

For Information Only

Communication Plan - Every Other Week Collection

Presented To: Operations Committee

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Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports the "Climate Change" and the "Asset Management and Service Excellence" priorities of the City of Greater Sudbury Strategic Plan.

Report Summary

This report provides an update on the implementation of every other week garbage and leaf & yard trimmings collection scheduled for February 1, 2021 and how it will be communicated to citizens. The report identifies risks and strategies that will be employed to mitigate them. Statistical data on 2018 and 2019 solid waste programming are presented and establish a baseline that will be used to measure and evaluate progress following the change to every other week collection.

Financial Implications

There are no additional financial implications at this time. The costs associated with the previous Council approved implementation plan will be incorporated within the 2021 budget.

Signed By

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Purpose

This report provides an update for the implementation of every other week garbage and leaf & yard trimmings collection. The planned change from a weekly one (1) garbage bag limit to two (2) garbage bags and unlimited leaf & yard trimmings collection every other week is scheduled to commence February 1, 2021. This is the last transitional step in waste collection identified in the 2016 implementation plan. This report outlines how the change will be communicated to citizens.

Background

In 2016, City Council approved changes to the garbage collection limit and the garbage collection frequency in order to reduce landfill space consumption and to improve waste diversion and recycling program effectiveness, especially in the Green Cart organic program.

There are three phases in the plan to increase diversion and reduce household garbage disposal:

Phase 1 - October 2016 - Completed



Garbage bag limit changed from three (3) bags per week to two (2) bags per week.

Phase 2 - October 2019 - Completed



Garbage bag limit changes from two (2) bags per week to one (1) bag per week.

Phase 3 - February 2021 - Coming Soon



Garbage bag limit changes from one (1) bag per week to two (2) bags every other week and leaf & yard trimmings collection frequency changes from weekly to every other week.

In all three Phases, the collection of leaf & yard trimmings will continue to be unlimited and there will be no change in the weekly collection of unlimited Blue Box recyclables and Green Cart organics.

In February 2021, the service level for the collection of large furniture, appliances and electronics will be enhanced to collection within two (2) business days after the item is placed at the roadside on the regularly scheduled collection day or a collection request is submitted.

Analysis

In order to ensure a seamless transition for residents in the upcoming implementation of Phase 3, a number of existing programs are being maintained and new programs and tools will be made available, including:

- Promoting reduction and reuse of waste.
- Promoting external diversion and disposal programs (e.g. take it back programs for tires, pharmaceuticals, sharps, electronics, etc.) – these programs are expected to expand over time as the Province transitions to full producer responsibility.
- Maintaining the new drop-off depots within the Azilda and Hanmer landfill sites.
- Maintaining the weekly residential 50 kg landfill tipping fee exemption.
- Maintaining the Spring and Fall Residential Tipping Fee Exemption weeks.
- Maintaining a garbage bag tag program to allow residents to place extra garbage out for collection if required.
- Maintaining collection services for small businesses on a residential collection route.
- Maintaining the home visit and field inspection program.
- Maintaining the 'no charge' fee for Blue Boxes and Green Carts.
- Maintaining the subsidy on the large capacity "Big Blue" recycling container.

- Maintaining the Greater Sudbury Waste Wise app and on-line tool which includes a personalized waste collection day schedule.
- Maintaining school programs and program mascots.
- Maintaining special support programs to provide assistance for:
 - citizens with additional waste due to medical circumstances
 - families with additional waste due to children's disposal diapers
 - children's cloth diapers rebates
 - pet waste digester rebates
 - households with additional pet waste
- Developing a rent-to-own and subsidy support program for approved animal resistant waste storage containers. The rent-to-own program will be available to all residential households eligible for roadside waste collection. In addition, a 50% subsidy will be available to eligible households who have an annual family income of \$47,000 or less. The subsidy will be capped at \$45,000 per year. Although the majority of concerns associated with waste storage (e.g. wildlife, odours, etc.) can be addressed by using the weekly Green Cart program for food scraps, waste storage containers will assist in alleviating concerns associated with storing waste over a two week period and may be especially helpful for multi-residential property owners. These programs will allow residents to overcome financial challenges that would otherwise prevent them from purchasing an approved waste storage container. Application for these programs will be available in January 2021 and will be available for 3 years (until December 31, 2023).
- Enhancing the medical circumstances support program to include an option to receive collection of tagged medical waste garbage bags on the week without regularly scheduled garbage collection. Applications for this program will become available in January 2021 and the program will commence February 1, 2021.
- Enhancing the children's disposable diaper support program to include an option to receive collection of clear bags of diapers on the week without regularly scheduled garbage collection. Applications for this program will become available in January 2021 and the program will commence February 1, 2021.
- Developing additional opportunities to divert construction and demolition waste once new markets are established.

Staff will also continue to recommend additional waste diversion program such as mattress and textile recycling as new opportunities develop.

Evolving Waste Management Practices

In national and provincial contexts, waste management views and practices are being reshaped and redesigned. The focus is shifting from a linear approach of production, consumption and disposal to a circular economy approach that keeps products and materials at their highest utility level. A key driver of the circular economy is individual producer responsibility. This means that producers are responsible and accountable for collecting and managing their products and packaging after consumers have finished using them.

Provincially, this is being done through the Resource Recovery and Circular Economy Act, 2016. Tires were the first materials to move to individual producer responsibility on January 1, 2019. Electronics will transition in January 2021 and household hazardous waste in July 2021. Blue Box materials are scheduled to transition between January 2023 to December 2025.

At a municipal level, it is important that we align our own waste management views and practices with those that support a circular economy and Greater Sudbury's Community Energy and Emissions Plan. Both initiatives will ensure that the City minimizes the inefficient use of landfill capacity which will postpone the expensive cost for closing landfill sites and constructing new sites.

Phase 1 Post Implementation Review (three garbage bags to two garbage bags)

The implementation of the Phase 1 change from a three (3) garbage bag limit per week to a two (2) garbage bag limit per week was a smooth transition. This can be attributed to the fact that the majority of households were already only generating two (2) garbage bags or less.

Meeting with and providing training to 3-1-1 Call Center Representatives prior to the change proved to be beneficial, including the frequently asked questions and answers form.

Prior to the change, staff received feedback from residents that the special support program application forms should be made available prior to the change. Residents wanted to be ready and compliant with the change and staff agreed to move up the date. This was a lesson well learned and was implemented for future program changes.

Phase 2 Post Implementation Review (two garbage bags to one garbage bag)

The implementation of the Phase 2 change from a two (2) garbage bag limit per week to a one (1) garbage bag limit per week was a smooth transition. This can be attributed to the availability of support programs as well as the promotion and education conducted throughout Phases 1 and 2.

Phase 2 was implemented in October 2019 but it was interrupted due to COVID-19 in March 2020 when the garbage bag limit was temporarily increased to two (2) bags on March 25th and then to four (4) bags on March 27th. As the province began to re-open, the bag limit was gradually reduced to two (2) bags on June 8th and then to one (1) bag on September 14th.

Although Phase 2 was interrupted by a temporary bag limit increase to assist residents during the COVID-19 state of emergency, the increase in organic collection signifies that residents adapted well by engaging in increased waste diversion and participation in the Green Cart program. Between the Phase 2 dates of October 1, 2019 and March 31, 2020, 643,770 additional kilograms of Green Cart organics were collected in comparison to the same time periods in Phase 1 when the garbage bag limit was two (2) bags. Refer to Chart 1 and 2 below for the Phase 2 pre-COVID monthly weight comparison for Green Cart organics collection.

