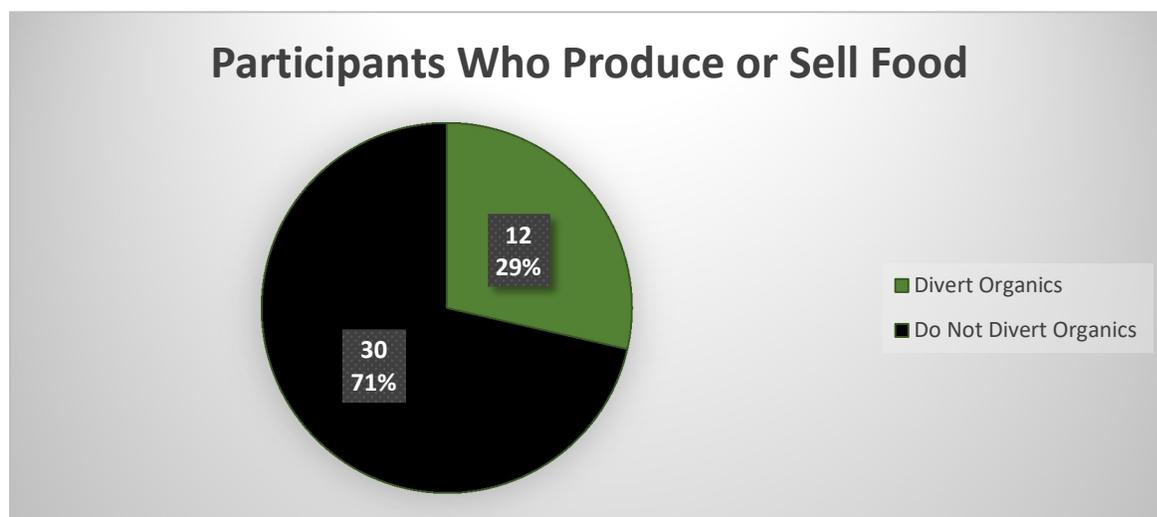


Figure 1: Percentage of Participants Who Produce or Sell Food

Twenty-five participants who do not produce or sell food as part of their business indicated that they currently have systems in place to collect and divert organics.

What We Heard - Options Review Workshop and Survey

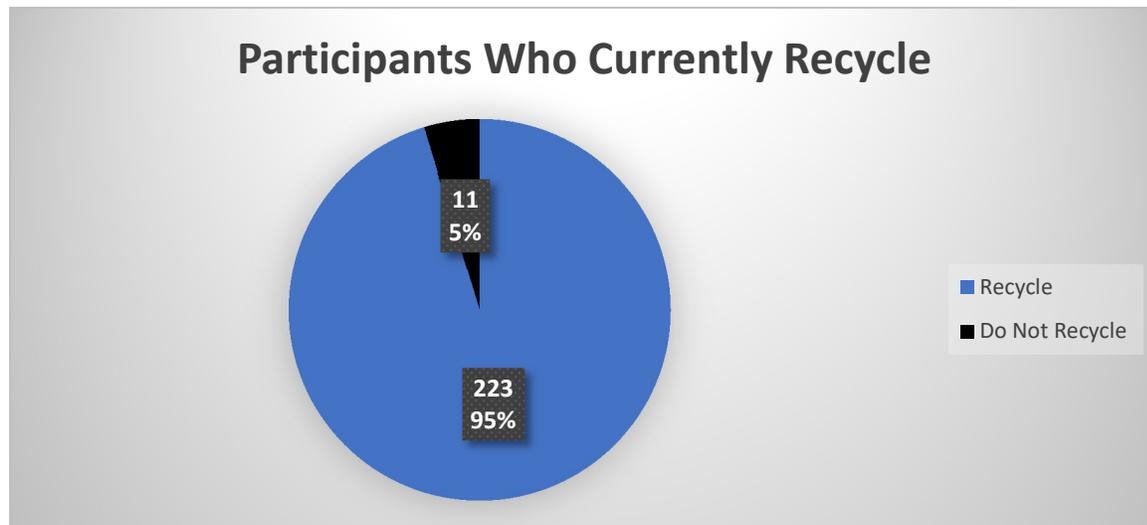


Figure 2: Percentage of Participants Who Recycle

Out of 234 survey participants, 223 (95%) currently have systems in place to collect and divert recyclable materials.

4.2 Option 1 Review: Three Separate Bins and Site Visit Verification

Survey and workshop participants were invited to review this option and select from a list the statement that best reflects their initial thoughts about the option. A total of 261 participants selected a statement. The figure below shows the results of this activity.

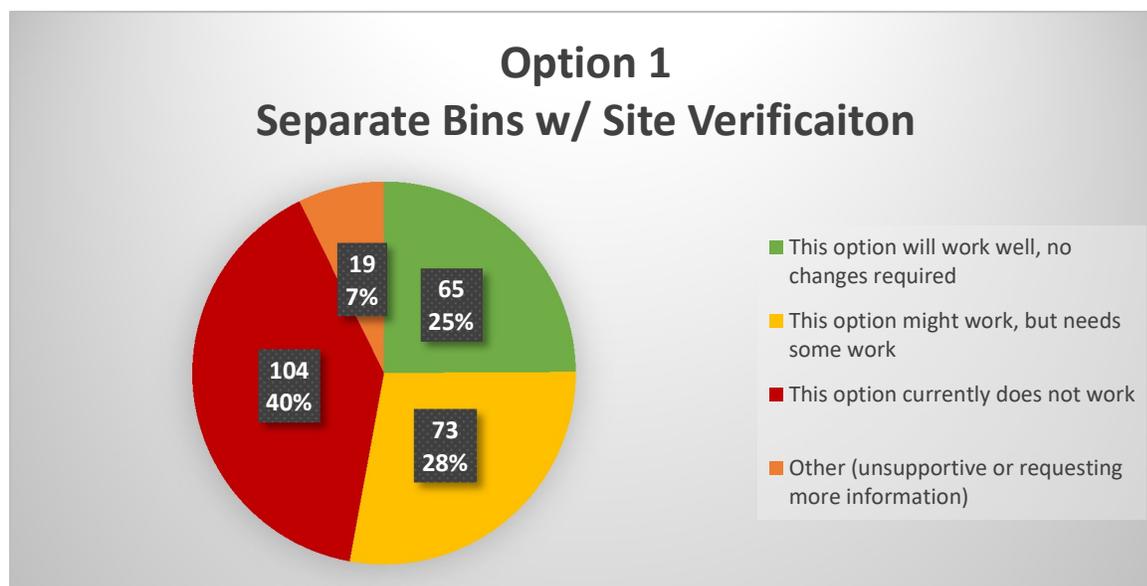


Figure 3: Option 1 Early Preference Results:

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 unsupportive of mandatory recycling and organics programming as a whole or required more

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information before they could determine their level of support of 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.

Participants were then asked to share their thoughts about aspects that would work well (framed as opportunities) and which aspects would be challenging or would not work (challenges) for their operation. A summary of the results are discussed below in terms of the component of the option to which the comments referred.

4.2.1 Requirements

Three Bins (Garbage, Recycling and Organics)

Requirement: Three separate and labelled bins for garbage, recycling and organics at your operation.

Opportunities

Already doing it: Some participants indicated that they are already recycling and/or diverting organics so formalizing this process or adding another bin would not be too challenging or costly. Some indicated that they have several additional systems in place for diversion of specialty materials like metal and hazardous waste which demonstrates their willingness and passion for waste diversion. One participant noted that this option would align well with their corporate statement on sustainability.

