



CITY OPERATIONS

WASTE SERVICES

2023/2024 Annual Service Plan



LAND ACKNOWLEDGMENT

Waste Services acknowledges that our City lies within the traditional land of Treaty 6 Territory. We acknowledge this land as the traditional territories of many First Nations such as, the Nehiyaw (Cree), Dene, Nakota Sioux (Stoney), Anishinaabe (Saulteaux) and Niitsitapi (Blackfoot). We also acknowledge this as the Métis' homeland and the home of one of the largest communities of Inuit south of the 60th parallel.

The City of Edmonton owes its strength and vibrancy to these lands and the diverse Indigenous Peoples whose ancestors' footsteps have marked this territory. Settlers from around the world continue to be welcomed here and call Edmonton home.

Together, we call upon all our collective honoured traditions and spirits to work in building a great city for today and future generations.

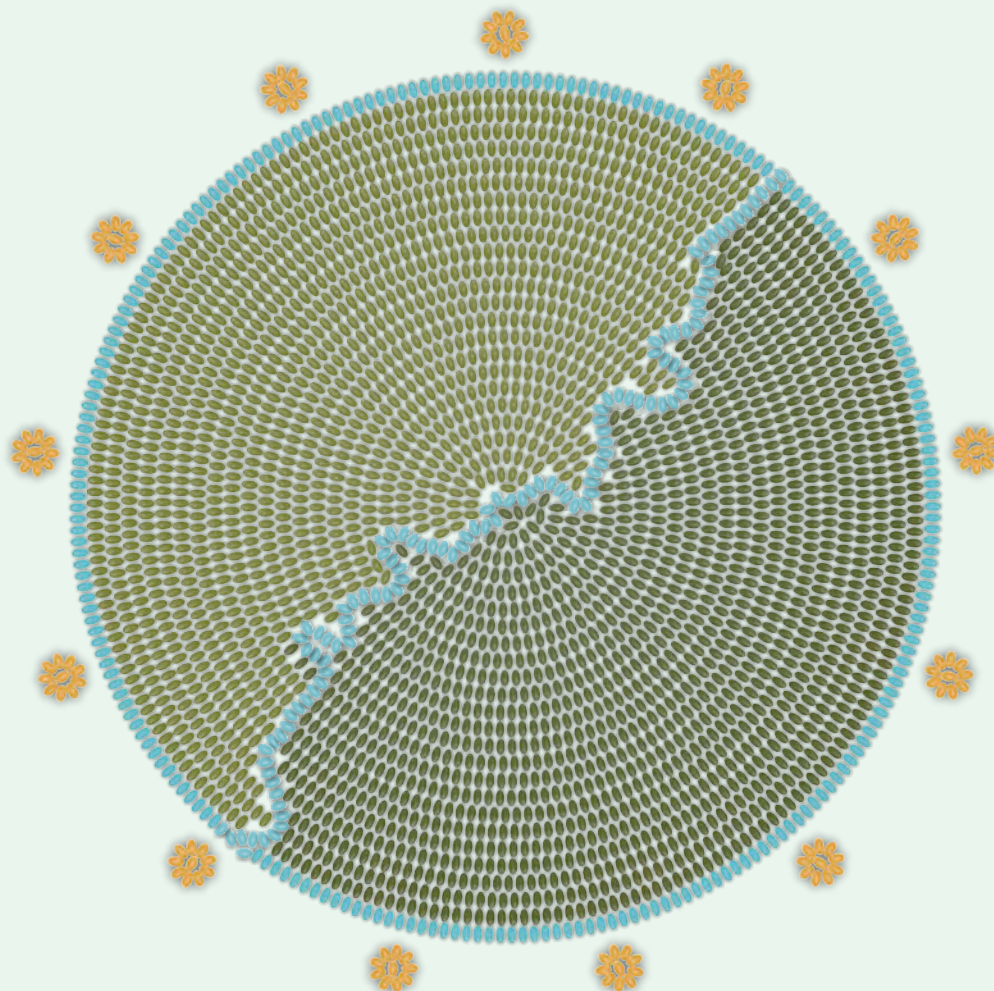


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CITY MANAGER'S COMMITMENT STATEMENT TO HEALTH AND SAFETY



ANDRE CORBOULD
CITY MANAGER

SAFE

We value, respect and protect the physical, mental and emotional well-being of each other and those we serve.

HELPFUL

We care about people's experiences. We work with them and for them, to seize opportunities, address challenges and deliver outstanding service.

ACCOUNTABLE

We are trusted and empowered to embrace our responsibility for our actions, decisions and behaviours.

INTEGRATED

We get the best results when we align our diverse ideas, knowledge and efforts in shared purpose.

EXCELLENT

We perform to the highest standard. We passionately pursue innovation and continuously improve ourselves, our teams and our city.

The City of Edmonton is committed to providing a safe and healthy experience for all employees and visitors (e.g. contractors, volunteers, citizens). A workplace where employees feel valued, appreciated and are empowered to work safely.

Our workforce safety and employee health program informs how we keep our workplaces and employees safe, healthy and well. We conduct our business so that it meets or exceeds occupational health and safety legislation, industry best practices and City standards. We also strive to continuously align with *The National Standard for Psychological Health and Safety in the Workplace* along with other industry-leading best practices in mental health and wellness.

The responsibility for health, safety and wellness is shared by all employees throughout the organization, as well as those providing services on behalf of the City. All leaders have additional responsibilities to lead by example, promote health, safety and wellness and take action to implement practices that support the physical, psychological and social well-being of employees.

Working with stakeholders, including the public, we continuously improve our health and safety management systems to ensure the safest and healthiest environment for our employees. This dedication to employee safety and well-being is one way we bring our cultural commitments to life.

A handwritten signature in black ink, appearing to read 'Andre Corbould'.

Andre Corbould
City Manager

EXECUTIVE LEADERSHIP TEAM (ELT) COMMITMENT TO SAFETY

The City of Edmonton has an Occupational Health and Safety (OHS) program which is independently audited every three years. The Executive Leadership Team supports the following recommended actions from the City's 2022 Certificate of Recognition (COR) Audit of our OHS system:

Completing our 2022 COR Safety Audit Actions

- » Complete all branch audit action items
- » Regularly update and monitor the progress of audit actions
- » Attend and present action progress at the bi-annual COR Audit Performance Process (CAPP) event

Advancing Health & Safety Committees (HSC)

- » Complete and record HSC training for all committee members
- » People Leaders attend and actively participate in HSC meetings
- » Ensure each HSC has a current and signed terms of reference
- » HSCs receive regular communication and participation in audit action items and audit preparation

Improving Safety Inspection Performance

- » People leaders complete the required number of inspections as per corporate standard
- » People leaders complete the planned safety inspection awareness toolkit training
- » Diversify inspections by completing field/activity, equipment and tool and facility inspections
- » Actively manage and maintain the inventory of people leaders in the safety data management system and their required amount of inspections



- » Review branch inspection performance quarterly and communicate outcomes

Enhancing Incident Investigations for Injury Prevention

- » Monitor performance related to incident investigation closures quarterly
- » Focus on ensuring causes and corrective actions are identified and completed
- » Apply new Incident Management Standard in the branch and provide resources to develop incident management procedures in applicable sections
- » Ensure supervisors and leaders are trained to the new Incident Management Standard requirements.