Chart 1

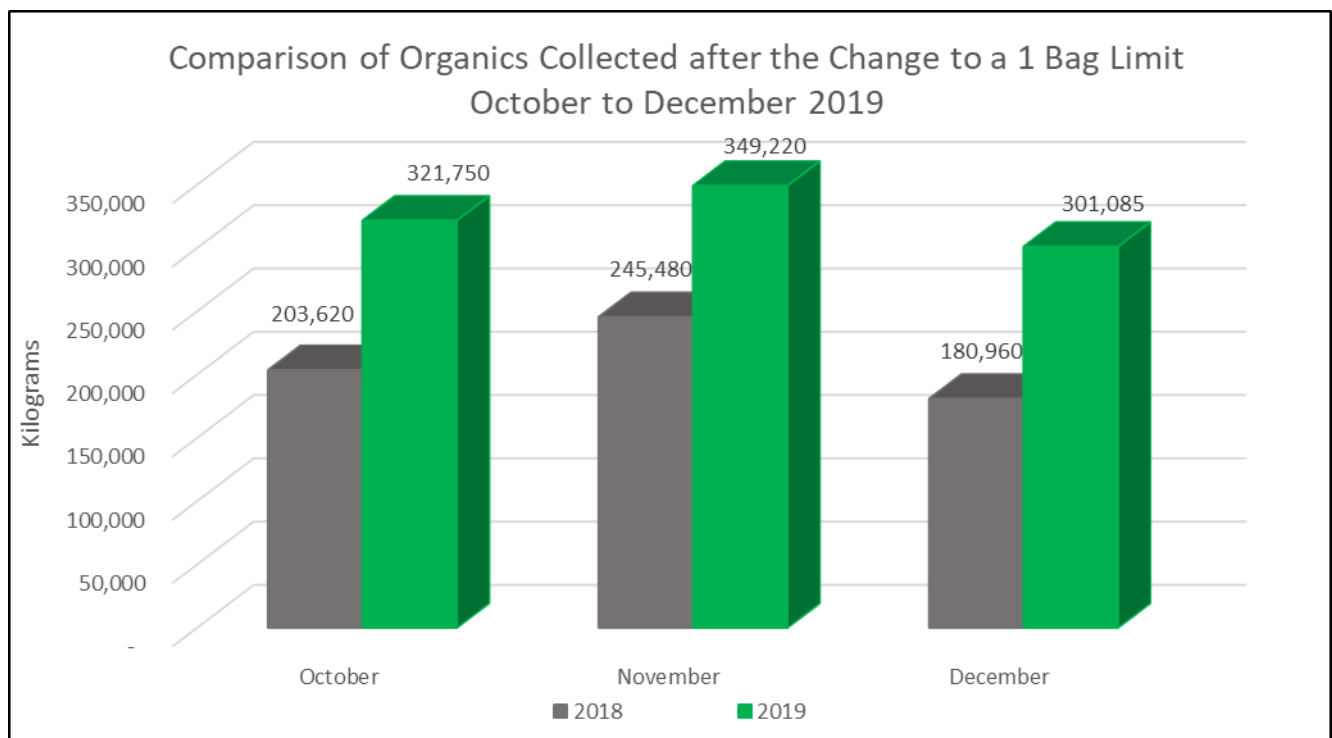
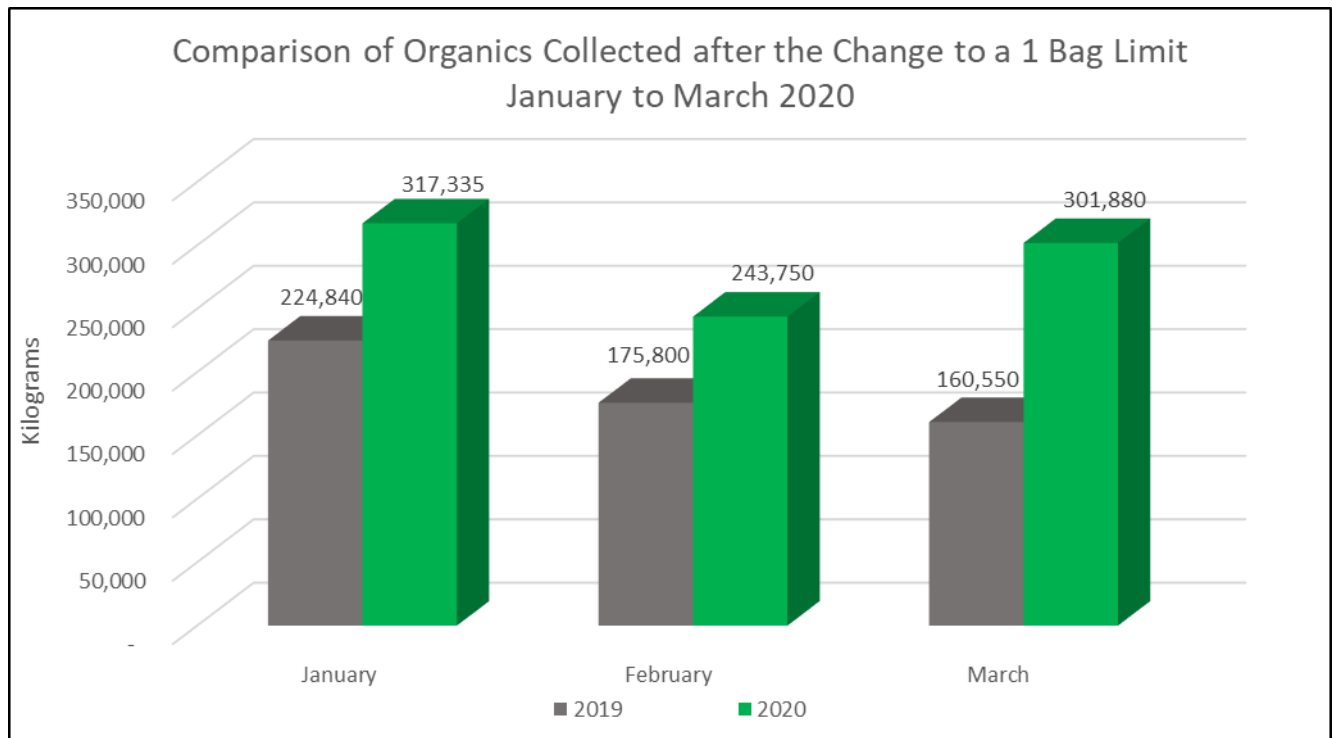


Chart 2



Phase 3 Implementation and Communication Plan (Two garbage bags and unlimited leaf & yard trimmings collection every other week)

The change from a weekly one (1) garbage bag limit to an every other week two (2) garbage bag limit and unlimited leaf & yard trimmings will take effect on February 1, 2021. Prior to implementation, a number of activities are planned to ensure that our internal resources are equipped with the knowledge required to provide residents with information to ease them through the change.

Training will again be provided to 3-1-1 staff to ensure they can answer as many questions as possible. Additional part-time hours have also been budgeted for this area to handle the expected increase in calls.

In addition, there will be a number of expertly trained Environmental Services staff who will correspond directly with residents to answer questions and provide solutions.

In the first 4 weeks of implementation (February 1 to February 26, 2021), flexibility will be employed in the return to collect policy to address issues during the transition period.

The new animal resistant waste storage container rent-to-own and subsidy special support program application forms will be available one month ahead of the change (January 2, 2021). This will be in addition to the existing special support programs.