Challenges

More Bins: One participant from the waste services sector suggested that recycling should separate OCC, Plastic, Metal, Paper, Rubber, Wood all in separate bins.

Low Volume: Several participants across sectors explained that while they are supportive of recycling initiatives do not generate enough organic waste to warrant the costs and efforts associated with procuring an organics bin and services. Some participants also noted the same concern for recycling explaining that they do not generate recyclable materials and would have no use for a bin. One participant from a small business identified concerns with mandatory bins at shared facilities and explained that even though they do not create organic materials, other businesses in their facility do. If the facility is required to have three bins, then the costs for those bins will be applied to all tenants whether they use the bin or not.

Alternative Systems: Some participants noted that they currently take their compostable materials home with them, use a garburator or have a yard composting system in place. Others mentioned being part of organics pilot programs or using organics cubes which does not require a separate bin. Some participants noted similar concerns with recyclable materials indicating that they either haul materials to depots, take material home to recycle or take certain items to drop off locations like Sarcan. Larger recyclable

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material generators explained that they have no need for bins because they currently bale their recyclable materials.

City Intrusion: Several participants indicated that because they are already recycling and/or diverting organics and are most familiar with the needs of their operation, they would prefer that the City not interfere or provide oversight (“policing”) on this matter. They explain that the mandatory bin requirement is “prescriptive” and “unnecessary” and could create issues with existing multi-year waste servicing contracts.

Space: Space for three bins outside was raised as a concern across most sectors. Concerns regarding space in alleys downtown was noted several times along with limited space behind buildings with several commercial or non-commercial tenants. Space for bins in customer facing areas was also listed as a concern by several commercial food producing participants, some of whom explained that adding a third bin would require complete redesign of their public space. One participant also noted concerns about locating space for bins that is also in compliance with the fire code.

Responsible Party: Several participants indicated that their operation is located in a building or space that is shared with other tenants and/or managed by a landlord who is currently responsible for waste management services. One participant from a small business identified concerns with mandatory bins at shared facilities and explained that even though they do not create organic materials, other businesses in their facility do. If the facility is required to have three bins, then the costs for those bins will be applied to all tenants whether they use the bin or not.

Mobility: One participant explained that they operate a mobile business and did not see how a three bin system would work for their operation.

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Education

Requirement: Annual education for employees/tenants on proper sorting and waste diversion best practices.

Opportunities**Alignment with existing process:**

Participants expressed support for aspects of the option that aligned with existing processes such as universal colors for bins. One participant that consistency in labelling and materials accepted would help with training staff.

City Sourced: One participant expressed interest in the City helping to pay for yearly education seminars for businesses.

Educate for Success: Several participants noted the importance of providing education for success implementing this option.

Staff Size: Some small businesses explained that given their small size, annual education should be easy. One small business asked if, given that they only have 3 staff members who have worked together for a decade, it was necessary to provide education annually. Participants also suggested that educational materials should be appropriate for both small and large operations.

Materials: Several participants expressed support for the education requirement only if the materials were provided by the City and updated regularly.

Education Methods: Some participants asked if education had to be provided in person, or if it could be shared by email or a team site where it was challenging or costly to bring all staff together. One small business owner explained that leaving their business to attend mandatory information sessions is not possible, but they would be willing to review comprehensive educational materials if supplied. One participant expressed interest in downloadable information/posters updated each year that would be available for businesses to use.

Challenges

High turnover: Participants with operations that experience high turn-over of staff members expressed concern about meeting the annual education requirement for all staff.

Regional or National Companies: One participant explained that there may be some concern about annual education requirements for Saskatoon offices/locations if a business or organization operates in several other locations without those requirements.

Ineffective Education: Participants who manage waste for tenants or customers expressed concern regarding education not being effective and the responsibility for compliance resting solely on the business.

Necessity: Several participants felt that the education component was not really necessary as the concept of waste diversion was not challenging. Other participants explained that their staff already follows recycling and organics requirements and do not require extra education.

Costs: Several participants expressed concern about the added cost implications associated with lost employee hours and the cost of providing education to staff. This concern was often seen along-side questions about necessity.

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4.2.2 Business/Organization Responsibilities**Sourcing Containers**

Responsibility: Sourcing containers appropriate to meet your operation's waste volume needs.

Opportunities

Flexibility: Several participants explained that flexibility for businesses and organizations to select their own bin size would work well.

Costs: One participant, recognizing the potential for disproportionate financial impacts to non-profit organizations, urged the City to consider loosening the restrictions on the environmental grant to allow more non-profit organizations to access the grant for waste diversion initiatives. Several other participants expressed concern regarding the cost of sourcing the bins.

Administrative Burden: Some participants expressed interest in the City procuring the bins to save the businesses and organizations time and administrative burden. Others suggested that the City could provide a list of bin suppliers to help with this challenge.

Challenges

Service Providers: several participants expressed concern about where and how to source appropriate bins. Other expressed concern about determining what an appropriate size bin would be. Some participants shared concerns that bins could not be sourced locally.

Administrative Burden: Several participants explained that they do not have time to source bins and saw allocation of this time to be a great administrative burden. Some participants explained that small businesses may find sourcing the bins to be more onerous than larger operations.

High Volume: Some large volume organics producers expressed concern about sourcing a bin large enough to suit the volume of organics generated.

Challenges**Labelling Containers**

Responsibility: Clearly labelling containers for the benefit of staff/tenants and for the City site visits.

Opportunities

Already doing it: Participants explained that in many cases, waste service provides already look after the labelling, so this responsibility would not fall to the business.

Consistency: Participants explained that the consistency in colors and labelling works well and would help with training staff.

Challenges

Costs: Some participants explained that the costs and time associated with labelling bins was concerning.

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Waste Servicing

Responsibility: Sourcing and/or self-managing the hauling, processing, or removal of the three waste streams from your operation.

Opportunities

Flexibility: Some participants explained that waste servicing for three bins would be relatively easy to implement because they already receive servicing for two bins, and appreciated the flexibility of self-management. They also expressed support for the flexibility of pick-up times and ability to select bin sizes to meet their needs.

Challenges

Process: Some participants who serve food expressed concern about the additional time required for staff to separate organics from non-organics when sorting waste. They also expressed concern regarding the extra time required for staff to wash all recyclable material. Others simply explained that it would be hard to implement organics sorting at this time.

Sorting and Compliance: Several participants expressed concerns about customers not sorting waste correctly and staff being responsible to re-sort to stay compliant. This is already an issue many are seeing regarding contamination in recycling bins and participants explain that adding organics sorting on top would be unmanageable. Some participants also noted that changes would be required to existing janitorial contracts to include waste sorting. Participants suggest that there may be value in requiring a list of acceptable items as part of the label.

Illegal Dumping: Some participants expressed concern regarding illegal dumping and the fear that business owners will be penalized if bins are contaminated. Construction sites, businesses near residences, industrial areas and downtown were referenced as prone to illegal dumping. One participant shared that when they tried to lock their bins, they were vandalized instead.

Emissions Reduction: Some participants noted concerns related to potential for increased greenhouse gas emissions from the additional trucks driving around the City to collect waste. Participants were especially concerned where.

Cost: Several participants expressed concern regarding the added costs associated with contracting waste services or self-hauling.

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Responsible Party: Some participants noted that they would be supportive of collecting organics waste, but their building does not currently have an organics bin in the back where they could dispose of their collected organics and they have no authority to secure a bin for the whole building.