2025 COR Audit Preparation

- » Ensure safety documentation is organized and ready for audit submission (inspections, investigations, HSC meeting minutes, Emergency Response Plans and drills, etc.)
- » People leaders and HSC members participate in audit element pulse checks
- » Determine which pulse check recommendations to implement and assign and monitor for completion

MESSAGE FROM THE DEPUTY CITY MANAGER



EDDIE ROBAR
DEPUTY CITY MANAGER

I want to begin by saying how proud I am of the great work each of you do, and to thank you for your continued commitment and the valuable contributions you bring to your work each day.

Creating an engaging work environment and ensuring you feel valued as an employee is very important to me. I want your workplace to be a great place to come to each day, a place where you feel respected and empowered to grow and develop.

I am committed to enhancing our inclusive workplace culture leveraging the six essential elements to a **positive employee experience** that the City has identified through best practices and research: meaningful work, growth opportunities, supportive environment, wellness, trust in leadership, empowered employees.

Together, we all help shape our **workplace experience**. I believe that when we feel engaged and supported, we create a safe and welcoming environment to collaborate, bring forward diverse perspectives to the table, and find inclusive solutions to any challenges or opportunity before us.

When we work together in this way, it translates to delivering programs and services to all Edmontonians in a way that promotes equity, anti-racism and reconciliation in our community.

I want to highlight **five priority areas** for City Operations this year:

- » **Improve employee and public safety** in the spaces we operate and maintain. Safety is key to how we work to ensure everyone goes home safely at the end of each day. It includes physical, mental and emotional well-being. We will continue to work closely with our Occupational Health & Safety partners throughout 2024 to ensure robust processes and safeguards are in place. We will also focus on public safety, including transit safety, Vision Zero and downtown clean-up to keep Edmontonians moving and working safely.
- » **Build greater trust and confidence with Council and Edmontonians** by aligning expectations with the service levels we can deliver within approved budgets. This means being accountable and transparent to the people we serve as well as being fiscally responsible.
- » **Align service levels to resources** by taking time to better understand the service standards currently in place as we work to serve the needs of all Edmontonians. As we recover from service adjustments of previous years, we continuously need to show that delivering on expected service levels is directly tied to aligning our people, time and equipment with the Council-approved budget for that service. It includes our material and asset inventory like buses, roadways, open spaces, vehicle maintenance, waste collection schedules.

- » **Encourage integration and greater alignment** across our department and the corporation. We will build stronger relationships and better processes to achieve department and corporate goals so we can deliver better services to residents.
- » **Focus on climate mitigation and adaptation** by increasing City Operations' capacity and ability to support, adapt and respond to the impacts of climate change. Fleet and Facility Services and Edmonton Transit Service are working toward climate mitigation with the new hydrogen bus pilot. ETS and Parks and Roads Services are committed to growing and maintaining a safe, reliable transportation network to help people make the shift to public transit and sustainable modes of transport. PARS is planting two million new trees by 2050 (Edmonton is recognized by the UN as a *Tree City of the World*). PARS Snow and Ice Control program is looking at different equipment, materials, and ways of operating within changing weather patterns. Waste Services implemented the single use plastics bylaw and is working to divert more compostable and recyclable material away from landfills.

I look forward to continuing to work together in an open, transparent way and moving forward with focus as we support the growth of a healthy, urban, climate-resilient Edmonton, deliver excellent services to Edmontonians and implement transformative initiatives across City Operations.

MESSAGE FROM THE BRANCH MANAGER



DENIS JUBINVILLE
BRANCH MANAGER



I'm excited for the opportunities the upcoming year holds, and, with the support of our exceptional and dedicated team, we are committed to meeting our community's residential waste services needs.

We continue to advance our 25-year Waste Strategy with the ultimate goal of helping our community reduce, reuse, recycle and divert waste from landfill. We commit to achieving these goals by developing and maintaining services with proven environmental benefits, while also finding efficiencies that will enable Waste Services to achieve continued low and stable utility rates.

We have accomplished many large pieces of work in 2023, including improving our diversion through refuse derived fuel, upgrades to our Materials Recovery Facility, the expansion of three-stream sorting to apartments and condos, and the implementation of the Single-Use Item Reduction Bylaw. Each of these initiatives was accomplished within budget while continuing to provide consistent and reliable waste collection and processing service.

2024 marks the fifth year of the 25-year Waste Strategy. To ensure we are meeting our commitments, we will report on our accomplishments over the past five years and set the course for the next five years. Throughout 2024 – in alignment with this strategy – our focus will remain on projects that reduce waste, protect our environment, increase diversion and create operational efficiencies. Our major projects include the continued transition of apartment and condo residences to three-stream source separation, promoting waste reduction and item reuse, integrating Extended Producer Responsibility into our recycling program and implementing new enterprise performance measures that capture the full social, environmental and operational benefits being achieved. Together, we will achieve great things for our community in the year ahead.

1.0 EXECUTIVE SUMMARY

Waste Services plays an essential role in The City Plan by enhancing livability and supporting Climate Resilience through proven technologies and finding efficient and effective ways to manage Waste. Our goal is to demonstrate leadership by encouraging and supporting residents, businesses and institutions to act as stewards of the environment. By promoting waste prevention, waste reduction, reuse of materials and circular economy innovations, Waste Services contributes to the City's Corporate Outcomes and to the goals established in the 25-year Waste Strategy.

In alignment with the Waste Services 2022–2025 Business Plan, Waste Services will:

- » Maximize residential waste diversion by optimizing existing waste sorting facilities and waste processing partnerships;
- » Engage with Edmontonians to improve waste sorting behaviour and increase waste reduction and reuse opportunities; and
- » Use policy, regulation, partnerships and market creation to influence waste reduction and diversion in the non-regulated business sectors.