The enhancement to the medical circumstances and children's disposable diaper special support program will be added to the application forms for January 2, 2021. All existing participants will be contacted and offered the option of registering for a collection on the week without regularly scheduled garbage collection.

Communications and Key Messaging

There are three main objectives for this communication plan.

1) Make citizens aware that the next change is coming, encourage participation in diversion programs (in particular the Green Cart organics program) and provide information regarding the solutions that are available for them (refer to Appendix A for additional details).

2) This change will also result in a change of collection day for approximately 12,600 households (i.e. 20% of households) receiving roadside waste collection services (e.g. collection day will change from

Wednesday to Thursday). Another main objective of this communication plan is to inform affected households about their collection day change.

3) Communicate garbage and leaf & yard trimmings collection schedule information and garbage bag limit changes to ensure that residents will know on which weeks they will receive collection services and how many garbage bags can be placed at the roadside.

Communication Activities, Events and Timelines

Communications are planned in three stages. They will be developed and deployed in a joint collaborative effort between the Environmental Services Division, the Communications Section and the Environmental Initiatives Section.

Stage 1: Pre-Launch - October 1 to December 31, 2020

- 1) Public communications focusing on waste reduction, reuse and diversion:
 - Earth Care Minute videos
 - Social media posts
- 2) Notification of collection day changes for affected households
 - Commencing November 2020, the Waste Wise app and on-line tool will display the current and future collection day for the users address
 - Addressed direct mail notices will begin in a phased approach between November 1 and November 30, 2020
- 3) Public communications announcing the change to every other week garbage and leaf & yard trimmings collection with a two (2) bag limit commencing February 1, 2021.
 - Newspaper advertisements – conventional and electronic
 - Social media posts
 - Waste Wise App notifications
 - Waste Wise personalized collection calendars - residents without access to a computer or mobile device will be able to call 3-1-1 to request a printed calendar
 - Instructional video detailing how to download the Waste Wise app and use its features.
 - Posters at Citizen Service Centers
 - Direct mail City wide flyer
 - City website banner
 - Public service announcements
 - Frequently asked questions and answers for website, internal staff and Councillors
 - Training for the 3-1-1 Call Center Representatives
 - Invite Councillors to one-on-one calls to review program plans

Stage 2: The Launch - January 2 to February 1, 2021

- Public service announcement
- Media interviews/media pitching
- Radio advertisements
- Newspaper advertisements
- Social media posts and paid push ads
- Promotional video

- Animal resistant waste storage container rent-to-own and subsidy support programs posted on the City's website
- Updated medical circumstances and children's disposable diaper support programs applications posted to the website

Stage 3 - Post-Launch: Responding to Questions, Resolving Issues, and Celebrating Successes

- Continued focus on education and customer service
- Flexibility in the return to collect policy to address issues over a 4 week transition period
- Home visits and field inspections
- Collect statistical program data for 2020 and 2021
- Conduct a second participation study in 2021 to measure, evaluate and report progress

Conclusion/Next Steps

Risk and Mitigation Strategies

It is expected that some citizens may not be immediately willing to change their waste disposal habits. Change can be difficult and therefore, it is important to identify risks and develop mitigative strategies that will reduce threats to success.

The flow chart in Appendix B illustrates the risks and mitigative strategies that will be employed prior to, during and preceding Phase 3 implementation.

Measuring and Evaluating Effectiveness

The last step in the implementation and communication plan will be to measure and evaluate results following the change. This information will be reported back to the Operations Committee.

The Communications Section will measure Facebook analytics on ads, analytics for web page clicks and 3-1-1 statistics and data.

After the change to a one (1) bag limit, Staff had planned a participation study for April 2020. This plan was interrupted by COVID-19 and Staff were unable to conduct the study. For this reason, the baseline used to measure the continued effectiveness will be measured against the statistically significant 2018 study which showed that 65% of households were already at one (1) garbage bag but that only 27% of residents were participating in the Green Cart organics program.

Statistics collected by the Environmental Services Division are presented in Appendix C. These 2018 participation and set out rate statistics will form the baseline data prior to the implementation of Phase 3 in February 2021. Another participation study is planned after the change to every other week collection in 2021. Participation rates, set-out rates and number of containers per household will be evaluated again after the 2021 participation study. All other statistics have been updated for 2019 and will be collected annually.

Another method of measuring the goal of increased participation in the Green Cart organics program will be the comparison of weights collected pre and post program changes. The Green Cart organics weight comparison for the change to a one (1) bag limit was presented above in this report and showed an increase of 643,770 kg in the first 6 months after implementing the one(1) bag limit. This statistic will be updated again in 2022.

Resources Cited

City of Greater Sudbury, City Council, Manager's Report, Implementation Plan – Waste Collection Policies – Item R-3, July 12, 2016

Accessed online:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=949&itemid=11403>

Appendix A – Frequently Asked Questions

- Why did we make the change from weekly to every other week garbage and leaf & yard trimmings collection?

- We estimate that approximately 45% of residential garbage going to the landfill could have gone in the Blue Box, Green Cart or other divertible stream. These recyclable or compostable materials are valuable resources, and should not be buried in the landfill, even though our landfill capacity is over 25 years. Landfill space remaining should be reserved for non-recyclable or non-compostable materials. The cost of a new landfill site is currently estimated at \$40 to \$50 million (to replace the Sudbury Landfill) and could be up to \$100 million to replace the current three landfill sites. Increase that cost to \$200-\$300 million if waste to energy is selected rather than landfilling. This change is anticipated to result in a maximization of participation in diversion programs, especially the Green Cart organics program.

The change to every other week garbage and leaf & yard trimming collection under the new collection contract will result in an annual cost savings of approximately \$954,000. Part of these savings will be used to provide additional or enhanced support programs. Council will reallocate the remaining savings.

- Does this mean my garbage limit has been cut in half?
 - No. Only the frequency of collection is changing. While garbage and leaf & yard trimmings collection set out is now every other week, the limit is two (2) bags/containers/bags/bundles on each garbage collection day. Size and 18kg/40lbs weight limits remain the same.
- Is Blue Box and Green Cart also moving to every other week collection?
 - No, there is no change to the Blue Box and Green Cart collection. You can continue to place them at the roadside on a weekly basis on your regularly scheduled collection day.
- How can I keep track of what day to place my garbage will be collected?
 - Let Waste Wise keep you on schedule. Download the Greater Sudbury Waste Wise app or use the online tool to view or print a personalized waste collection calendar for your address. If you do not have access to a computer or mobile device, call 3-1-1 and we will be happy to mail you a printed copy.

With Waste Wise, you can also receive collection day reminders, find out what items go where, make requests for pickup of large furniture, appliances and electronics, make requests for home delivery of Blue Boxes and Green Carts and find the hours of operation for landfill sites or the Household Hazardous Waste Depot. Its really a one stop shop for all your garbage needs.

- Will collection of garbage every other week not result in increased odours?
 - If you fully participate in the weekly Green Cart organics collection program, this change will not result in increased odours. Diverting your food scraps and non-recyclable paper products in your Green Cart, will remove the most odorous part of your garbage. Residents who use their Green Carts have less garbage, odours and wildlife problems.

Special support programs are available for children's diapers, medical circumstances, pet waste and approved animal resistant waste storage containers.

- If I have to wait 2 weeks for leaf & yard trimming collection, won't the paper bags fall apart and cause a mess?
 - Brown bags are typically made from a 2-ply heavy duty paper with a protective wet strength coating that resists rain/water. Wet strength is an invisible net that enhances the performance of the paper plies by holding together the fibers. It's similar to what rebar does for concrete. Of course there are always limitations to what the bags can endure.

