



The Corporation of the County of Wellington
Solid Waste Services Committee
Agenda

April 9, 2024

1:00 pm

County Administration Centre
Keith Room

Members: Warden Lennox; Councillors O'Neill (Chair), Anderson, Turton and Watters

	Pages
1. Call to Order	
2. Declaration of Pecuniary Interest	
3. Financial Statements as of March 31, 2024	2 - 3
4. Rothsay and Elora Waste Facility Upgrades- Project Details	4 - 7
5. Solid Waste Services Strategy Updates - Waste Facility Optimization	8 - 20
6. Blue Box Transition - Future County Role in Recycling	21 - 26
7. Closed Session	
8. Adjournment	

Next meeting date May 14, 2024 or at the call of the Chair.



County of Wellington
Solid Waste Services
Statement of Operations as of
31 Mar 2024

	Annual Budget	March Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$1,886,900	\$5,130	\$8,205	0%	\$1,878,695
Municipal Recoveries	\$0	\$8,515	\$8,515	0%	\$(8,515)
Licenses, Permits and Rents	\$31,100	\$0	\$29,669	95%	\$1,431
User Fees and Charges	\$3,762,400	\$245,603	\$753,384	20%	\$3,009,016
Sales Revenue	\$153,000	\$5,382	\$22,509	15%	\$130,491
Internal Recoveries	\$794,300	\$132,241	\$132,301	17%	\$661,999
Total Revenue	\$6,627,700	\$396,871	\$954,582	14%	\$5,673,118
Expenditures					
Salaries, Wages and Benefits	\$3,409,100	\$284,102	\$820,390	24%	\$2,588,710
Supplies, Material, Equipment	\$1,381,100	\$123,775	\$206,143	15%	\$1,174,957
Purchased Services	\$9,952,000	\$665,131	\$1,397,623	14%	\$8,554,377
Insurance and Financial	\$348,800	\$15,631	\$139,238	40%	\$209,562
Internal Charges	\$848,500	\$149,774	\$173,173	20%	\$675,327
Total Expenditures	\$15,939,500	\$1,238,412	\$2,736,566	17%	\$13,202,934
NET OPERATING COST / (REVENUE)	\$9,311,800	\$841,542	\$1,781,985	19%	\$7,529,815
Debt and Transfers					
Debt Charges	\$20,000	\$0	\$0	0%	\$20,000
Transfers from Reserves	\$(305,900)	\$0	\$0	0%	\$(305,900)
Transfer to Reserves	\$1,750,000	\$0	\$1,750,000	100%	\$0
Total Debt and Transfers	\$1,464,100	\$0	\$1,750,000	120%	\$(285,900)
NET COST (REVENUE)	\$10,775,900	\$841,542	\$3,531,985	33%	\$7,243,915



County of Wellington

04-April-2024

Solid Waste Services

Capital Work-in-Progress Expenditures By Departments
All Open Projects For The Period Ending March 31, 2024

	Approved Budget	March Actual	LIFE-TO-DATE ACTUALS			% of Budget	Remaining Budget
			Current Year	Previous Years	Total		
SWS Administration							
Waste Management Strategy	\$300,000	\$0	\$0	\$192,118	\$192,118	64%	\$107,882
Subtotal SWS Administration	\$300,000	\$0	\$0	\$192,118	\$192,118	64%	\$107,882
Equipment							
2023 SWS Equipment	\$1,590,000	\$0	\$93,299	\$1,145,402	\$1,238,701	78%	\$351,299
2024 SWS Equipment	\$320,000	\$0	\$0	\$0	\$0	0%	\$320,000
Subtotal Equipment	\$1,910,000	\$0	\$93,299	\$1,145,402	\$1,238,701	65%	\$671,299
Landfill and Transfer Stations							
2023 Site Imp: Road Maint	\$110,000	\$0	\$0	\$0	\$0	0%	\$110,000
Elora Remedial Work	\$25,000	\$0	\$0	\$0	\$0	0%	\$25,000
Elora Waste Facility Upgrade	\$2,450,000	\$37,651	\$37,651	\$4,070	\$41,721	2%	\$2,408,279
Riverstown Cell Dev PH2	\$870,000	\$0	\$0	\$0	\$0	0%	\$870,000
Riverstown Compliance Mitigati	\$500,000	\$0	\$0	\$1,984	\$1,984	0%	\$498,016
Riverstown: Leachate Syst Dev	\$2,600,000	\$0	\$0	\$131,029	\$131,029	5%	\$2,468,971
Riverstown: Pre Excavation PH2	\$365,000	\$0	\$0	\$223,424	\$223,424	61%	\$141,576
Rothsay Waste Facility Upgrade	\$900,000	\$22,010	\$22,010	\$2,214	\$24,224	3%	\$875,776
Subtotal Landfill and Transfer Statio	\$7,820,000	\$59,661	\$59,661	\$362,722	\$422,383	5%	\$7,397,617
Total Solid Waste Services	\$10,030,000	\$59,661	\$152,960	\$1,700,242	\$1,853,201	18 %	\$8,176,799