Following these principles will allow Waste Services to achieve the following goals:

WASTE REDUCTION AND RESIDENTIAL DIVERSION

By using a Zero Waste Framework, the 25-year Waste Strategy promotes waste reduction and increased diversion of residential and non-residential waste from landfill.

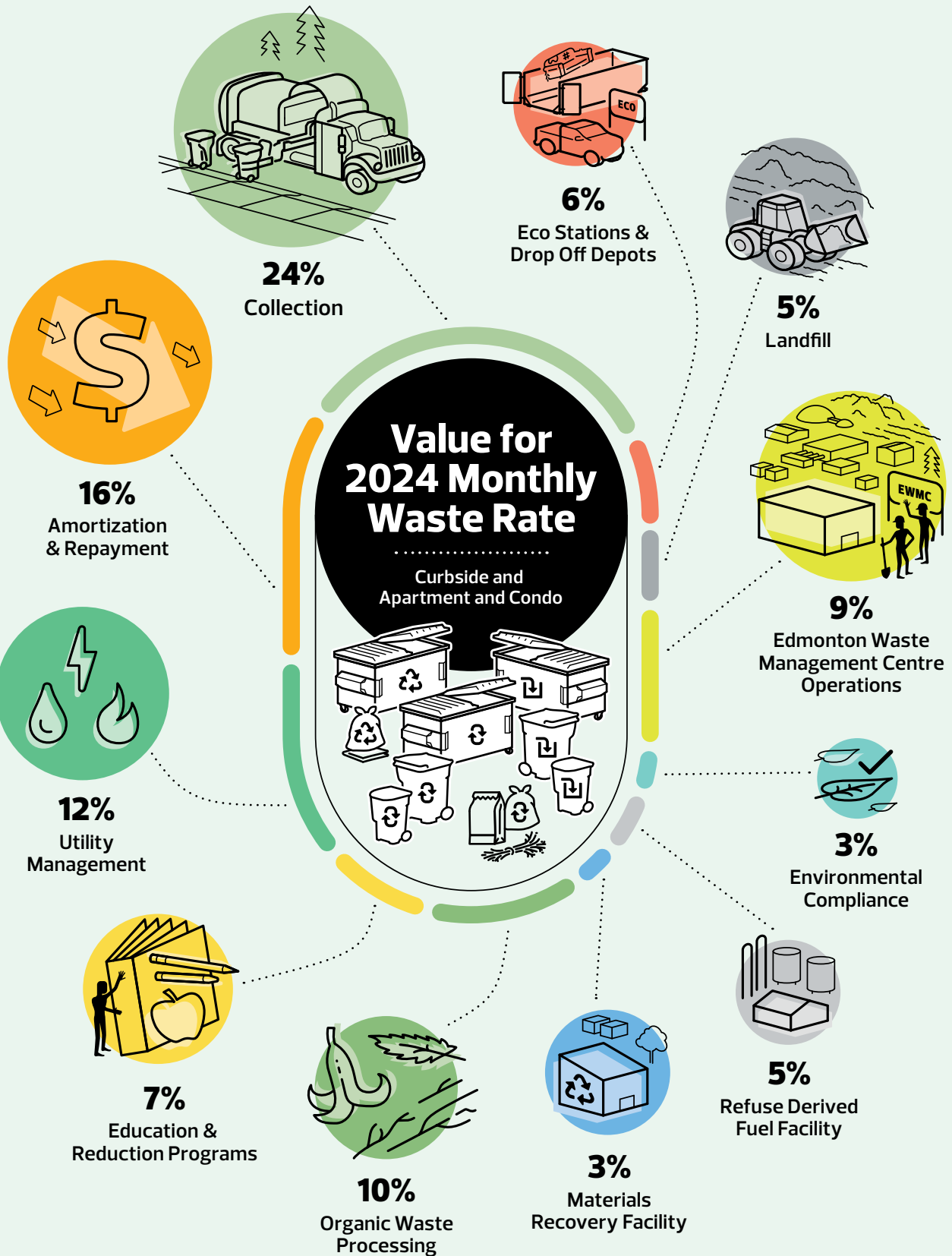


STABLE AND CONSISTENT UTILITY RATES

Waste Services will maintain stable and consistent utility rates, in alignment with the Waste Services Utility Fiscal Policy C558B, through service delivery adaptations and by pursuing opportunities to reduce service cost and generate additional revenue through the sale of beneficial waste byproducts.

DELIVER EXCELLENT SERVICES

Waste Services works to continually improve both direct service delivery to Edmontonians and operational activities, such as waste processing, through digital transformation, resource review, and optimizing internal customer journey maps. Continued employee safety and revised workforce training programs are intended to enhance physical and mental well-being, as well as future role readiness.



2.0 INTRODUCTION

The Waste Services Annual Service Plan 2023–24 provides an overview of service changes, major projects and infrastructure developments planned for 2024, while recapping some accomplishments from 2023.

2.1 STRATEGIC ALIGNMENT

This plan outlines priority actions that align us to realize the choices in Edmonton's City Plan and advance the four strategic goals of ConnectEdmonton to achieve our vision of:



HEALTHY CITY

Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians.



REGIONAL PROSPERITY

Edmonton grows prosperity for our metro region by driving innovation, competitiveness and relevance for our businesses at the local and global level.



URBAN PLACES

Edmonton neighbourhoods are more vibrant as density increases, where people and businesses thrive and where housing and mobility options are plentiful.



CLIMATE RESILIENCE

Edmonton is a city transitioning to a low-carbon future, has clean air and water and is adapting to a changing climate.

We advance these goals through the three corporate objectives described in the 2023–2026 Corporate Business Plan (updated July 2023):

Making Transformational Impacts.

We plan for opportunities that urban growth, a changing climate and prosperous region will bring.

Delivering Excellent Services.

We respond to the current needs of Edmontonians and the work we do allows people to live their best lives here.