Here are some tips for storage over a 2 week period:

- 1) Don't overfill bags, especially when loading with wet material.
- 2) Although bags are constructed to be tear resistant, they can puncture from sharp branches. Consider bundling branches instead of bagging.
- 3) If you've been caught by a change in weather with an early snow storm or freezing weather, placing the bags off the ground until collection day will help the bottoms of the bags from not sticking and tearing when moved.
- 4) If at all possible minimize the placement of wet materials in the bag. For instance, grasscycling (leaving the grass clippings on the lawn) is more effective when you avoid cutting your lawn when it's wet.

If you prefer, there are the following alternatives to bags:

- 1) Place wet materials in thin layers in your backyard composter.
- 2) If you wish to designate an approved garbage container to your leaf & yard waste, we'll provide a special container label so the collection crews know that you have placed leaf & yard out for collection.
- 3) If you want to avoid bagging or bundling altogether, especially when you have large quantities or extremely wet material, you can deliver it to the designated area within the landfill. There are no tipping fees associated with leaf & yard trimmings.

- Here we go again! The City is reducing services and not lowering my taxes!
 - Actually, we're not reducing services, we're just changing it. Instead of placing one (1) bag/container/bundle at the roadside weekly, you will now place two (2) bags/containers/bundles at the roadside every other week. All your recyclable and organic wastes can be re-directed to the Blue Box or Green Cart which are unlimited and collected weekly or re-directed to unlimited leaf & yard trimmings which will be collected every other week. The change to every other week garbage and leaf & yard trimmings is the last phase of the transitional plan to increase waste diversion and save valuable landfill space. If residents participate in all diversion programs, a minor portion of their waste material will be left for the garbage stream which makes weekly garbage collection obsolete. Adapting to less frequent garbage collection, in turn, makes diversion programs, especially Green Cart organic collection more attractive even to program hold-outs. Reduction in garbage collection frequency has the added benefit of reducing garbage collection costs and postponing expensive landfill closure and new construction costs. Funds allocated for garbage collection can then be re-allocated to other priority services.

- Recycling is difficult and confusing!
 - There have been many changes to products and packaging over the years and we understand the confusion. This is one of the reasons that the Waste Wise searchable tool was created. The tool allows you to search a particular item and then it tells you what container to place it in or whether it requires special disposal. You can access Waste Wise online on the City's website or download the Greater Sudbury Waste Wise app. If you're not fond of computers, just call City Services at 3-1-1.
- Using the Green Cart will attract bears.
 - Yes, bears and other wildlife are attracted to smelly items, such as food waste. But they will not be more attracted to the food waste if you place it in a Green Cart rather than a garbage bag. In fact, your food waste is better protected in the hard shelled lockable Green Cart than in a garbage bag. Tips to prevent wildlife are available on the City's website.
- Why should I waste my time participating in the Green Cart program when the material will compost in the landfill.
 - Organic materials, such as food waste does not compost in the landfill. It will eventually rot, but this will produce methane. Methane is a significant contributor to global greenhouse gas emissions and all efforts should be made to minimize its production.
- I don't need to participate in the Green Cart program because I do backyard composting.
 - Great! We encourage you to continue with your backyard composting but you likely are not managing all your organic food waste and non-recyclable papers in your backyard composter. Did you know that the Green Cart program can divert all those food waste items that you can't manage in your backyard composter such as meat, bones, shells, pasta, sauce and gravy, bread and baked goods, cooking oils and dairy products. So, whatever you can't put in your backyard composter, we are happy to take in your Green Cart.
- My household already participates in the Blue Box program and we only produce one bag of garbage every week so I don't have to participate in the Green Cart program.
 - It's great that you only produce one bag of garbage but think of how much more you can reduce if you participated in the Green Cart program. Also, if you place all your food waste in the garbage, you'll need to store it for 2 weeks and this may cause unwelcomed odours. Your contributions to waste diversion are just as important even if you already only produce one bag of garbage. Together, we can do better.
- The triplex next door already has garbage problems and this will just make it worse!
 - We understand that looking at the garbage mess next door is frustrating and we'll be paying particular attention to problematic properties. This will include educational resources and enforcement techniques. If you're concerned with a particular property or illegal dumping, please call City Services at 3-1-1.

- I'm afraid that this change will result in illegal dumping.

- Illegal dumping is a frustrating behavior and unfortunately, it is not a new phenomenon. The City of Greater Sudbury has one of Ontario's most convenient and comprehensive roadside collection programs that includes unlimited weekly collection of leaf & yard trimmings, blue box recyclables, green cart organics and large furniture appliances and electronics.

In addition to the generous roadside collection programs, there are no tipping fees associated with the delivery of divertible items such as leaf & yard trimmings or appliances at the landfill site and for non-divertible household garbage, residents in private motor vehicles are provided with a weekly 50 kg tipping fee exemption.

There is simply no excuse for this behaviour and in fact, it seems like those who engage in it put in more effort than would be required if they simply made use of all the available waste programs we have in place.

Should you come upon an illegal dumping, please call in the location and details to 3-1-1 so that the appropriate staff can resolve the matter.

- I own a business and have a large bin for our garbage. People are dumping their garbage in my bin and causing a mess on my property.
 - Private waste haulers who provide commercial garbage bins have a variety of solutions available to keep bins secure. Please contact your service provider for further information to find the solution that will work for you.
- I live in an apartment building and we have a large bin for garbage. Will my bin collection change to every other week?
 - This information is only for households with roadside collection. Please contact your property owner to receive information regarding waste collection and diversion at your property.
- I don't have a car and you're just making my efforts more difficult to clean-up my property!
 - The City currently sells garbage bag tags and this allows residents to place additional garbage at the roadside for collection. To find locations where bag tags are sold, visit the City website or call City Services at 3-1-1.
- I have two children in diapers and there's no way I can adjust to every other week garbage collection or meet the bag limit!
 - No worries. The City has developed a special support program to collect those bags of disposable diapers on the weeks with and without regularly scheduled garbage collection as long as you fully participate in waste diversion and recycling programs. Better yet, you can apply to the City for a cloth diaper rebate of up to \$100 per household and create no waste at all. Application forms for both programs are available on the City's website.

- I have a medical circumstance that causes me to produce additional non-recyclable waste. Do you have any programs to assist me?
 - Yes, we do. We can provide garbage bag tags and a collection on the week without regularly scheduled garbage collection due to a medical circumstance for waste such as incontinence products or unrecyclable medical packaging. You must register for the program and agree to fully participate in the City's waste diversion and recycling programs. Further details are provided on the application form available on the City's website or pick up a printed copy at any City Citizen Service Centre or Library.

- I have pets. Are there any programs to assist pet owners?
 - If you're unable to include your pet waste within your current garbage (10% pet feces to 90% garbage - we don't want our garbage collectors being sprayed with feces when they compact the waste in the garbage truck), you may qualify for the following programs:

Purchase a dog waste digester and manage your dog waste right at home. We'll provide a rebate of up to \$50 per household. Further details are provided in the dog waste digester rebate application form on the City's website.

If you have a licensed dog or cat and you fully participate in all of the City's waste diversion programs, you could be eligible for a garbage container limit exemption for pet waste. Approved applicants must place their waste in clear plastic bags (one small grocery bag size privacy bag allowed in each clear bag) to have up to 4 clear bags of garbage with no more than 10% pet feces in each bag collected every other week. Further details are provided in the application form available on the City's website.