Pests: Concerns regarding insects, smells and rodents were noted by some participants regarding organics bins both indoors and outdoors.

City Servicing: Based on participant comments, it appears as though some participants either currently receive waste removal services from the City of Saskatoon, or were under the impression that this Option would require businesses and organizations to use City Services. Some expressed concerns about how the City would maneuver through so many additional bins downtown. Other requested that the City mirror how the residential sector waste is being managed.

Self-Management: Several participants expressed concerns related to “self-management” of hauling, processing and removal of three waste streams, but did not elaborate on reasons why. Some participants asked that the City provide a list of waste service providers to help businesses and organizations with the sourcing responsibility. In some comments it was clear that participants were under the impression that the City would be removing waste services and requiring businesses and organizations to self-haul all three streams of waste. Specific concerns included access to trucks and equipment for hauling, and finding time for owners to do the hauling themselves.

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4.2.3 City Responsibilities

Site Visits

Responsibility: Conducting site visits to ensure compliance of all requirements.

Opportunities

Recognition: One participant felt that even if this is not the option selected, it may still be beneficial to do site audits. These audits could be used to support a recognition program and monitor effectiveness of the program.

Timing: Some participants felt that site visits could work, as long as it was not a requirement for every business or organization every year.

Education: One participant expressed support for site visits provided that these visits include suggestions for businesses and organizations to help them meet the requirements.

Challenges

City Intrusion: Several participants expressed concern regarding the unwelcome City intrusion that Site Visits would bring. This intrusion was described both in terms of the burden and stress that a Site Visit would bring to owners and staff, but also a sense of being judged, watched and critiqued in their own place of business. Many participants explained that they already take steps to improve their waste footprint, and feel as though the City's intrusion on this matter is insulting and downgrades the importance of the work that businesses and organizations have done so far self-motivated.

Costs: Several participants were not supportive of the additional costs and staffing that would be required for the City to conduct the Site Visits. They explain that they feel as though they already pay high taxes and suggested that if additional City staff are required for Site Visits, those positions should be paid out of existing City funds. Several comments from participants suggest that many businesses and organizations across sectors in Saskatoon are struggling to keep doors open. They feel as though the municipal, provincial and federal government are taking everything from them little by little. Some participants suggested keeping costs low by having rotating or complaint based Site Visits. This was especially evident for low volume waste generators who urged the City to focus time and funds on the large volume generators instead. Other participants urged the City to abandon the Site Visit model and replace it with an incentives program that encourages positive change instead of condemning lack of change.

Staff Availability: Several participants expressed concern regarding availability of staff at facilities to meet or guide Site Inspectors. They cited concerns such as

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safety and confidential material as reasons why a staff escort would be required. One participant noted that they are not open standard office hours and it would be challenging to coordinate a time for staff to meet with the inspector. Another participant noted that meeting up with an inspector would be challenging because their worksite is mobile and always moving around the City.

Responsible Party: Some participant who share buildings with other tenants expressed concerns about who will be held responsible in a shared facility if the facility is not in compliance. One participant suggested that building owners could be responsible for ensuring their tenants comply using methods other than site visits.

Developing Educational Material

City Responsibility: Developing and sharing educational materials and resources to support your operation with the annual education requirement.

Opportunities

City Provided: Several participants indicated that delivery of educational material would work if the City would provide the materials. They also expressed support for materials that are frequently updated to help support education and success of the program.

Challenges

Right Sized: Participants noted that it will be important to design education materials for various operation sizes and types.

Cost: Some participants expressed concern regarding the cost of developing these materials, explaining that they are either not necessary, or that their staff have been diverting waste properly for years without the need for annual education and materials.

Up-to-date: Participants also noted that it may be challenging to keep education materials up to date with the ever changing recycling markets and frequent removal of acceptable items.

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City Resourcing and Funding

City Responsibility: Determining the City resources required and identifying sustainable funding.

Opportunities

Participants did not make note of any aspects of City Resourcing and Funding that would work well.

Challenges

Several participants expressed concern about the increased cost and staff resourcing that would be required for this Option. Participants do not want to see additional fees or taxes applied to them to support this Option.

Monitoring Program Effectiveness

City Responsibility: Monitoring effectiveness and reviewing requirements.

Opportunities

Some participants felt that site visits would help to ensure compliance and success of the program. One participant explained that while this option may be costly, it is the one with the most control.

Challenges

Some participants felt that site visits would be an inefficient way to monitor progress. Others cited that they felt this approach would only see a 20% reduction.

4.3 Option 2: Three Separate Bins and Proof of Submission

Survey and workshop participants were invited to review this option and select from a list the statement that best reflects their initial thoughts about the option. A total of 250 participants selected a statement. The figure below shows the results of this activity.

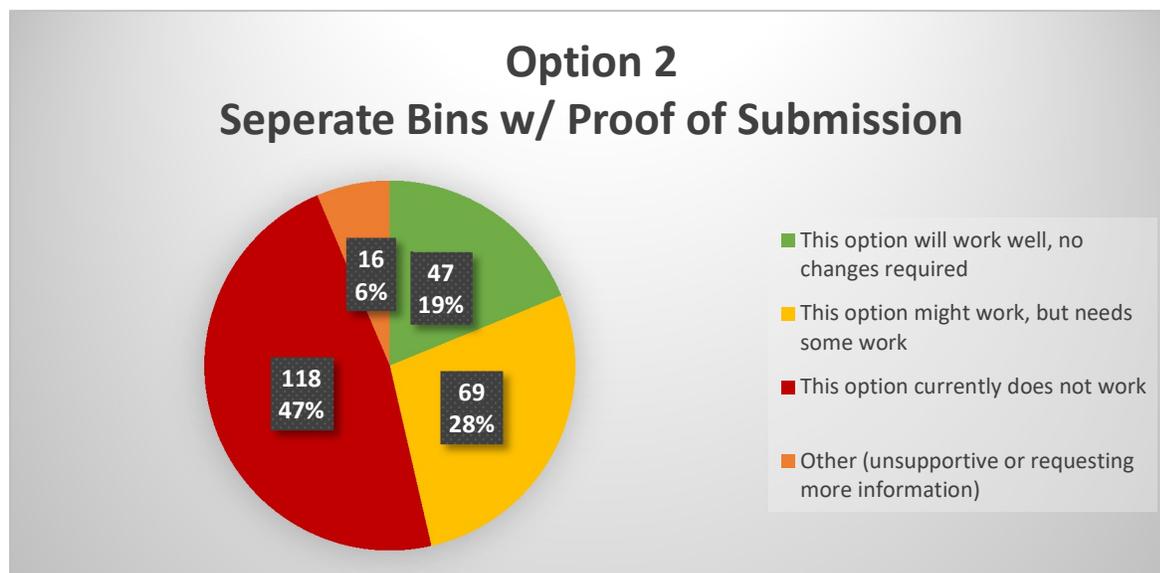


Figure 4: Option 2 Early Preference Results

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.

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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.

Participants were then asked to share their thoughts about aspects that would work well (framed as opportunities) and which aspects would be challenging or would not work (challenges) for their operation. A summary of the results are discussed below in terms of the component of the option to which the comments referred.

4.3.1 Requirements

Participants observed that Option 1 and Option 2 are very similar. Instead of repeating the opportunities and challenges they expressed during their review of Option 1, several participants referred back to their Option 1 comments or copy/pasted their responses from Option 1 to Option 2. Only new ideas or concerns that were raised in response to Option 2 specifically have been summarized in this section. The aspects of Option 2 that do NOT overlap with Option 1 include “Proof of Compliance”, “Proof Criteria” and “Approval of Proof”. Complete summaries of opportunities and challenges related to these aspects of this Option are provided in this section.