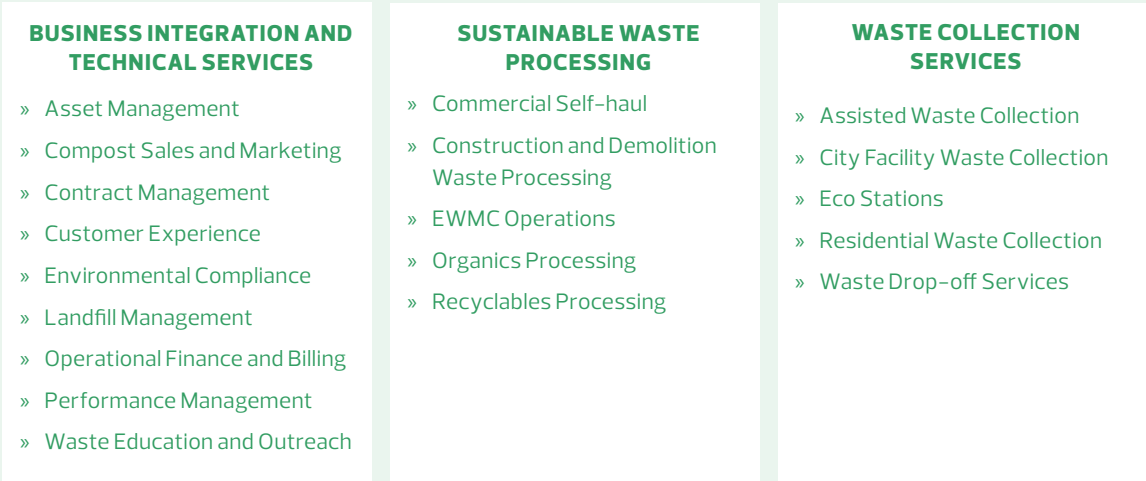
Managing the Corporation.

We continuously pursue new ways of building our capabilities, knowledge, processes and procedures to provide excellent services and value for tax dollars. This important work ensures the City of Edmonton can meet the evolving needs of the people and communities we serve.



2.2 BRANCH STRUCTURE

WASTE SERVICES





Business Integration and Technical Services is responsible for strategic branch initiatives, including the delivery of the 25-year Waste Strategy, and provides oversight for capital projects, day-to-day operations, branch business supports and waste education and outreach. In 2023, Waste Services merged the Business Integration and Technical Services sections into a unified section to oversee and coordinate the performance of the branch and its facilities. This section supports the environmental excellence of waste processing and collection, including asset and program management, regulatory compliance and engineering expertise. Key areas include performance management, analytics, contract management, customer experience, sales and marketing, utility rate filing and billing. This section is also responsible for the Reuse Centre and the Branch's education, outreach and volunteer programs that further resident engagement in sustainable waste practices and waste reduction efforts.

Sustainable Waste Processing receives and sorts residential and non-residential waste at the Edmonton Waste Management Centre. This integrated site is designed to handle more than 500,000 tonnes of waste per year. Facilities and operations are either owned and operated by the City or run on a contract basis with private industry. The focus of these facilities is to minimize the waste going to landfill and maintain environmental excellence in Waste Services operations.

Waste Collection Services provides efficient and effective residential waste collection to all segments of housing in Edmonton, including an Assisted Waste Collection program for Edmontonians with reduced mobility. The section also provides Edmontonians with multiple options for drop-off, including Eco Stations, Community Recycling Depots and Big Bin Events.

HIGHLIGHTS FROM 2023

HIGHLIGHTS FROM 2023

Customer Experience



3,312 GRADE 4 STUDENTS AND 776 ADULTS

PARTICIPATED IN WASTE EDUCATION TOURS AND PRESENTATIONS



62,000+ WASTE INQUIRIES
RECEIVED THROUGH 311
AND THE WASTE CUSTOMER
SUPPORT CENTRE

UTILITY RATE HELD AT 0.9%
FOR TWO YEARS (2023-2024)

WASTEWISE



230,000+ total
collection day reminders

28,000+



new mobile installs in 2023

490,000+

Materials searched
for in 2023

2.7 million+

Total WasteWise app sessions

REUSE CENTRE

96% total
diversion rate



170 tonnes
of incoming goods



86%
of goods recirculated
back into community



45,355
REUSE CENTRE
VISITORS

WASTE OUTREACH



1,600

residents downloaded
the WasteWise App
when prompted by
Waste Outreach
educators



5,800+

FACE-TO-FACE CONVERSATIONS
WITH APARTMENT AND CONDO
RESIDENTS

78%

COMMITMENT RATE
FOR BOTH FOOD
SCRAPS SORTING
AND RECYCLING

2,226 hours

volunteered by Master
Composter Recyclers



**120 Master
Composter Recyclers**
recorded volunteering hours

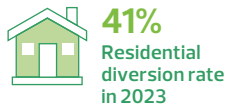


MASTER COMPOSTER
RECYCLERS VOLUNTEERED
1,095 TIMES

24,550
people reached
by the Master Composter
Recycler Program

2,600+
visits to businesses
from single-use item
outreach staff

Environmental Impact



15,000+ 
tonnes of yard waste
collected or dropped off

 **200,000+**
TONNES

OF CURBSIDE WASTE
RECEIVED AT EDMONTON
WASTE MANAGEMENT CENTRE
(JANUARY - NOVEMBER)

 **3** waste
characterization
studies
completed

75,000+ tonnes of apartment and condo waste
received at Edmonton Waste Management
Centre (January - November)

Safety & Engagement

 **31%**
INCREASE IN
PROACTIVE NEAR-
MISS REPORTING

 **8** in-house certification
courses introduced
in July

 **135**
training courses
conducted in 2024

40% increase in
certification rate in 2023

 **OVER 400 EMPLOYEES**
COMPLETED INTERNAL
CERTIFICATION AND
COMPETENCY TRAINING

SOP review rate in areas
participating in SOP program
training is **98%**

53 Waste Services
STAFF NOMINATED FOR CULTURAL
COMMITMENT AWARDS

Service Delivery and Transformation

191,000+ units
from 3,200 sites with apartment
and condo collection

264,000+ 
homes with three-stream
curbside waste collection

 **2,108,939 km**
driven by City collection
vehicles

8,400 
customers served
at 8 Big Bin Events

 **464,000+**
Eco Station visits

12,000 UNITS
BEGAN RECEIVING
THREE-STREAM
WASTE COLLECTION
IN 2023

918,000+ tonnes
of waste dropped
off at 8 Big Bin
Events

 **2023 WASTE
REDUCTION AWARD**
– Single-use Item
Reduction Bylaw
from the Recycling
Council of Alberta

 **1,000+**
CUSTOMERS RECEIVING
ASSISTED WASTE
COLLECTION



2.4.1 Apartment and Condo Collection Three-Stream Rollout

The Apartment and Condo Collection Program is rolling out three-stream waste separation (food scraps, recycling and garbage) to Edmontonians receiving apartment and condo collection, providing them with equal waste sorting and collection to those receiving curbside collection service. The rollout began in October 2023 to buildings in southeast Edmonton. Almost 12,000 homes at 157 sites transformed their waste collection system in the last few months of 2023. By 2027, approximately 167,000 homes across almost 3,400 properties will have three-stream waste collection, providing all residential customers in Edmonton with accessible, equitable waste sorting and collection service.