- I'm interested in using an approved animal resistant waste storage container for my waste collection but I don't have the funds to make this investment. Is there any assistance for me?
 - Yes, we can help. A special support program has been developed to ease the financial burden of investing in an approved animal resistant waste storage container. Anyone on the City's roadside collection program can apply for the rent-to-own program and if your annual family income is \$47,000 or below, you can also qualify for 50% subsidy (subsidies will be granted on a first come first serve basis). Application forms will be available on the City website in January 2021.

- Do you have any tips to reduce or re-use waste?
 - The first method in reducing your garbage is to try and reduce the amount of waste that is purchased. Companies that manufacture and sell products sometimes package items in ridiculously large and bulky packaging. If there's an alternative product with less packaging, consider buying that one. Certain retailers may even allow you to take the product without the packaging.

Following your attempt to reduce waste at the source, consider a re-use opportunity. Greater Sudbury is host to a variety of reuse organizations and you could donate gently used items to those organizations. If you have the time, you can even hold a yard sale or try to sell the item online.

- You want me to participate more in recycling programs, but I'm tired of finding my empty Blue Boxes or garbage can in the middle of my driveway when I get home.
 - Waste collectors are trained to return empty containers in a certain manner and they regularly do so, but the process is not perfect. If you arrive home to find your containers in an awkward location, consider whether the wind pushed them over or whether your garbage can on wheels is tippy once emptied. If you don't believe this is the situation, please call City Services at 3-1-1 so we can monitor and rectify the situation.
- I may go over the garbage bag limit periodically and I don't mind driving it to the dump but I hate driving to the garbage pile especially when it's raining.
 - The City now has drop-off pads with containers at each landfill site. This will make it easier for you to drive and unload your waste material.
- How do I get a Blue Box?
 - You can get a Blue Box delivered to your home by placing a delivery order through the Greater Sudbury Waste Wise app, the Waste Wise online tool or by calling City Services at 3-1-1. Please allow up to 2 weeks for delivery.
- How do I get a Big Blue?
 - Big Blues are sold at a subsidized price of \$10. They can be purchased at the Recycling Center located at 1825 Frobisher Street in Sudbury or at any open Citizen Service Center (call ahead to make sure they have them in stock).
- How do I get a Green Cart?
 - You can get a Green Cart delivered to your home by placing a delivery order through the Greater Sudbury Waste Wise app, the Waste Wise online tool or by calling City Services at 3-1-1. Please allow up to 2 weeks for delivery.
- How can I exchange my broken Green Cart?
 - You can get a replacement Green Cart by placing a home delivery order through the Greater Sudbury Waste Wise app, the Waste Wise online tool or by calling City Services at 3-1-1 (delivery can take up to 2 weeks). Once you receive your new Green Cart, you can place your broken Green Cart at the roadside on your regularly scheduled collection day with a note "please collect broken cart". The recycling truck will then collect it.
- How can I discard of a broken Green Cart?
 - You can discard of your broken Green Cart by placing it at the roadside on your regularly scheduled collection day with a note "please collect broken cart". The recycling truck will then collect it.

- How much garbage can I bring to the landfill site every week?
 - There's no limit on the amount of garbage that can be delivered to your landfill site. You can reduce tipping fees if you segregate your waste and we do have a weekly 50 kg fee exemption for household garbage delivered in a private motor vehicle. Fees vary so please refer to the tipping fees listed on the City's website for more information.
- Is there a limit on recycling or organics?
 - There is no limit for Blue Box recyclables or Green Cart organics. In fact, the more the merrier! Other unlimited roadside programs for households are leaf & yard trimmings and eligible large furniture, appliances and electronics.
- I run a small business in my home; does every other week garbage collection and the 2 bag limit apply to me?
 - This information is for residential household waste collection only. If you run a small business, please view our Yellow Bag program on the City's website. There, you will also find options for diverting waste through our Yellow Box recycling and Yellow Cart organics programs.

If you are already a registered participant of the Yellow Bag program, your collection will also switch from weekly to every other week and the maximum number of yellow bags that can be placed at the roadside will increase from 3 yellow bags to 6 yellow bags.

There are no changes to the Yellow Box recycling or Yellow Cart composting programs.

RISK CATEGORY

IDENTIFIED RISK

RISK PROBABILITY

MITIGATIVE STRATEGIES

Appendix B

Operational

Disruption to normal operations

Very High

Flexible return to collect policy for a transition period of 4 weeks

Higher contamination rates in the Blue Box

Moderate

Tag and leave non-recyclable items

Education via phone and direct mail information sheets and letters

Home visits

Financial

Additional staffing assistance required during transition period

Very High

Additional part time hours budgeted for 3-1-1 Call Center Representatives to handle the expected increase in calls

Scheduling of one additional waste collection crew and a truck rental to assist in resolving collection problems for 2 months after the change

Additional Customer Service Representative hours in Environmental Services to provide follow-up education for problematic properties noted by waste collection crews

Scheduling of one additional Field Officer for 6 weeks to conduct field inspections, field education and assist with resolving issues at problematic properties

Additional part time hours for Waste Collection Operators to ensure completion of waste collection during peak leaf & yard trimmings collection periods, seasonal extreme temperatures and longer travel distances

RISK CATEGORY

IDENTIFIED RISK

RISK PROBABILITY

MITIGATIVE STRATEGIES

Health & Safety

In the field: verbally or physically abusive citizens

Moderate

Collection staff training

Overweight containers

Moderate

Collection staff training

Proper lifting techniques and waste collection policies/procedures

Tag and leave behind with letter follow-up

Communications

Residents are unaware of the change to every other week garbage and leaf & yard trimmings collection.

Moderate

Scheduled in-depth phased in communication plan, well trained and informed 3-1-1 Call Centre Representatives and staff.

Despite adherence to an in-depth communication plan, residents are unaware of the change to every other week garbage and leaf & yard trimming collection.

Low

Tag and leave behind with a letter follow-up

Flexible return to collect policy for a transition period of 4 weeks

Educate on a one to one basis via telephone or home/field visits

RISK CATEGORY

IDENTIFIED RISK

RISK PROBABILITY

MITIGATIVE STRATEGIES

Reputation and Stakeholders

Public perception of a reduction in services

High

Education that this is a change in service rather than a service reduction

Negative media

Low

Proactively engage the media

Councillors receiving numerous inquiries from residents

Moderate

Schedule calls with Councillors prior to implementation to answer any questions and address any concerns

Prepare a list of FAQs and answers

Staff inundated with calls

High

Additional part time hours allotted for 3-1-1 Call Center Representatives to respond