Three Separate Bins

Requirement: Three separate and labelled bins for garbage, recycling and organics at your operation.

Opportunities

Three Bins: Several participants across sectors stated that having three bins would work well for their operation. One participant indicated that having three bins is the easiest way for both staff and haulers to know where materials need to go.

Already Doing It: Several participants indicated that they already have at least 2 bins, and one participant explained that they currently divert an additional 10 materials. Participants seem supportive of having a garbage and recycling bin. Some participants expressed support for all three streams indicating that they either already have organics diversion in place or would find it easy to add it to their existing program.

Challenges

Nuisances: Some participants noted concerns with odours due to pick up delays and mess due to vandalism if additional bins are required.

Accessibility: One participant expressed concern about bins taking up valuable parking space and limiting accessibility for patients.

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Annual Education

Requirement: Annual education for employees/tenants on proper sorting and waste diversion best practices.

Opportunities

City Sourced: Several participants indicated the employee education would work well for their operation and some indicated that if the City provides educational materials it would reduce staff time requirements.

Challenges

Compliance: One participant felt that annual education will be very challenging and explained that some people will be very conscientious but some will simply not care.

Proof of Compliance

Requirement: Provide proof of compliance to the City (e.g. copy of waste hauler contract, photographs of containers and collection area, samples of educational materials).

Opportunities

Criteria of Proof: Some participants felt that submission of proof of compliance could work well depending on the type of proof that would be accepted and the method of submission. They indicated that an online application or automatic process that would support photo sharing and reduce need for documentation would be preferred.

Ease: Some participants expressed support for submitting proof of compliance indicating that that verification process seemed simple and straight forward with clear expectations. One participant felt that this option would be the least onerous for their business.

City Intrusion: Some participants explained that they preferred submission of proof instead of site visits as it reduces the level of City intrusion and costs associated with site visits. One participant also noted that this approach would benefit City employees as well as they would not be required to do inspections.

Costs: Several participants explained that they support this aspect of the option because they feel that electronic submission of proof would be more cost effective than site visits.

Accountability: Some participants explained that they like that this option would make businesses accountable for their own compliance and improvement.

Challenges

Compliance: Some participants felt that site visits would be more effective and easier to organize than submission of proof. Participants expressed concerns about remembering to take photos or submit documents.

Administrative Burden: Several participants felt that submission of proof created disproportional burdens on small businesses. Others felt that they did not have time to be taking photos and submitting proof of compliance and that it might be a confusing process. Some participants appeared to be under the impression that they would be required to submit frequent proof of compliance instead of just annual submissions and expressed concerns about the effort that would be involved in that process.

City Intrusion: Some participants expressed concerns regarding the level of City oversight and intrusion that would be required for success of this option. One participant questioned why the city would require the verification as part of the business licence process.

Costs: Some participants expressed concerns about the added costs associated with reviewing submission of proof.

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Education: One participant expressed concerns about providing proof of education material as it seems redundant because the City would be providing the materials to the businesses and organizations.

4.3.2 Responsibilities

Sourcing Containers

Responsibility: Sourcing containers appropriate to meet your operation's waste volume needs.

Opportunities

No additional opportunities were mentioned for Option 2 that were not already noted in Option 1.

Challenges

No additional challenges were mentioned for Option 2 that were not already noted in Option 1.

Labelling

Responsibility: Clearly labelling containers for the benefit of staff/tenants and for City site visits.

Opportunities

Several participant indicated that labelling bins would work well for their business or organization as it would increase success of the program.

Challenges

No additional opportunities were mentioned for Option 2 that were not already noted in Option 1.

Annual Education

Responsibility: Funding, resourcing and delivery of annual education.

Opportunities

No additional opportunities were mentioned for Option 2 that were not already noted in Option 1.

Challenges

No additional challenges were mentioned for Option 2 that were not already noted in Option 1.

Waste Servicing

Responsibility: Sourcing and/or self-managing the hauling processing, or removal of the three waste streams from your operation.

Opportunities

No additional opportunities were mentioned for Option 2 that were not already noted in Option 1.

Challenges

Time Requirements: One participant expressed concern regarding limited hours of operation of drop off depots and suggested extending the hours of these depots to support business owners dropping off material after work. Another participant explained that verification by photographs, driver signatures at time of pick up, and annual education are all do-able but are time consuming.

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Availability: Some participants were concerned that there are no service providers in Saskatoon who haul organics.

4.3.3 City Responsibilities

Criteria of Proof

City Responsibility: Outlining criteria of proof requirements.

Opportunities

Target Non-compliant Operations: Some participants suggested that proof of compliance should only be required annually by operations who are not meeting the criteria. Responsible operations should be required to submit proof once and if they are in compliance should be left alone.

Challenges

Setting Criteria: Some participants felt it might be challenging for the City to define what would be considered acceptable proof.

Approving Proof of Compliance

City Responsibility: Reviewing and approving proof submitted through the business licencing application and renewal process (or other means if your operation does not require a business licence).

Opportunities

Effectiveness: Some participants felt that it would be more effective to inspect the garbage than it would be to require proof of compliance.

Challenges

Business Licence Delays: Some participants felt the submission of proof could work as long as it did not create business licence delays or rejections. They suggested that this could be prevented with education and training.

Administrative Burden: Some participants expressed concern regarding the amount of extra paperwork that the City would need to manage and the resources that would be required.

Accountability: Some participants cautioned that waste practices may not align with what is submitted as proof of compliance. They also question how submission of proof would be enforced.

Low Volume Generators: Some participants were concerned that because they do not generate waste, they may not be able to properly demonstrate compliance.

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Developing Education Materials

Responsibility: Developing and sharing educational materials and resources to support your operation with the annual education requirement.

Opportunities

Incentives: Participants in construction and demolition suggested rewarding compliance and penalizing reported abusers.

Public Education: They also suggested educating the public and implementing fines for public misuse of commercial or industrial bins.

Challenges

No additional challenges were identified in Option 2 that were not mentioned in Option 1.

City Resourcing and Funding

City Responsibility: Determining the City resources required and identifying sustainable funding.

Opportunities

No additional opportunities were identified in Option 2 that were not mentioned in Option 1.

Challenges

Costs: Several participants expressed concern about additional cost implications of this option compared to Option 1 and noted that the costs to implement this program would be higher than what the licencing fees could support.

Compliance: Some participants noted that it would be challenging and resource intensive for the City to confirm compliance.

Monitoring Program Effectiveness

City Responsibility: Monitoring effectiveness and reviewing requirements.

Opportunities

No additional opportunities were identified in Option 2 that were not mentioned in Option 1.

Challenges

Compliance: Some participants noted that a site visit would be more effective in terms of compliance. One participant explained that they would appreciate a site visit so that they could learn how to improve their operation for next time.

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4.4 Option 3 Review: Waste Diversion Plan

Survey and workshop participants were invited to review this option and select from a list the statement that best reflects their initial thoughts about the option. A total of 246 participants selected a statement. The figure below shows the results of this activity.



Figure 5: Option 3 Early Preference Results

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.