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Don Kudo, County Engineer
Date: Tuesday, April 09, 2024
Subject: **Rothsay and Elora Waste Facility Upgrades – Project Details**

Background:

As a follow up to the February 2024 Solid Waste Services (SWS) Committee meeting and Rothsay Waste Facility Upgrade Update report, we are providing this report to provide greater details for both the Rothsay and Elora waste facility upgrade projects. Specifically, details with respect to the scalehouses, scales, project estimate and tender are included in this report.

Scalehouses

The scalehouses for both the Rothsay and Elora sites will replicate the scalehouses built at other SWS sites. As these buildings are located on closed landfill sites, special features are required in the building design as required by the Ministry of Environment, Conservation and Parks (MECP) and to comply with the sites' Environmental Compliance Approval (ECA) requirements.

The requirements primarily are with respect to dealing with landfill gas. This requires the construction of a passive landfill gas venting system as part of the scalehouse construction. The overall project cost estimates include the passive landfill gas venting systems consisting of filter fabric, clear stone, perforated pipe, and vent pipe that is excavated to extra depth below the building's concrete slab foundation. Controls and monitoring of the landfill gas venting system is also required. The landfill gas venting system is estimated to cost approximately \$5,000.00 for each site.

Attached to this report are the preliminary cost estimates for the Rothsay and Elora scalehouses. In the overall project budgets, the scalehouse costs have been estimated at \$300,000.00 for each site. The estimates have been broken down into three main categories – structural/architectural, building mechanical, and electrical.

Scales

The scales for both the Rothsay and Elora sites will be similar to scales at other SWS sites. Due to the higher use of the Elora site, two scales are proposed for the site to allow for separated in and out movements for vehicles.

Project Estimates and Tender

The preliminary cost estimates with detailed unit pricing provided by the County's consultant, Associated Engineering, utilised industry standard estimating software that compiles current construction pricing information for similar projects. The cost of the design fee for Associated Engineering is not tied to the project construction cost.

Staff have been working closely with Associated Engineering on the project design with a plan to be tender ready in May, 2024. The project team has reviewed ways to reduce the project cost by reducing the amount of paved surface for the sites. In order to achieve further possible project cost savings, the two projects will be tendered together as one tender with the expectation that the larger contract tender scope and item quantities will result in lower tender prices. The tender will include a provisional item for site paving and will include an option to use granular material for the site surface treatment. This will allow staff to recommend a tender award based on a lower cost option if necessary.

Preliminary submissions and discussions with local municipalities with respect to site plan and building permit approvals have been undertaken and the project estimates are subject to change due to these approval requirements. The approval of site ECA amendments from the MECP is still pending. With a possible May, 2024 tender, project construction is expected to take place in Summer 2024.

Strategic Action Plan:

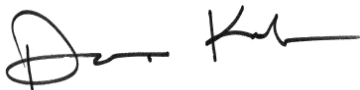
This report relates to the following objectives and priorities in the County's Strategic Action Plan:

- Making the Best Decisions for the Betterment of the Community
- Best infrastructure in place to meet the current and future needs of the community.

Recommendation:

That the report "Rothsay and Elora Waste Facility Upgrade – Project Details" be received for information.

Respectfully submitted,



Don Kudo, P. Eng.
County Engineer

Attachments:

Rothsay Transfer Station - Preliminary Cost Estimate - Engineer's Opinion of Probable Costs
Elora Transfer Station - Preliminary Cost Estimate - Engineer's Opinion of Probable Costs

