
MEMORANDUM

WMPSC-C 26-2023

Subject: Waste Management Strategic Plan Update

Date: August 29, 2023

To: Waste Management Public Steering Committee

From: Jennifer Mazurek, Program Manager, Waste Policy and Planning

In order to plan for waste management needs over the 25-year period, Niagara Region is coordinating a series of research and consultation activities, designed to solicit input from key stakeholders, identify best practices from other jurisdictions, and generate the required data to support the resulting recommendations. To develop the Waste Management Strategic Plan (WMSP), Niagara Region is taking a three-phased approach:

- (i) Assessment of System (current phase)
- (ii) Development of Direction and Systems Options
- (iii) Preferred System

The Request for Proposal (RFP) for the WMSP, in its entirety, was previously released with no bids received. In order to simplify the overall project and attract more bidders, two major project requirements were broken out into separate Request for Quotations (RFQ): development of a tonnage and financial model; and baseline and best practice reports. These two projects will provide base data for future project phases and are in progress, with completion estimated in Q3 2023.

The tonnage and financial model is undergoing final staff review and will be used to analyze scenarios presented as potential options for consideration in the WMSP. Through a separate competitive process, a consultant was engaged in 2023 to develop a series of technical memos outlining expected baseline level of service and best practices in the industry, with a focus on comparator municipalities used in previous benchmarking memos and reports.

It is anticipated that the RFP for the remaining tasks/ phases, will be awarded in Q4 2024. The consultant will focus on supporting engagement with stakeholders at all phases, development of recommendations for short, medium, and long term options for innovative and effective program delivery, development of tools to measure success

and viability of potential actions, and generation of updated performance targets that align with legislative and regulatory changes affecting waste management. Appendix 1 provides a high-level list of activities for completion during the three phases.

Staff will continue to report on the WMSP progress to this Committee and will highlight opportunities for Councillor engagement throughout the multiple phases of the WMSP. Respectfully submitted and signed by

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Waste Management Services
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Appendices

Appendix 1 Overview of activities to be completed in each phase of the WMSP

Figure 1: The table below provides a high-level outline of the activities for each phase of the Waste Management Strategic Plan (WMSP). Some activities will be completed in-house by Niagara Region, while others will be completed by a third-party consultant, or by a combination of both resources.

Phase	Activities and Resulting Reports
One	<ul style="list-style-type: none"> i. Update Niagara Region's 25-year waste tonnage model and develop a model for the 25-year financial projections ii. Complete a baseline life cycle assessment based on the tonnage model and associated financial projections iii. Assess Niagara Region's current system iv. Complete a policy and program review of Niagara Region's comparable municipalities in the GTA/southern Ontario v. Complete a billing methodology review of comparable two-tier municipalities to understand options and alternative methodologies for billing ratepayers across municipal boundaries vi. Complete a review on federal and provincial policies and regulations related to waste management vii. Research and report on alternative technologies for waste disposal viii. Research and report on best practices in waste management ix. Complete a gap analysis, identifying the opportunities and constraints x. Consult with key stakeholders on the gaps, strengths and opportunities Niagara has with respect to waste management, as well as the vision, goals and objectives for the future of the system xi. Summarize assessment of Niagara Region's system in report form
Two	<ul style="list-style-type: none"> i. Develop and finalize vision, goals and guiding principles ii. Identify opportunities for innovative program delivery for the WMSP iii. Evaluate opportunities and recommend a shortlist for the WMSP iv. Consult with key stakeholders on the recommendations for the WMSP, alternative technologies identified, and the evaluation/selection criteria used to shortlist WMSP recommendations
Three	<ul style="list-style-type: none"> i. Develop tonnage and related costing projections for the preferred system based on the models created in Phase One ii. Conduct a life cycle assessment on the recommended system based on the projected tonnages of the 25-year planning period iii. Develop a waste management system that includes facilities, resources required, diversion strategy, costing strategy, and funding strategy iv. Develop 5Rs targets for the 25-year planning period v. Develop an implementation plan with detailed timelines for the short-term (first five (5) years from 2025 to 2029) and the long-term (five (5) year intervals for years between 2030 to 2049) vi. Identify strategies for adapting to legislative and regulatory changes affecting waste management vii. Consult with key stakeholders on the draft WMSP and finalize plan