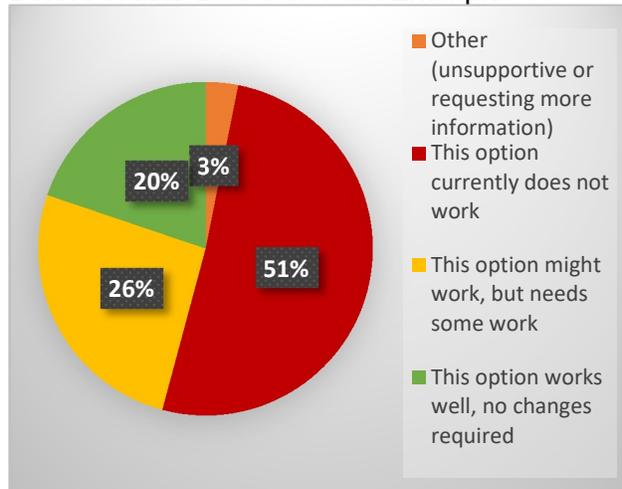
On September 27, 2019, two days after the survey was launched, early analysis showed that Option 3 was by far the least supported option. These results were very different than what we heard at the workshop where 92% of participants who selected a statement expressed support for the option without changes.

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. Results before and after the example was added are provided below.

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Before Waste Diversion Plan Example



After Waste Diversion Plan Example

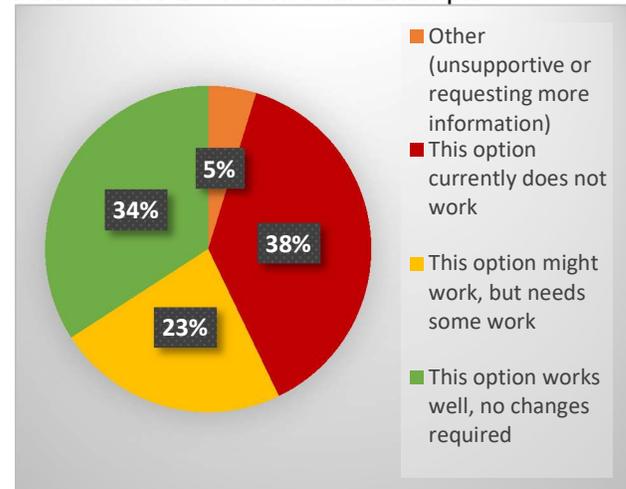


Figure 6: Option 3 Early Preference Results Before and After Example Shared

A total of 96 participants responded to this question before the example was posted and 126 participants responded after it was posted. While only 19 participants expressed support for this option 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, this option - assuming that the Waste Diversion Plan will be similar to the Vancouver example – had the highest level of support.

Participants were asked to share their thoughts about aspects that would work well (framed as opportunities) and which aspects would be challenging or would not work (challenges) for their operation. A summary of the results are discussed below in terms of the component of the option to which the comments referred.

4.4.1 Requirements

Waste Diversion Plan

Requirement: Submission of a waste diversion plan summary as part of the business licensing application and renewal process (or other means if your operation does not require a business license).

Opportunities

Flexibility: Several participants expressed support for this option due to the flexibility and adaptability it offers. Participants liked the ability to right size their waste management to their operation size, materials generated and facility restrictions.

Already Doing It: Several participants commented that this option would work well because it complements waste diversion efforts that businesses and organizations already have in place. Examples included taking small

Challenges

Responsible Party: In situations where businesses or organizations are located in a building with other tenants, participants expressed concern about who would be responsible (tenants or property owner/manager) for developing, submitting and implementing the waste diversion plan. Participants who are tenants within a larger, shared facility noted that it seems unnecessary for every tenant to submit a waste management plan when it would likely

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volumes of material to local depots, on-site composting, taking materials home to recycle/compost and utilizing specialized waste services. Some participants also noted that submission of a waste diversion plan would work well because it could be easily aligned with their industry standards, business models, waste management policies and other existing legislation that they must follow.

Innovation: Some participants thought a waste diversion plan would work well because it would inspire businesses and organizations to be creative and innovative in both waste diversion and reduction initiatives.

Self-management: Many participants expressed support for the ability to self-manage development and implementation of the plan without intrusion from the City. They explained that they know their business best and appreciate the opportunity to find solutions for waste diversion unique and best suited to their operation need. One participant explained that this option best reflects that the City has heard the needs of businesses and organizations.

Divert What You Generate: Participants felt that submission of a waste diversion plan which allowed businesses and organizations to opt-out of diversion planning for materials they do not generate would work well. Participants felt that this approach would work well for operations that do not generate organics specifically.

Ease and Efficiency: Many participants thought that the waste diversion submission process (shown in the example provided) would be quick and easy to do. Several participants also felt that adding the waste diversion plan submission to the business licencing process would be easy and efficient from an administrative/paperwork perspective.

Cost: Some participants noted that they believe this option would be the least costly of the three for the business. Others mention appreciation for the ability to right size waste diversion based on available funding.

be the property manager who develops the waste diversion plan for all tenants to comply with. One participant who belongs to an organization that spans several locations across the country was concerned that their business licence renewal form is sent directly to their head office in another city, not to their local Saskatoon office which many create a communication gap. Participants also expressed concern regarding motivating landlords and businesses to work together to create, submit and implement a facility wide plan.

Administrative Burden: Many participants felt that submission of a waste diversion plan places too much responsibility and added burden on businesses and organizations. Time and resources required to submit the plan was also mentioned. Some participants felt that submission of a waste diversion plan annually sounded like more effort than a site inspection.

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Self-reflection: Some participants noted that this option would force all businesses and organizations to look at their own waste needs and create plans to improve waste diversion no matter their starting point. They also note that this sort of self-reflection and weighting of waste diversion options may also inspire more waste reduction initiatives.

Annual Education

Requirement: Annual education for employees/tenants on how to execute your plan.

Opportunities

Staff and Resources: Participants expressed support for annual education explaining that education and training will be key to the success of this option. They also noted the need for an assigned facilitator on staff to deliver and tracking training requirements and suggested that it may be helpful for the City provide assistance with development of waste diversion plans.

Sorting and Need: One participant suggested that in addition to education on best practices for sorting materials, it may be beneficial to provide education on why waste diversion is necessary in Saskatoon.

Challenges

Necessity: Some participants noted that because they have been successfully diverting waste for years, or because their waste diversion processes are straight forward, or they are a small business, they do not feel that their staff require annual education.

Tenant/Staff Turnover: While some participants felt that their operations would not require education, others expressed concern regarding the frequency that education would need to be offered due to turn over of tenants or staff members.

Non-compliance: Some participants in property management or management roles in large companies expressed concern about tenant/staff compliance explaining that they would be willing to provide the education, but were not sure how they could confirm that it was received and that tenants/staff were willing to comply.

Time/Cost: Some participants mentioned that, similar to the other options, education would take time and money that businesses did not have to offer.

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4.4.2 Responsibilities

Develop Waste Diversion Plan

Responsibility: Developing a waste diversion plan to keep recyclable and organic materials out of the garbage in a way that meets the needs of your operation.

Opportunities

Staff Experience: Some participants noted that they have staff with experience developing waste diversion plans.

Sharing: Some participants expressed support for waste diversion planning that promotes cost savings through bin and waste service sharing.

Already Doing It: Several participants felt that developing a waste diversion plan would work well because they already have waste diversion systems in place and/or they are required to have waste diversion strategies in place as part of other provincial or industry requirements.

Challenges

Time Requirements: Some participants expressed concern regarding the amount of staff time required to develop a waste diversion plan. One participant who operates approximately 40 buildings in Saskatoon was curious about the anticipated timelines for rollout, approvals, plan development as they may be required to develop 40 unique plans which would take considerably longer to coordinate than a single plan for a single location.