2.4.2 New Waste Services Bylaws

Two significant new bylaws took effect in 2023, advancing the progress the City is making towards its waste reduction goals.

The Waste Services Bylaw sets standards for the safe, cost-efficient, effective and environmentally responsible management, collection and processing of waste in the City of Edmonton. In early 2023, the Bylaw was updated to include the program changes to apartment and condo collection, allow for the use of any material to bag food scraps, remove waste disposal fines already covered in other bylaws and add more detail to waste container set-out requirements. The Bylaw was also rewritten in plainer

language, helping all Edmontonians and businesses understand and comply with the Bylaw.

Edmonton's Single-Use Item Reduction Bylaw took effect on July 1, 2023. The Bylaw prioritizes eliminating unnecessary single-use items (SUI) and making reusable alternatives the standard. Film plastic shopping bags and foam food serviceware were banned, while single-use cutlery, utensils and other accessories (straws, napkins, condiment packets) are now only available by request. Restaurants are required to serve dine-in drink orders in reusable cups and have written policies for accepting reusable cups from customers. Fees for new paper and reusable shopping bags were also introduced to further reduce waste and encourage customers to consider bringing their own reusable bags instead. Waste Services supported awareness of the Bylaw through communication campaigns, outreach and waste education programs.

2.4.3 Materials Recovery Facility (MRF) Upgrade

The Materials Recovery Facility (MRF) processes recyclables collected in recycling bags, bins and at recycling depots. This material is sent to downstream recyclers for final processing with residuals returning to the Integrated Processing and Transfer Facility for Refuse Derived Fuel preparation.

The upgrade to the MRF is now complete. Total annual processing capacity has almost doubled from approximately 40,000 tonnes to 70,000 tonnes.



All sorting equipment has been replaced with new machines – including three optical sorters and one sorting robot – as part of an updated process flow which is consistent with best industry practice and meets the long-term needs of Edmonton's program. The enhanced MRF will increase waste diversion from landfill and move the City closer to its diversion rate goals.

2.4.4 Extended Producer Responsibility (EPR) Registration

The Government of Alberta introduced an Extended Producer Responsibility (EPR) Regulation effective November 30, 2022, impacting how recyclable and hazardous materials are managed in Alberta. The regulation moves the responsibility for collecting and processing certain waste materials to the organizations creating and distributing these materials. Until now, these responsibilities are managed and administered by municipalities, including the City. The Alberta Recycling Management Authority (ARMA) is responsible for administering both categories of materials, and is empowered to create bylaws to regulate the system. The regulation also allows for the creation of Producer Responsibility Organizations (PROs), established and funded by the organizations identified as producing recyclable and hazardous materials in the community, who will administer the collection and processing of these materials.

The City has registered with ARMA for EPR with

respect to single-use packaging and printed paper products (PPP) as well as hazardous and special products (HSP). Registration will allow Edmonton to participate in EPR beginning in April 2025, when the PROs assume responsibility for collecting and processing materials in these streams. Two Edmonton Waste Management Centre (EWMC) facilities, the MRF and the Refuse Derived Fuel Facility, have been registered as processing facilities capable of accepting waste materials. Registration enables PROs to utilize these facilities to provide services related to the handling and processing of collected materials. Waste Services continues to support EPR regulation and is working to ensure recycling services to Edmontonians under EPR are consistent, effective and contribute to waste reduction in Edmonton.

2.4.5 Groundwater Diversion System

The City is responsible for managing the long-term liabilities of the closed Clover Bar Landfill and monitoring the environmental impact of residual waste and its byproducts. To continue compliance with regulatory requirements, the groundwater diversion system has been enhanced to minimize the impact of surrounding groundwater in and around the Clover Bar Landfill.

2.4.6 Waste Education And Outreach

The Waste Education and Outreach (WEO) team provides volunteer programs, educational tours, environmental education, outreach focused on behaviour change, home composting education, and operational training. WEO also manages the Reuse Centre, helping to keep usable items out of landfill and promoting a circular economy.

After shifting to an online model during the COVID-19 pandemic, WEO resumed hosting in-person EWMC tours and waste presentations in the summer of 2023. These tours and presentations allow students and residents to gain first-hand experience of how waste is managed by the City. Due to popularity and demand, WEO has continued to offer virtual tours and waste presentations.

Compost School is a self-directed interpretive site for Edmontonians to learn about home composting, how to use compost, and what to do with grass and leaves and food scraps. It reached a record number of visitors in 2023. Staff spoke with 1,900 visitors and hosted its fourth annual Pumpkin Smash (368 visitors who helped smash 278 pumpkins), which helps engage attendees in waste reduction and home composting.

The Reuse Centre offers educational programs aligned with the Alberta educational curriculum. They focus on waste reduction, reuse, food waste, as well as textiles and clothing. All programs are offered both in-person and virtually. The Reuse Centre also has an annual Waste Reduction and Reuse (WRR) Grant. This grant provides funding for innovative initiatives that reduce residential waste and increase participation in the City of Edmonton's waste diversion. A total amount of \$75,000 is available under the WRR Grant program for awards to one or more successful applicants – 2023 was the grant's most successful year with a total of \$67,855 of funds approved for eligible projects.

A new program, DIY Thursdays, are free workshops hosted at the Reuse Centre focused on building skills to help residents reduce waste. Since launching in the summer of 2023, the Reuse Centre has provided a space for nonprofits like Goodwill and the Edmonton Tool Library, as well as local experts, to share their knowledge on topics like bike repair, sewing, gardening and more. DIY Thursdays further the Reuse Centre's goal of connecting Edmontonians who share a passion for reducing waste.

Waste Services built an internal partnership with River Valley Parks & Facilities (with the City's Community Services Department) to give straw bales from City toboggan hills to Edmontonians at no charge. Waste Services hosted 10 events, distributed 900 straw bales and chatted with 400 people. The 250 remaining straw bales were made available at Eco Stations. Straw bales were previously landfilled or composted by the City. These events allowed residents to collect bales for their own use while

reducing the need for the City to collect straw bales for disposal.

The Waste Outreach Program reached a new stage of maturity in 2023 with two outreach teams working to advance the goals of the 25-year Waste Strategy for both apartment and condo collection and single-use items. The first outreach team, supporting apartment and condo collection, visits residents at their homes to explain the new sorting and collection program. The team members answer questions and collect data to maximize the long-term success of waste sorting behaviours. The second outreach team supported the Single-use Item Reduction Bylaw by visiting food service businesses before and after the Bylaw took effect. Canvassers helped educate business owners and collected data to improve compliance and knowledge of the bylaw for both owners and customers.