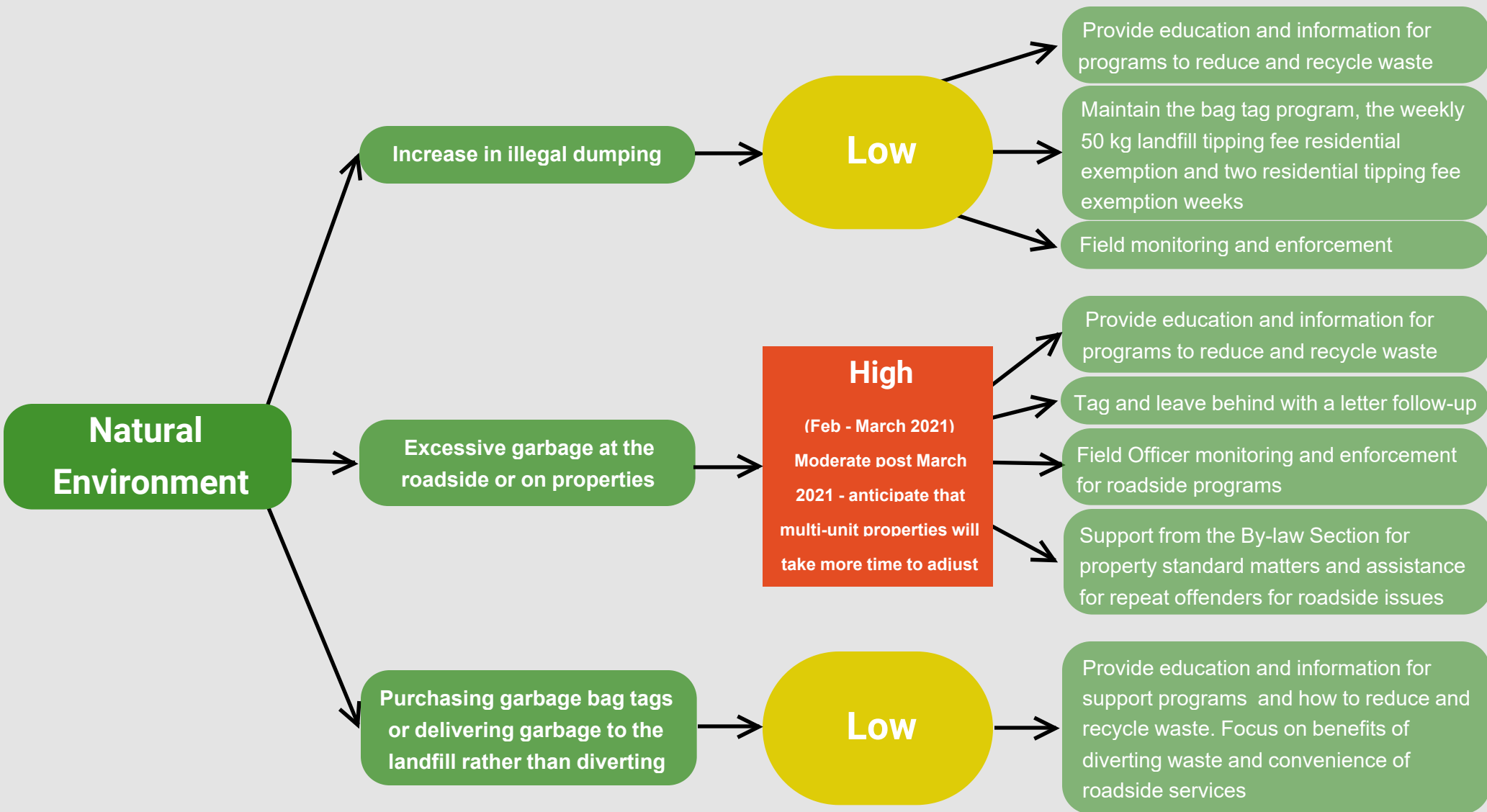
Additional Customer Service Representative hours in Environmental Services to provide follow-up education for problematic properties noted by waste collection crews

RISK CATEGORY

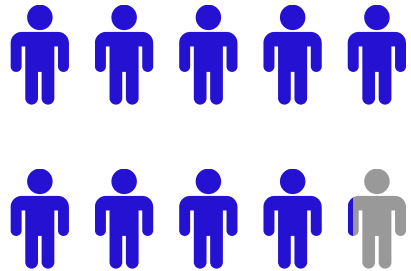
IDENTIFIED RISK

RISK PROBABILITY

MITIGATIVE STRATEGIES



PARTICIPATION RATE = 10%



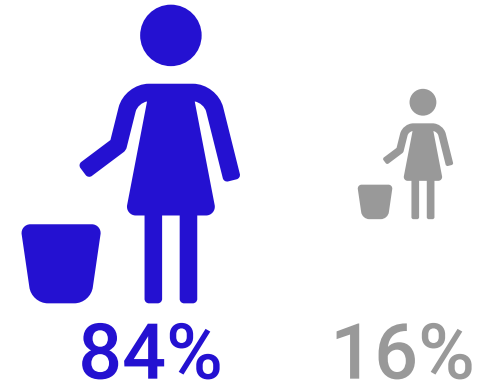
91%

91% of households are currently participating in the Blue Box program

Participation Rate: The percentage of households on a roadside collection route who set out recyclables at least once in a consecutive four week period.

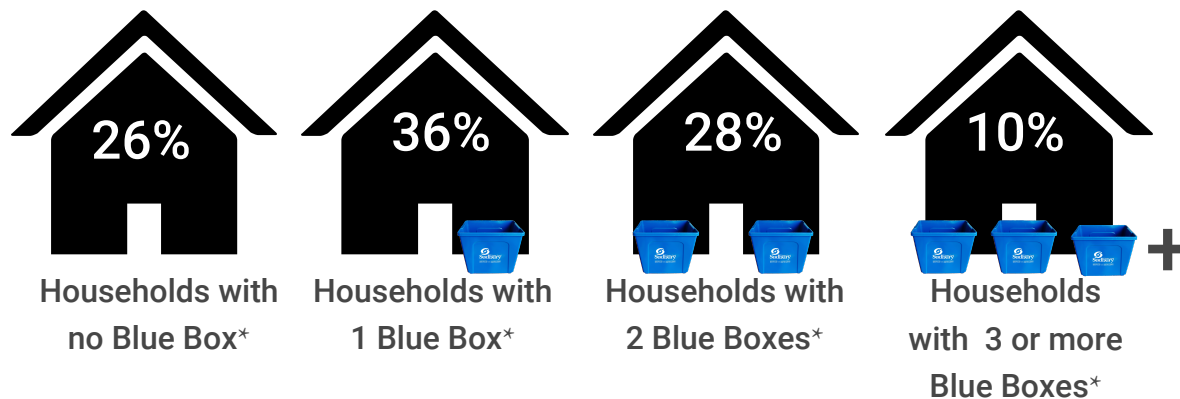
SET-OUT RATE

84% of households set out a Blue Box Recycling Container on collection day



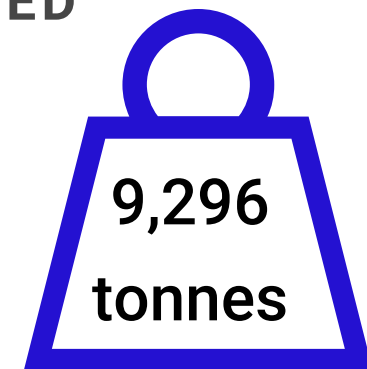
Set Out Rate: The percentage of households on a roadside collection route setting out recyclables on the day of collection. As a percent, the set out rate is the number of households setting out recycling on a collection day divided by the total number of households available to set out material.