Qualifications: Some participants explained that because they are not experts in waste diversion or do not have experience writing formal plans they would find development of a waste diversion plan challenging. A waste service provider explained that while they would be supportive of increase demand for waste diversion planning services, they felt that this option may disproportionately impact small businesses who do not feel confident creating a plan and would have limited funding available to contract out development of the plan.

Responsible Party: Participants in multi-tenant facilities expressed concern regarding who would be responsible for development of the waste diversion plan. Some tenants explained that his responsibility should fall to the landlords or property managers to develop.

Administrative Burden: Several participants expressed concern about added paperwork requirements related to developing a plan. Participants noted potential disproportionate burden on small businesses and suggested providing templates for different operation sizes to use to guide plan development. One participant drew attention to the burden that development of a waste diversion plan would

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place on new businesses and entrepreneurs just starting up. One participant noted that the degree of administrative burden would depend on how well the City sets up the program. Some participants did clarify that if the City only requires the level of detail suggested in the example provided, then the plan doesn't seem too onerous, but if a more detailed version is required for each business it would not work well.

Cost: Some businesses expressed concern about unknown, but possibly high, costs associated with developing and implementing a waste diversion plan and cautioned that additional costs for businesses would not work.

Uniformity: One participant expressed concern about the ability to ensure uniform application of the requirement across all businesses.

Plan Implementation

Responsibility: Implementation of your plan including all associated costs, supplies, resources and efforts. Examples of plan components could include hiring a waste hauler, dropping off materials at a depot, composting on-site, donating edible food waste, or another innovative solution.

Opportunities

Already Doing It: Several participants noted that implementation of a diversion plan would be easy because they already have waste diversion systems in place.

Self-management: Some participants expressed preference for this option because they could maintain control over cost and resources required to implement the plan.

Bins: Several participants expressed preference for this plan because it would not require three separate bins for waste diversion which would save space and cost of waste servicing.

Challenges

Large Volume Organics: Participants who generate organic waste, but do not have organics diversion systems in place expressed concern about bin location, space for bins, staff time required and impacts to efficiency if organics diversion was a requirement.

Nuisances: Participants noted that organics bins smell and are often rifled through at night.

City Intrusion: While many participants expressed support for the flexibility of this option, some still expressed frustration that it felt like the City was forcing businesses to arrange disposal for themselves.

Waste Servicing: Some participants expressed concern regarding learning how best to dispose of organic materials and where to source bins or containers to meet their

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needs. One participant noted a need to appoint someone to direct implementation of the plan. Some participants noted that it would be helpful for the City to provide a list of local vendors that would provide waste services.

Costs: Several participants expressed concern about potential for hidden costs. Others expressed concerns about lost profits due to staff spending time sorting waste. Some participants noted that increased operational costs will result in increased end user or consumer costs which may drive consumers away.

Compliance: Several participants were under the impression that the City would be monitoring compliance of each business as part of this option. Compliance related concerns mentioned included ensuring that staff are compliant when sorting organics, prevention of illegal dumping and scavenging, educating customers on proper sorting and addressing non-compliance in shared bin situations.

4.4.3 City Responsibilities

Waste Diversion Plan Criteria

City Responsibility: Outlining criteria for waste diversion plan requirement.

Opportunities

Low Volume Generators: Participants expressed support for the City developing criteria and suggested that a minimum material generation volume should be identified so that low volume generators know if they are required to divert those materials or if they would be exempt.

Maintain Flexibility: Participants encouraged the City to remain flexible when renewing plans for operations with unique needs.

Challenges

Target High Volume Generators: Some participants suggested that it would be more efficient and cost effective for the City to require plans from operations who generate large volumes of waste and do not have diversion systems in place with options for low volume/high diversion operations to be exempt.

Exempt Low Volume Generators: Several participants expressed support for this option assuming that they would not be required to have plans in place to divert materials that they only generate in small volumes.

Criteria: Some participants noted that their support for this option would depend on the type of criteria that the City comes up with and how they plan to monitor effectiveness.

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Plan Approval*City Responsibility: Review and approval of your plan.*Opportunities

Participants did not reference any opportunities related to Plan Approval.

Challenges

Delays: Some participants identified concerns related to delayed business licence approvals and suggested that it may help to limit delays if a significant amount of time could be spent educating businesses and organizations on the requirements and criteria for a waste diversion plan and submission.

City Intrusion: Some participants raised concerns about the City reviewing and approving waste diversion plans, explaining that they feel it is an unreasonable amount of oversight and the City has no right to intrude on this matter.

Quality: Some participants expressed concern about the quality of waste diversion plans that some operations may provide, especially those operations who are not supportive of a mandatory program. To support development of quality plans, participants suggested providing example templates based on size and complexity of operations to businesses and organizations so they can see what would be expected.

Developing Education Materials*Responsibility: Developing and sharing educational materials and resources to support your operation with the annual education requirement.*Opportunities

Participants provided the following suggestions for resources or educational materials:

- list of waste services vendors provided to help them procure waste bins, hauling and processing
- examples of waste diversion plan templates available online
- use the wealth of readily available educational information from multiple sources (e.g. Waste Reduction Council) to save resources and funding.

Some participants are supportive of waste diversion and reduction promotion and

Challenges

Some participants noted that they would not require educational materials because their existing systems are working well.

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education as they believe it to be more effective and less expensive than policy driven requirements.

City Resourcing and Funding

City Responsibility: Determining the City resources required and identifying sustainable funding.

Opportunities

City Intrusion: Several participants expressed support for this option because it requires the least amount of City oversight and intrusion. They explained that it reinforces that business owners are knowledgeable about their operation and can develop effective plans independently. Reduced City oversight and intrusion was also favoured by participants because they assume it will mean less costs to businesses and taxpayers.

Education: One participant did request that a City of Saskatoon representative should come out to educate.

Challenges

Costs: While some participants felt that this option would be the least costly, others expressed concerns about potential for hidden fees or tax increase. Participants who expressed concerns related to costs also noted that additional costs to their operation are very concerning at this time. Participants also noted a disproportionate financial burden placed on the business owner.

Monitoring Program Effectiveness

City Responsibility: Monitoring effectiveness and reviewing requirements.

Opportunities

Effectiveness: Many participants indicated that they felt this option would be the most effective in terms of not only diverting waste, but changing the culture around waste diversion in Saskatoon.

Challenges

Compliance: Some participants expressed concern about ensuring accountability, explaining that it is not clear what steps the City could take to ensure that what is being submitted is actually being implemented. They also expressed concern about what power the City would have to enforce compliance if a plan is not implemented. There seemed to be some confusion regarding how monitoring would be performed and many participant comments suggested concern over intrusive audits, costly site visits and other forms of compliance. Participants also questioned if the City is really willing to reject a business licence based on rejection of a waste diversion plan.

Effectiveness: Some participants felt that waste diversion plans would not create change and would not be implemented properly by those who are not inspired to do better. Others expressed concern about how easy it would be for businesses to opt-out.

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Some participants shared their hope that the City would provide a program that required verification and was supported by bylaws and reinforcement.

4.5 Materials

The materials plan proposed following acceptable items:

- Recycling
 - Paper and paper packaging
 - Plastic containers #1-7
 - Metal
 - Glass
- Organics
 - Food Waste
 - Yard Waste
 - Soiled Paper

A total of 17 workshop participants indicated that the materials plan would work well with no changes required. Workshop and survey participants were asked to comment on what works well about the materials plan (framed as opportunities) and what would be challenging about the materials plan.