2.4.7 Customer Experience Improvements

The Waste Customer Support Team helps residents with questions about their waste collection, drop-off services and how the branch operates. The Customer Support Team is implementing a new tool to more efficiently handle emails, route requests to subject matter experts and collect detailed data on inquiries. This data will improve how resident questions are categorized and escalated to decision-makers, allowing Waste Services to continue responding effectively to residents.

2.4.8 Waste Services Operational and Safety Training

After its creation in 2022, the Waste Services Training team has made significant accomplishments in 2023 by rolling out five major initiatives. Each initiative has been geared towards making a positive impact on the employee experience in the following ways:

- » Introducing the graduated achievement training and competency program to provide structure and measurability in training. This will help leaders



and evaluators meet training and competency objectives, while prioritizing safety through identifying site-specific criteria and ingraining forward thinking in training delivery.

- » Enabling growth through implementing the Instruction Partner Development Initiative. This pilot project will see frontline employees, on a rotating basis, spend a six-month term with the Waste Services Training team where they will collaborate, share knowledge and seek to improve understanding of employee and program perspectives.
- » Promoting digital literacy by preparing our frontline employees for the full introduction of Enterprise Commons. By rolling out a branch-wide tablet pilot, frontline employees gain practical experience and enhance their job-specific abilities in the digital workplace. This pilot is done in collaboration with Waste Collection Services as they modernize their fleet of collection trucks.
- » Standardizing and automating training by implementing a Waste Services Training Shared Drive. The WST Drive supports the Branch centrally by creating a shared resource with oversight for people leaders to track, manage and request training. Many processes are automated, providing efficiency and effectiveness for supervisors to ensure employees receive the training they need.



- » Providing in-house instruction to staff, enabling flexible scheduling, lowering costs and helping to create Waste Services-specific curriculums.

2.4.9 Purchasing Modernization Project

Waste Services streamlined branchwide purchases by centralizing the purchasing function for the branch. Staff were reassigned, trained and brought on to accomplish this work. The centralization and standardization of work processes allowed for a workforce optimization of 25 per cent. During this transition, up to 90 per cent of Waste Services contracts were converted to Ariba, further increasing standardization and efficiency.

2.4.10 Waste Data Transparency

To show the progress of Waste Services' diversion targets and how residents' waste sorting habits impact processing, an interactive waste flow diagram has been added to the Open Data Portal illustrating how residential waste – categorized by stream (garbage, recycling, food scraps and yard waste) – is received, sorted, diverted and disposed of. Visitors are able to see the volume of waste collected by the City and how much of this waste is recycled, composted or landfilled. This initiative improves the transparency and accessibility of data collected by Waste Services in line with the Open Data Strategy.



3.0 2024 PROJECTS AND INFRASTRUCTURE

Each year, Waste Services takes on a range of projects that support its operations and the services it provides. Many of these projects and infrastructure improvements are not public-facing but are necessary for the branch to continue to innovate and strengthen its services in Edmonton. The following is a summary of some of these projects and services.

3.1 25-YEAR WASTE STRATEGY IMPLEMENTATION AND REVIEW

In September 2019, City Council approved the 25-year Waste Strategy, identifying program development in the first five-to-seven years. Some of these programs, such as the Edmonton Cart Rollout and Corporate Waste Transformation, have been completed. Continued strategy implementation in 2024 includes:

Single-use Item Strategy

The Single-use Item Reduction Bylaw, passed on July 1, 2023, takes several measures to reduce single-use items in Edmonton, including a 15 cent fee for new paper bags and a \$1 fee for new reusable bags to encourage customers to bring their own bags. On July 1, 2024, the bag fees are scheduled to increase to 25 cents per new paper bag and \$2 for new reusable bags.

To measure the impact of the strategy, baseline waste characterization studies were conducted before the Bylaw came into effect. Waste characterization studies are ongoing and scheduled for completion in 2025 and 2027. Overall, the City aims to reduce the number of regulated single-use items used in Edmonton by 20 per cent within four years.

Corporate Waste Transformation

Waste Services also aims to reduce the amount of waste it produces as a branch. Waste Services will discontinue the mass mailout of curbside collection calendars to over 200,000 homes in 2024 and will further promote digital alternatives, including the WasteWise app which has almost 230,000 mobile app downloads.

2024 will mark the fifth year of the strategy implementation. A review will be conducted to evaluate and assess progress, identify adjustments if needed, and recommend program development in the next five-to-10 years. This work will start in 2024 and include the following components:

Industrial, Commercial and Institutional (ICI) Program Development

Edmonton's residential waste management has seen significant changes in the past four years. Source-separated waste collection is available to all homes served by curbside collection, and the rollout of source-separated waste collection is underway at buildings with apartment and condo collection. Specific to the ICI sector, Waste Services will begin developing a strategy to identify waste reduction and diversion goals and opportunities as part of the next phase of the 25-year Waste Strategy. This project will require extensive collaboration with Edmonton's business community, particularly with small businesses. In 2024, research and public engagement for this project will begin, helping Waste Services understand and develop an appropriate path to reducing waste in the ICI sector.

Waste Reduction Strategy Updates

In 2020, Waste Services led the development of Edmonton's first Waste Reduction Roadmap, a work plan identifying programs, services and regulations to reduce waste produced by all sectors in Edmonton. This roadmap set waste reduction objectives for the next four years. The three focus areas in the Waste Reduction Roadmap are:

- » Removing barriers to zero waste innovation and circular economy initiatives
- » Supporting Edmontonians in making the behavioral and operational shifts necessary to reduce waste
- » Increasing awareness of and participation in waste reduction programs

In 2024, work will begin on a scheduled five-year review of the 25-year Waste Strategy to assess the success of its objectives. This review will also help



inform and update the Waste Reduction Roadmap, providing an update on its progress and establishing goals for the next five years.

3.2 APARTMENT AND CONDO COLLECTION THREE-STREAM ROLLOUT

The rollout of three-stream collection to all apartment and condo buildings in Edmonton will continue in 2024 through the Apartment and Condo Collection Program. In late 2023, many buildings in southeast Edmonton received sorting materials, food scraps pails, collection bins and carts for food scraps and recycling, and visits from City staff. Once all buildings in southeast Edmonton are participating in three-stream waste sorting and collection, the rollout will begin again in northeast Edmonton. Waste Services will work to introduce three-stream sorting in northeast Edmonton for the remainder of 2024 and into 2025 before moving to southwest and northwest Edmonton in future years. The rollout is expected to be completed in 2027.