NUMBER OF BLUE BOX RECYCLING CONTAINERS PER HOUSEHOLD



*For this measurement, one (1) Big Blue was considered equivalent to two (2) blue boxes

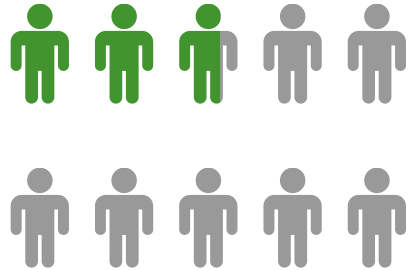
TONNES OF RESIDENTIAL BLUE BOX MATERIALS DIVERTED



GREEN CART ORGANICS

2018

PARTICIPATION RATE = 10%



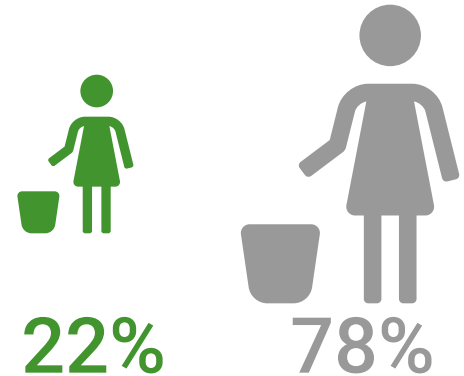
27%

27% of households are currently participating in the Green Cart program

Participation Rate: The percentage of households on a roadside collection route who set out organics at least once in a consecutive four week period.

SET-OUT RATE

22% of households set out a Green Cart on collection day

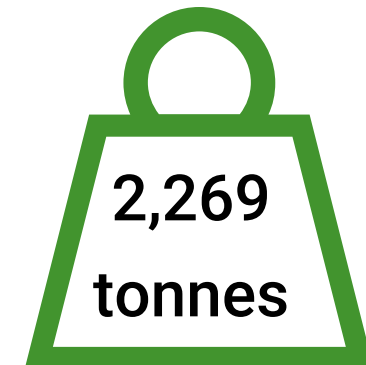


Set Out Rate: The percentage of households on a roadside collection route setting out organics on the day of collection. As a percent, the set out rate is the number of households setting out organics on a collection day divided by the total number of households available to set out material.

NUMBER OF GREEN CART ORGANICS CONTAINERS PER HOUSEHOLD



TONNES OF RESIDENTIAL GREEN CART MATERIALS DIVERTED



ROADSIDE GARBAGE COLLECTION

2018

PARTICIPATION RATE = 10%



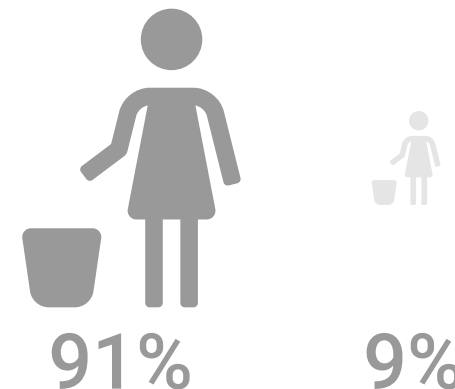
97%

97% of households are currently participating in Roadside Garbage Collection

Participation Rate: The percentage of households on a roadside collection route who set out garbage at least once in a consecutive four week period.

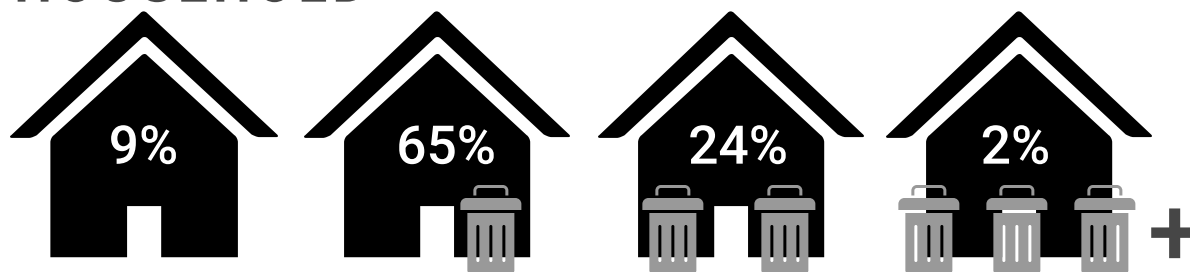
SET-OUT RATE

91% of households set out garbage on collection day



Set Out Rate: The percentage of households on a roadside collection route setting out garbage on the day of collection. As a percent, the set out rate is the number of households setting out garbage on a collection day divided by the total number of households available to set out material.