Opportunities

Already Doing It: Several participants commented that the materials plan would work well for them because they are already diverting many of the materials listed.

Materials Wish List: Some participants expressed support for the materials included and requested additional materials that they would like to divert including:

- Beverage waste (coffee grounds/tea bags)
- BPI certified compostable containers
- Plastic Bags
- Glass
- Construction and Demolition Waste
- Plastic Film
- Household Packaging
- Meats, bones, milk products
- Food grade liquids (cooking oils, etc)
- Styrofoam
- Wood
- Plastics outside of #1-7

Challenges

Low Volume Generators: The most prevalent concern raised by participants across all sectors was that they do not generate some of the materials listed in large enough quantities to justify the costs of diversion. The majority of participants that expressed this concern supported the recyclable materials list but explained that they do not generate organic material and would like to be exempt from that requirement.

Recycling Markets: The second most prevalent concern raised by participants was how the recycling markets will impact the materials accepted. Participants have observed several materials that were once accepted removed from the list of acceptable materials in the residential program. They questioned if there was any point in drastically changing how they divert these materials when the markets are so unpredictable. Some participants also expressed concern about being forced to locate an end user for recycling material if local markets stop accepting the materials required as part of this plan, explaining that they just don't have the time and funding available to do that

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- Electronics
- Bubble Wrap
- Hair
- Colored Plastics
- Hazardous Waste
- Mixed cardboard/plastic
- Small plastics - caps, zipties
- Compostable Bags

Recycling Only: Several participants expressed support for the materials included in the recycling list, but felt the organics materials list would be challenging.

Alignment With Residential: Some participants expressed appreciation for the intentional alignment of the materials plan with the acceptable materials in the residential program. Participants also suggested that to increase success of the materials plan, the residential plan needs to be launched first.

Straight Forward: Some participants expressed support for the materials plan because it is simple and straightforward. They suggested that proper education and labelling will help to keep it simple.

Contamination: One participant expressed support for the materials plan because they felt that showing which accepted materials go in which bins would help minimize contamination of recycling materials from soiled food paper/cardboard.

research or ship their materials away. Some participants suggested that the City should invest some resources into incentivising local end user markets to ensure that diverted material is actually reused or recycled. One participant noted that they have experienced challenges finding an end user who would accept glass locally. Participants also expressed concerns and wanted some assurance that recycled material was not just ending up in the landfill due to poor markets.

Organics Servicing: Participants enquired if there is a facility in Saskatoon that accepts organic materials.

Contamination: Some participants expressed concern about contamination of bins, specifically the risk of recycling glass in a bin system. Participants were not keen on the three bin requirement if it meant that they would have to also transport glass to a drop off location. Waste services participants also expressed concern over including metals in the recycling bins, explaining that including metals increases chances of contamination and safety risks for employees. Some waste services participants also explained that to prevent contamination, best practices would require each business to have at least 7 separate bins. One suggestion to address this need is providing a bin designed with four separate slots for specific materials. One participant also noted concerns about elm trees and cleaning chemicals on paper towels contaminating organics streams.

Reduction and Reuse: Some participants would like to see more focus on reduction of single use items such as food packaging, plastic bags and water bottles and more support for existing reuse or regeneration options in the City.

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4.6 Education and Resources

The following examples of education and resources information and services proposed as part of the program included:

- Rebates or grants to offset the costs of new or expanded diversion
- A how-to guide on how to meet the requirement
- A recognition program for waste diversion leaders
- Downloadable templates for educational signs, posters and bin decals
- Training on how to meet the requirement

A total of 27 workshop participants felt that the education and resources plan would work well as presented and would not require any changes.

Opportunities

Preferred Material/Resources: Several participants showed support for all aspects of the education and resources plan, however some identified select materials or resources from the list that would work especially well or new ideas they would like to see implemented including:

- How-to-guide
- Templates
- Rebates (start up, garburators)
- Video
- Waste Service Provider Directory
- Diversion Options Directory
- Online Acceptable Materials Lists
- Hand-outs
- Signs
- Bin Decal Templates
- Training with online booking calendar to reserve spot
- Sorting Instructions
- Recognition Program
 - Opportunities to “check-in” to recycling or drop off locations on social media as an automated way to recognize diversion efforts.
- Posters
- Free Consultations
- Networking opportunities for businesses to connect with waste service providers and reuse/regeneration providers

Challenges

Costs: Some participants expressed concern about the costs associated with offering trainings and rebates as part of the education and resources plan and questioned how these costs would be covered (fees or tax increase). Others shared concerns regarding the tax payer funding that would be used for City employees to develop the materials.

Effectiveness: Some participants felt that the education and resources plan would not be effective in creating culture change in operations that reject the program altogether or show little interest in participating. Concerns were also raised regarding motivating tenants and customers to take in the educational materials.

Waste Conscious Materials: One participant noted that the development of posters, handouts and other single use items as educational materials for a waste diversion program did not support the purpose of the program and they advised using alternatives that reduce waste for businesses and organizations.

Recognition: Some participants felt that recognition programs were not necessary as people should not be “recognized” for simply following a bylaw that everyone should be complying with.

Time Requirements: Some participants were not supportive of in person training options given that non-profitable time or a shutdown

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- Education on “why” waste segregation is important including impact on environment

Partnerships: Some participants suggested opportunities to reduce costs and resource needs by partnering with groups already doing similar work such as the Waste Reduction Council.

Marketing: One participant identified local newspapers and social media as great outlets to advertise the program and suggested working with business associations to share information. They also suggested partnering with the University of Saskatchewan and Nutrien or other large businesses in developing the education materials. One participant noted that in order for the education and resources plan to be successful, there has to be a certain level of support or approval of the program itself.

period would be required for all staff to participate. Instead they suggested an online training option.

City Intrusion: Many participants did not support the education and resources plan altogether explaining that they know how to recycle, have been doing it for years and do not require this service. Some participants explained that mandating education and resources for something as simple as recycling could be seen as intrusive and insulting to the business.

4.7 Roll-out

Mandatory recycling and organics would apply to all businesses and organizations. There would be a phase in period of at least a year before the requirement, where we would focus on education and assisting with early compliance. Recycling would be implemented first, followed by organics with at least a one year gap.

A total of 17 workshop participants indicated that the roll out plan would work well for their operation.

Opportunities

Maximum 1 Year: Some participants feel that one year for roll out is plenty of time or even too long for businesses and organizations to comply with the requirements because everyone in Saskatoon should already be familiar with how diversion works. Others were appreciative of the full year as they felt it would provide time to adjust to the requirements.

Education Phase: Some participants expressed support for the educational approach to the transition period noting that they appreciate having a year to try different approaches to see what will work for their business before the requirements are enforced. Participants noted that an important aspect of this would be ensuring that there are resources

Challenges

Not Phased: Some participants felt that introducing recycling before organics would be more challenging in terms of having two learning curves, two increases in cost, layout needs, bin ordering and time for adaptation and suggested rolling out both at the same time. One participant also suggested that removing the phased period would likely be less costly for the City to implement as well.

Roll-out Confusion: Several participants indicated that they were not sure what was meant by “Roll-out” and it was clear that some participants thought that “roll-out” was referring to a type of bin design.

More Than 1 Year: Some participants felt that one year would not be sufficient for

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in place at the City to help support businesses and organizations with the transition.

Lead by Example: One participant encouraged the City to also use this time to demonstrate how they are leading by example on this initiative by installing three bins in all public spaces downtown.