3.3 EXTENDED PRODUCER RESPONSIBILITY (EPR) WORK

Responsibility for delivering collection and recycling services to residents under EPR regulation will transfer to producers on April 1, 2025. In 2024, Waste Services will work with Producer Responsibility



Organizations (PROs), business entities delegated to manage EPR obligations, to continue providing recycling services to Edmontonians. Subject to successful negotiations, the City intends to collect and process designated recyclable materials at its facilities and continue providing recycling services on behalf of the PRO. This would result in full cost recovery for the recycling program and would enable Waste Services to continue to apply its expertise in the collection and drop-off of designated materials.

3.4 EDMONTON WASTE MANAGEMENT CENTRE (EWMC) INFRASTRUCTURE

The EWMC is home to a unique collection of waste processing facilities. To help Waste Services maintain its environmental excellence, 2024 will see the progression of multiple infrastructure projects, including the following:

1) EWMC Scalehouse Electrical Service Upgrade and EV Charging Stations

An electrical upgrade is required to fully support the future expansion of the scalehouse and operations building. Both emergency and normal power are currently in one conduit and must be separated to meet provincial requirements. As the City adds electric and hybrid vehicles, and more collection trucks, new charging stations are required. Upgrades to the transformer will also enable Waste Services to meet the needs of a growing electric vehicle fleet.

2) Residential Transfer Station Upgrades

The Residential Transfer Station (RTS), located at the EWMC, has been providing waste drop-off services for nearly 40 years. It accepts and sorts waste that cannot safely be collected in the garbage stream, including electronic waste, household hazardous waste, paint, and large items. The RTS gives residents the opportunity to sort their waste into different streams that Waste Services can then transport off-site or deliver to other facilities at the EWMC for further processing.

The RTS is in need of improvements and upgrades, which were approved in the 2023–2026 budget. Buildings and structures are at their end of life and require investment to continue providing efficient and effective services. Some improvements will include replacing structures, restructuring traffic lanes and reorganizing how the staff and the visitors drop off and sort waste streams.

3) EWMC Water Distribution System Upgrade

To determine the capacity and effectiveness of the existing process water and fire water supply for the EWMC, Waste Services retained a contractor to perform a water distribution system analysis. Based on the results, Waste Services will initiate a project to increase water capacity and supply at several EWMC facilities and locations, and add more fire hydrants throughout the EWMC to improve access and distribution.



4) MRF Tip Floor Building Remediation & Expansion

The tip floor at the MRF is where all recyclables are unloaded by collection trucks prior to sorting. This project will assess the need for additional tip floor capacity as recycling services expand to other sectors of Edmonton and recycling volumes increase. After determining whether additional capacity is needed, the tip floor expansion building will be remediated to align with codes and stabilize the facility structure.

3.5 NEW WASTE COLLECTIONS VEHICLES

Waste Services has made strides in modernizing and upgrading its fleet of vehicles to provide efficient and effective three-stream waste collection at apartments and condos. In 2024, Waste Services is expecting to receive new front-load collection vehicles to support the three-stream waste collection rollout across Edmonton.

3.6 ORGANICS PROCESSING PROGRAM

In 2023, Waste Services processed almost 90,000 tonnes of food scraps and yard waste collected at curbside, apartments and condos, or dropped off at Eco Stations and the EWMC. The amount of organic waste collected is expected to increase with the expansion of three-stream waste sorting and collection to other sectors in Edmonton, and by 2027 all residential customers in Edmonton will have access to food scraps sorting and collection. Waste Services is

reviewing its organics processing program to determine the best strategies for processing food scraps and yard waste as Edmonton grows, and will introduce a future plan for the program in 2024.

3.7 WASTE-TO-ENERGY

Waste-to-energy facilities divert waste from landfill and can produce fuels, heat or power through the combustion of non-compostable, non-recyclable waste. The City currently operates a waste-to-energy program through its Refuse Derived Fuel Facility, and has expressed interest to private industry for diverting additional waste through a newly built waste-to-energy facility in the Edmonton area.

3.8 CORONATION ECO STATION

Coronation Eco Station, the City's smallest and second-oldest Eco Station, was built in 2000 to provide safe and efficient waste drop-off services to residents in northwest Edmonton and the surrounding area. To continue providing excellent service to visitors and responsibly manage the City's facility assets, Waste Services will initiate a project to expand Coronation Eco Station.

Upgrades will improve vehicle access to the Eco Station, add more waste drop-off bins, redevelop the administration areas, fix drainage and roadway issues and expand the overall site footprint. Project design and planning will occur in 2024, leading to a presentation of a report and business case for consideration by Council in late 2024.

3.9 COMPOST SCHOOL UPDATE

Compost School is a unique site in Edmonton, located beside Fort Edmonton Park and John Janzen Nature Centre, helping residents learn about home composting and how to build healthy soil. In 2024, Waste Services will re-landscape the site and replace the shed and deck. The new site will be more open and accessible to visitors. Improving interpretation resources will highlight the many ways Edmontonians can use grass, leaves, branches – and even food scraps – for healthy soil, better growing, biodiversity, sustainability, and to reduce waste.

3.10 CITY OPERATIONS INITIATIVES

Waste Services supports the following department and corporate initiatives:

Enterprise Commons (EC)

Like every workplace, aging systems need to be replaced and adapted to a changing work environment. Better data sharing allows us to streamline processes, improve accuracy and provide better reporting with more reliable information and improved data security. Moving to a single, cloud-based system will put the right processes and technology in place to enable us to enhance services in the future. Enterprise Commons will provide employees with reliable data and allow City Operations to strengthen how they work. Some of the following are examples:

- » **Plant Maintenance** will allow the department to organize and coordinate resources, provide visibility to maintenance costs, determine workforce efficiency, prevent equipment failures and support continuous improvement.
- » **Safety** (Sodales) will strengthen the ability to report and track incidents with enhanced methods to conduct safety inspections online and obtain critical information related to each incident.
- » **Supply Chain** will ensure we have what we need to determine optimal levels of inventory required, reducing excess inventory costs, automate our procure-to-pay processes, and deliver supplier cost savings, strategic sourcing as well as ensure the availability of critical components required to maintain equipment.

Employee and Community Experience (ECE)

The Employee and Community Experience (ECE) is an initiative spearheaded by City Operations and is the first of its kind in the City. Its goal is to coordinate the five department committees working to enhance equity for diverse groups, elevate the profile of these committees, highlight leadership commitment, improve integration among the committees and ensure diversity, equity, inclusion, anti-racism and reconciliation are core considerations when conducting our work in City Operations.

Accessibility Action Committee

The City Operations Accessibility Action Committee helps staff apply an accessibility lens to their work and find ways to provide access and participation opportunities for people with disabilities.