NUMBER OF GARBAGE CONTAINERS PER HOUSEHOLD



Households with no Garbage Containers

Households with 1 Garbage Container

Households with 2 Garbage Containers

Households with 3 or more Garbage Containers

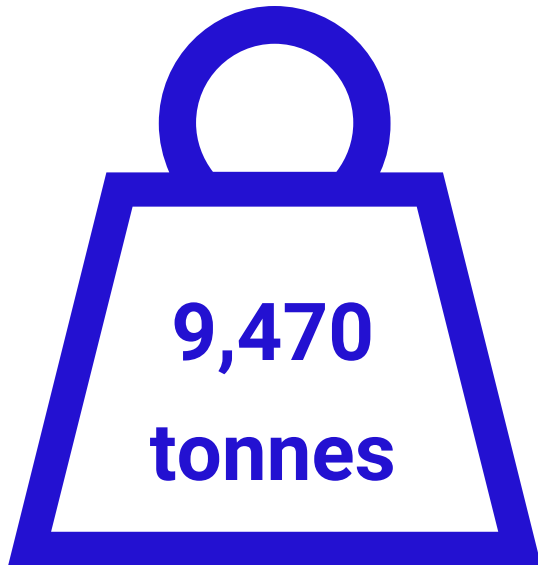
KILOGRAMS OF GARBAGE DISPOSED PER HOUSEHOLD



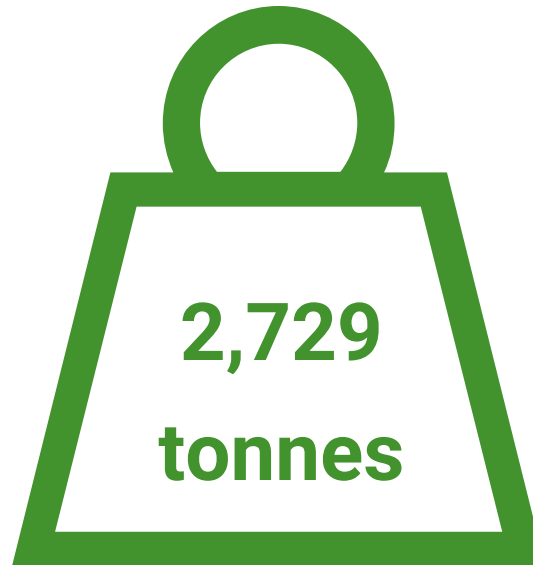
BLUE BOX, GREEN CART AND GARBAGE WEIGHTS

2019

**TONNES OF
RESIDENTIAL
RECYCLING DIVERTED**



**TONNES OF
RESIDENTIAL
ORGANICS DIVERTED**



**KILOGRAMS OF
GARBAGE DISPOSED
PER HOUSEHOLD**



SPECIAL SUPPORT PROGRAMS

2018

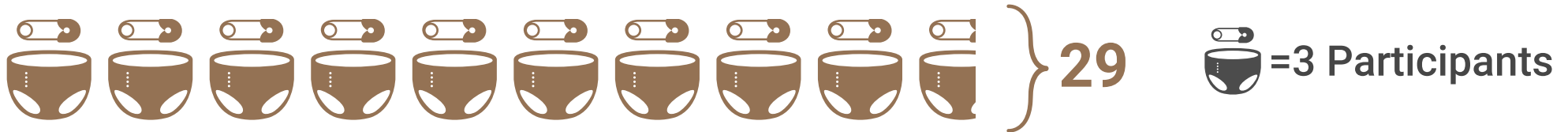
HOME VISITS AND FIELD INSPECTIONS



DIAPER WASTE SUPPORT PROGRAM PARTICIPANTS

 = 10 Participants

CLOTH DIAPER SUPPORT PROGRAM REBATES



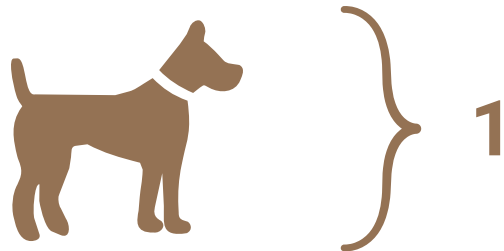
MEDICAL CIRCUMSTANCE SUPPORT PROGRAM PARTICIPANTS

 = 10 Participants

4,264 tags
distributed



PET WASTE DIGESTER REBATES



PET WASTE EXEMPTION PROGRAM



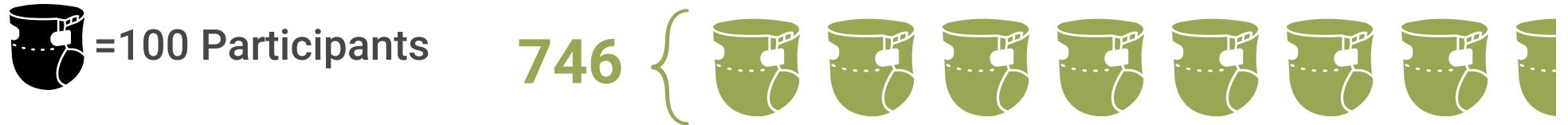
SPECIAL SUPPORT PROGRAMS

2019

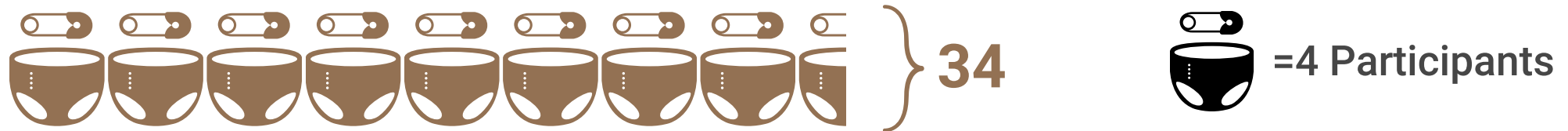
HOME VISITS AND FIELD INSPECTIONS



DIAPER WASTE SUPPORT PROGRAM PARTICIPANTS



CLOTH DIAPER SUPPORT PROGRAM REBATES



MEDICAL CIRCUMSTANCE SUPPORT PROGRAM PARTICIPANTS



PET WASTE DIGESTER REBATES



PET WASTE EXEMPTION PROGRAM



SALES, DISTRIBUTIONS & SUBSCRIPTIONS 2018

WASTE WISE APP SUBSCRIBERS



1,421



=100 Subscribers

RESIDENTIAL BAG TAGS SOLD

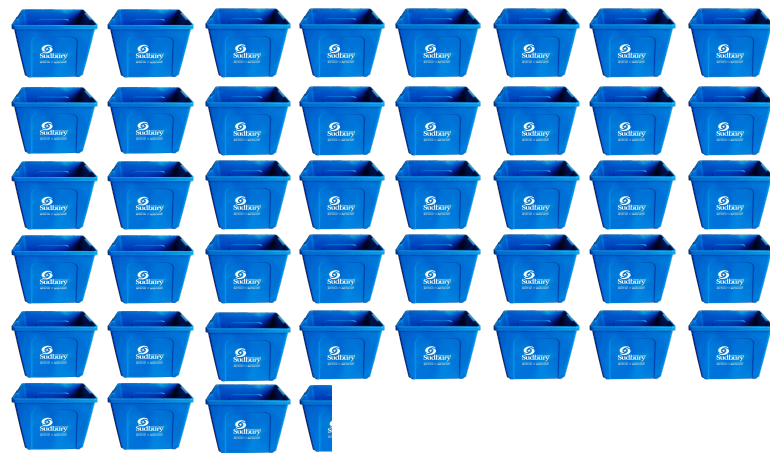


5,435



=1000 Tags Sold

PROVISION OF BLUE BOXES & GREEN CARTS



10,844  =250 Blue Boxes

1,784  =100 Green Carts

BIG BLUES SOLD



1,885  =100 Big Blues

SALES, DISTRIBUTIONS & SUBSCRIPTIONS

2019

WASTE WISE APP SUBSCRIBERS



5,786



=400 Subscribers

RESIDENTIAL BAG TAGS SOLD



9,605



=2000 Tags Sold

PROVISION OF BLUE BOXES & GREEN CARTS



18,205



=500 Blue Boxes



7,555



=500 Green Carts

BIG BLUES SOLD



3,138



=200 Big Blues

PAID FACEBOOK ADVERTISING

Photo Ad



Reach



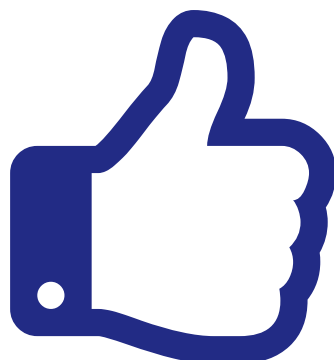
32,093

Post Engagement



2,462

Video Ad



37,288



20,888

Reach: The number of times the ad appeared on a Facebook user's timeline

Post Engagement: The number of reactions, comments, or shares on the ad

NON-PAID POST ON CITY FACEBOOK PAGE



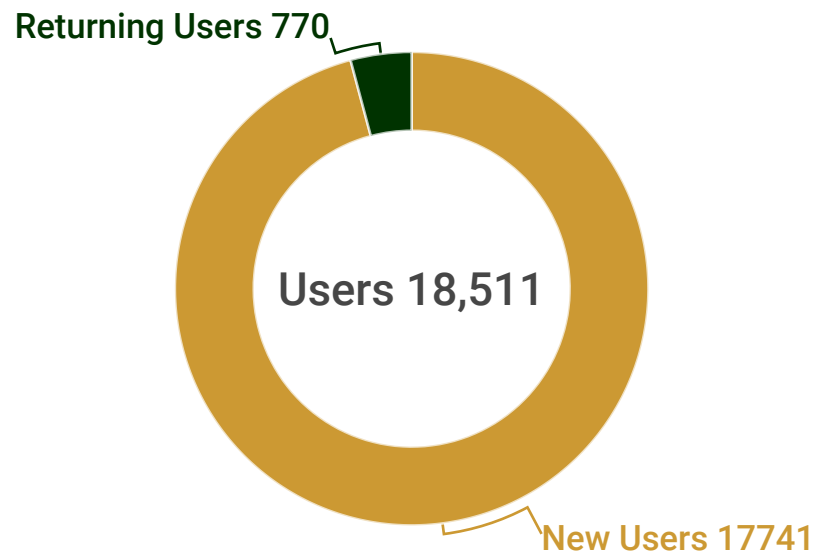
 = 1,000 views



CITY OF GREATER SUDBURY WEBSITE AND 3-1-1 INQUIRIES

2019

GREATERSUDBURY.CA/ONEBAG



Users: Number of residents who visited the website

New Users: Number of users who had never visited [greatersudbury.ca](https://www.greatersudbury.ca) before

Returning Users: Number of users who had visited [greatersudbury.ca](https://www.greatersudbury.ca) before

3-1-1 ONE BAG INQUIRIES

Pre One Bag Limit Implementation
July 1 to September 30, 2019



Post One Bag Limit Implementation
October 1 to December 31, 2019