Critical for Success: One participant noted that a phase in period is critical for success of any program.

Residential Program First: Several participants insisted that the City wait to roll out the program after the residential program so they learn from any issues that arise with residential programming and give businesses and organizations some time to adjust to the residential requirements making the transition at work a bit more streamlined.

Staged Approach: Several participants expressed support for phasing in recycling before organics requirements because the majority of operations already have recycling in place and many participants expressed concern about sourcing waste services and cost of implementing organics programming.

Recognition for Early Adopter: One participant suggested running a program that recognizes and celebrates those who are in compliance early as part of the transition period.

More Engagement: Some participants noted that they felt the roll-out approach would work well as it would allow more time for the City to work with commercial business owners for planning and implementation.

Practice Site Visits: One participant suggested that practice checks or site visits during the transition period would be helpful so that businesses and organizations could learn the areas they need to improve and make adjustments before penalties for non-compliance are applied.

businesses and organizations to find funding and get infrastructure and servicing in place. Property managers and businesses who have more than one location locally expressed concern about transitioning several locations with unique situations to address within a year.

Service Levels: Some participants expressed concerns about a lack of waste service providers and suggested that one year would not be long enough for local providers to upgrade or to attract enough new service providers to meet the new demand. They also suggested that an organics drop off location should be available for use city-wide and open year round for self-hauling. Some participants who currently receive City waste services are under the impression that City service will be removed during the roll-out period and businesses will be required to find new servicing.

Resistance: Some participants expressed concern about hesitant or unsupportive businesses and organizations resisting putting the requirements in place within the transition period and cautioned the City to be prepared to address this push-back.

High Volume Generators: Some participants suggested that the roll out should include more attention to high volume generators with diversion programs that require improvement instead of on low volume generators that already have diversion in place.

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4.8 Talking Trash

Participants were invited to share other feedback or advice they have for the project team on a wall station board. Ideas or comments that have not been addressed in other sections of this report are summarized below by theme.

Adaptable Program: Participants suggested that the program needs to be adaptable to the needs of the ICI sector over time.

More Focus on Reduction and Regeneration: Participants felt that the option presented do not support reduction and regeneration efforts which is where they feel more attention should be paid.

Shared Bins: Participants would like to see the program acknowledge and support shared bin arrangements which save space and costs to the business.

Standardized Bins: Some participants encouraged the City to consider supplying standardized (color, size and labelling) bins for all businesses and organizations to help with consistency.

Garburators: Participants would like to know how use of garburators fits in with this program.

Mandatory: Participants again reiterated their frustration with the concept of a “mandatory” program being forced on them. They explain applying something that is mandatory is insulting and intrusive and does not acknowledge the diversity and needs of each business or organization.

No Preferential Treatment: Participants cautioned that the program selected should be set up in a way that does not offer preferential treatment to any one waste service provider.

Waste Service Providers Enforce: Participants suggested that waste service providers could take on more of a role in enforcement of proper sorting.

Lead By Example and Report Back: Participants would like to see the City take the lead in implementing the program and would like regular reports detailing the success of the program or areas for improvement.

Accessible Education: Participants noted that education materials need to be accessible for staff with language or literacy barriers.

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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 Evaluation Results

5.1.1 Workshop Evaluation

A total of 25 workshop participants completed the evaluation form questions. Participants were asked to select their level of agreement with the statements below. Option included “Strongly Agree”, “Somewhat Agree”, “Neutral”, “Somewhat Disagree” and “Strongly Disagree”. The results of this evaluation are provided below.

Table 4: Workshop Evaluation Results

Evaluation Questions	Strongly or Somewhat Agree %
This was a valuable use of my time and energy.	88%
It was easy for me to participate in the process.	92%
The information was clear and understandable.	92%
I believe that my voice mattered in this conversation	79%
I understand how my input will be used.	83%
I will likely accept the outcome of this process, regardless of what decision that is made.	63%

Participants were asked if there was anything else they would like us to know about their engagement experience. Respondents expressed appreciation for the informal, come and go style event, clear instructions and knowledgeable staff. Areas for improvement included the following suggestions:

- Provide information in advance of meeting to help participation prepare
- Better forecast of costs would have been helpful
- Provide information about the options that were not selected
- More discussion about potential for incineration

5.1.2 Survey Evaluation

A total of 196 survey participants completed the evaluation form questions. Participants were asked to select their level of agreement with the statements below. Option included “Strongly Agree”, “Somewhat Agree”, “Neutral”, “Somewhat Disagree” and “Strongly Disagree”. The results of this evaluation are provided below.

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Table 5: Survey Evaluation Results

Evaluation Questions	Strongly or Somewhat Agree %
This was a valuable use of my time and Energy	55%
It was easy for me to participate in the process	83%
The information was clear and understandable	76%
I believe my voice mattered in this conversation	35%
I understand how my input will be used	46%
I will likely accept the outcome of this process, regardless of what decision that is made	46%

Participants were then asked how we could improve in these areas. Several of the responses appeared to relate more to the desired project outcome and are reflected in the “Talking Trash” results. Responses that were relevant to improving delivery of engagement opportunities are summarized below.

Table 6: Opportunities for Improvement

How Could We Improve In These Areas?
<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Several participants explained that because of the one size fits all approach taken in development of the options, they are concerned that their unique needs (size, materials generated, shared bins etc.) will not be heard if the majority of business do not share those same concerns.</p> <p>Participants noted that they did not feel as though the survey format was suitable to collect the type of feedback that should have been requested for a program with this level of complexity. Other</p>

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How Could We Improve In These Areas?

participants also noted that they felt as though they were being asked the same questions over and over.

One participant explained that they felt discouraged that they were not recognized and contacted directly to share their expertise in waste diversion as part of the engagement process.

More Information Needed

Participants 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
- idea of what 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

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

Necessary

Participants noted that they were not sure that the survey was a good use of time and money because City Council should be responsible for making these decisions.

Survey Design

Participants expressed concerns with the length of the survey and asked for simple and clear explanations of the options. One 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 previous workshop locations indicating that they were too far away from central business locations to support adequate participation. The 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

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How Could We Improve In These Areas?

feel that their voice or concerns are irrelevant given that they will have no choice but to participate in the program once implemented.

Many of the concerns noted in participant evaluations, 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 this summary to ensure that all perspectives (no matter how loud) were shared. A summary of engagement will also be attached to the Council report for consideration.

We heard that more information would have helped participants to form responses. In the next phase of engagement more information will be available about each Option and will be shared for consideration in selection of a preferred option.

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.

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6 Next Steps

The next steps for development of mandatory recycling and organics programming are described below:

- **We Develop Options**
September 2019
 - The options for mandatory recycling and organics will be informed by a combination of your feedback from today, background research, City Solicitors advice, and review of budget implications
- **Provide Your Feedback**
September 2019
 - You will have the opportunity to review and provide feedback to help refine the draft options.
- **Choose Your Preferred Option**
December 2019
 - You will have a chance to tell us which of the final options you would prefer to see implemented.
- **City Council Decision Report**
Early 2020
 - We will consider your preferences in selection of a recommended option. Your feedback and preferences will also be presented in the Decision Report for consideration by Committee and City Council.
- **Committee and Council**
Early 2020
 - The recommendation could be accepted, another option selected, additional information requested, or a decision may be made to not proceed.
- **Policy and Program Development**
Mid 2020 +
 - If approved, mandatory recycling and organics will not be implemented until after 2020.