Accessibility is fundamental to quality of life, well-being and engagement of people with disabilities throughout society. Examples of accessibility actions being worked on within City Operations include:

- » Expanding the City's Assisted Waste Collection Program
- » Performing accessibility audits on public transit infrastructure and public engagement strategies to gather input on transit vehicle accessibility
- » Delivering travel training to ETS customers with disabilities and mobility challenges
- » Developing strategies to prioritize accessibility considerations in snow and ice removal
- » Developing and delivering disability awareness training for staff that provide direct service to the public

These City Operations actions are part of the [Corporate Accessibility Plan](#), which is the City's first three-year roadmap and includes 70 actions. This work also supports the City's commitment to accessibility outlined in the [Accessibility for People with Disabilities Policy C602](#).

Diversity and Inclusion (D&I) Committee

The City Operations D&I Committee supports implementing the pillars (Diversity, Equity, Skill and Growth) and the objectives and actions of the City's D&I framework. Members act as change agents by championing D&I and promoting the City as an employer of choice. In 2023, the committee focused on implementing its new action plan which was created with input from committee members and informed by corporate employee survey diversity data. Actions included:

- » Inclusion Experience Week (April 2023): hosted a Spring Festivals and Religious Traditions Speakers Panel

- » Developed a Community of Practice for Hiring Managers in City Operations to share best practices related to D&I in hiring
- » Developed a City Operations Onboarding Package with a D&I focus

In 2024, the committee will continue to implement its D&I department action plan, enhance communication of D&I events and resources to front line staff, build on the momentum of the community of practice, and support corporate D&I initiatives.

City Operations Gender-Based Analysis Plus (GBA+) Centre of Excellence Committee

The City Operations GBA+ Centre of Excellence Committee helps build the mindset, heartset and skill set for City Operations employees to be more inclusive in their workplaces and in their work. The committee examines how City Operations programs, services, policies and initiatives impact employees and Edmontonians of all genders, ethnic origin, race, religion, age and intellectual or physical disabilities so as to better understand how to improve inclusivity and responsiveness to the needs of community and employees. Four interconnected goals guide the committee's action plan:

- » Build out City Operations GBA+ capacity
- » Professional development for City Operations GBA+ Centre of Excellence Committee members
- » Socialize GBA+ and progress GBA+ maturity
- » City Operations support for corporate work

In 2023, key actions included: assessing GBA+ maturity in the department; presentations to branch leadership teams; internal communications tools to further socialize GBA+; establishing GBA+ measures to record and track the Department's GBA+ maturity, and participation in the corporate-wide GBA+ review, which provided feedback and insights into the use of GBA+ practices, tools, and reporting mechanisms.

Indigenous Framework Implementation Committee

The Indigenous Framework Implementation Committee supports the corporate [Indigenous Framework](#) by promoting and supporting

greater understanding and positive and respectful relationships with Indigenous Peoples. City Operations can make a meaningful contribution in several areas to implement the Indigenous Framework. The Committee is working on several actions including:

- » Exploring the potential of expanding the Indigenous Artist in Residence program in partnership with the Indigenous Relations Office
- » Ensuring land acknowledgments are posted in facilities and included in City Operations documentation
- » Exploring ways of educating employees about the Indigenous Framework, the Truth & Reconciliation Commission's 94 Calls to Action and other important information intended to authentically advance reconciliation

Women@City Ops Committee

The Women@City Ops Committee was created to help promote and build a more diverse and inclusive culture. The committee aims to provide:

- » A space for all employees interested in focusing on supporting an environment to improve personal and professional growth
- » A networking space for all to support and learn from each other
- » Capacity to develop women with professional growth in various positions within City Operations
- » Close connections to other women encountering similar struggles and sharing those learnings with others to improve our operational work environments

In 2023, the committee profiled 20 women working in City Operations to celebrate International Women's Day and held a Spring Fair event with keynote speakers and roundtable discussions around breaking down barriers and supporting women in all roles. In 2024, the committee will focus on implementing a pilot mentorship program for women within the City Operations department and providing Lunch and Learn sessions on topics important to committee members and women within the department.

4.0 PERFORMANCE MEASUREMENT



- » The City of Edmonton continuously monitors and routinely reports on its performance through the Enterprise Performance Management (EPM) system. The EPM system aligns performance measurement to strategic goals and service standards to:
 - » Enable a better life for Edmontonians by being accountable for results
 - » Provide better service by understanding how we are doing and where we can improve
 - » Make better decisions by managing our performance with frequent and more accurate data

Waste Services has identified the following performance measures to demonstrate the extent to which goals are being achieved, targets are being met, and we are building trust and confidence



with City Council and the public through accurate reporting. Additionally, employees can see the positive impact their work has on these goals as well as the people we serve every day.



4.1 CUSTOMER PERFORMANCE MEASURES

MEASURE	MEASURE DESCRIPTION AND NARRATIVE	TRENDING STATUS
Curbside Organics and Recyclables Collected	<p>This metric measures the percentage of total waste set out for curbside waste collection as separated food scraps, yard waste or recycling (instead of mixed garbage). This helps evaluate changes over time in waste sorting and set out by residents with curbside collection.</p> <p>From January to November 2023, this measure was 59%, compared to 53% in 2022.</p>	
Curbside kg/unit Waste Generated	<p>This annual metric looks at the monthly average kg/unit of waste generated by the curbside program. From January to November 2023, annual results indicated a downward trend at 325 kg/unit, compared to 350 kg/unit in 2022.</p>	

4.2 OPERATIONAL PERFORMANCE MEASURES

MEASURE	MEASURE DESCRIPTION AND NARRATIVE	TRENDING STATUS
Residential Diversion Rate	<p>This metric measures residential waste diverted from the landfill. In 2023, this measure has continued improving with 41% residential diversion compared to 37% in 2022.</p>	
Number of Reportable Environmental Incidents	<p>This metric measures the number of environmental incidents that are reported. From January to November 2023, the number of reportable environmental incidents increased to 16 from 10 incidents in 2022.</p>	

APPENDIX: FINANCIAL SUMMARY

2024 BUDGET (000s)

Expenses	\$230,870
Revenue and Recoveries	(\$235,520)
Net Position	(\$4,650)

BUDGET SUMMARY

(000s)	Expenses	Recovery	Revenue	Net
Waste Collection Services	\$94,360	(\$500)	(\$93,860)	-
Sustainable Waste Management	\$139,910	(\$2,900)	(\$141,660)	(\$4,650)
Total	\$234,270	(\$3,400)	(\$235,520)	(\$4,650)



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