**Rothsay Transfer Station
Preliminary Cost Estimate
Engineer's Opinion of Probable Costs**

ITEM	SPEC. NO.	DESCRIPTION	EST. QUAN.	UNIT	ENGINEER'S ESTIMATE	
					UNIT PRICE	AMOUNT
ARCHITECTURAL & STRUCTURAL						
		Total Building Area	43.95	m ²	\$3,660.00	\$160,857.00
					SUBTOTAL:	\$160,857.00
BUILDING MECHANICAL						
		Air Handling Unit	1	L.S.	\$18,000.00	\$18,000.00
		Exhaust Fans	2	ea	\$1,000.00	\$2,000.00
		Ductwork	1	L.S.	\$15,000.00	\$15,000.00
		Grilles & Diffusers	5	ea	\$600.00	\$3,000.00
		Water Heater & Mixing Valve	1	L.S.	\$5,000.00	\$5,000.00
		Plumbing	1	L.S.	\$9,000.00	\$9,000.00
		Plumbing Fixtures	1	L.S.	\$4,500.00	\$4,500.00
		Well Water Filtration System	1	L.S.	\$12,000.00	\$12,000.00
		Insulation	1	L.S.	\$6,000.00	\$6,000.00
		Testing & Balancing	1	L.S.	\$3,500.00	\$3,500.00
					SUBTOTAL MECHANICAL:	\$78,000.00
ELECTRICAL						
		New Main Distribution (Main Disconnect, Automatic Transfer Switch, Meter Box)	1	L.S.	\$15,000.00	\$15,000.00
		Gate Relocation	1	L.S.	\$3,000.00	\$3,000.00
		Uninterrupted Power Supply	1	L.S.	\$1,000.00	\$1,000.00
		Methane Detectors and Alarms	1	L.S.	\$2,000.00	\$2,000.00
		Smoke Detectors and Alarms	1	L.S.	\$2,000.00	\$2,000.00
					SUBTOTAL ELECTRICAL:	\$23,000.00
					SUBTOTAL ALL DIVISIONS (Excluding H.S.T.):	\$261,857.00
					10% Contingency allowance Items (excluding H.S.T.)	\$26,185.70
					TOTAL ESTIMATE PRICE (EXCLUDING H.S.T.):	\$288,042.70

**Elora Transfer Station
Preliminary Cost Estimate
Engineer's Opinion of Probable Costs**

ITEM	SPEC. NO.	DESCRIPTION	EST. QUAN.	UNIT	ENGINEER'S ESTIMATE	
					UNIT PRICE	AMOUNT
ARCHITECTURAL & STRUCTURAL						
		Total Building Area	47.65	m ²	\$3,660.00	\$174,399.00
SUBTOTAL:						\$174,399.00
BUILDING MECHANICAL						
		Air Handling Unit	1	L.S.	\$18,000.00	\$18,000.00
		Exhaust Fans	2	ea	\$1,000.00	\$2,000.00
		Ductwork	1	L.S.	\$15,000.00	\$15,000.00
		Grilles & Diffusers	5	ea	\$600.00	\$3,000.00
		Water Heater & Mixing Valve	1	L.S.	\$5,000.00	\$5,000.00
		Plumbing	1	L.S.	\$9,000.00	\$9,000.00
		Plumbing Fixtures	1	L.S.	\$4,500.00	\$4,500.00
		Well Water Filtration System	1	L.S.	\$12,000.00	\$12,000.00
		Insulation	1	L.S.	\$6,000.00	\$6,000.00
		Testing & Balancing	1	L.S.	\$3,500.00	\$3,500.00
SUBTOTAL MECHANICAL:						\$78,000.00
ELECTRICAL						
		New Main Distribution (Main Disconnect, Automatic Transfer Switch, Meter Box)	1	L.S.	\$15,000.00	\$15,000.00
		Gate Relocation	1	L.S.	\$3,000.00	\$3,000.00
		Uninterrupted Power Supply	1	L.S.	\$1,000.00	\$1,000.00
		Methane Detectors and Alarms	1	L.S.	\$2,000.00	\$2,000.00
		Smoke Detectors and Alarms	1	L.S.	\$2,000.00	\$2,000.00
SUBTOTAL ELECTRICAL:						\$23,000.00
SUBTOTAL ALL DIVISIONS (Excluding H.S.T.):						\$275,399.00
10% Contingency allowance Items (excluding H.S.T.)						\$27,539.90
TOTAL ESTIMATE PRICE (EXCLUDING H.S.T.):						\$302,938.90



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Das Soligo, Manager of Solid Waste Services
Date: Tuesday, April 09, 2024
Subject: **Solid Waste Services Strategy Update – Waste Facility Optimization**

Background:

In 2015, the Solid Waste Services (SWS) Committee initiated a short to long-term strategic review of waste and diversion programmes and services. The various topics were organized and scheduled for analysis based on their relationship with other topics in their group, and the appropriate time to evaluate them.

One of these groupings of topics was titled Waste Facility Optimization, which were an assortment of short-term options considering the best use of the County of Wellington’s waste facilities. In February 2019, a report titled “Solid Waste Services Strategy – Waste Facility Optimization” was presented. The topics that were evaluated were:

Topic	Task
Waste Facility Operations	
➤ Optimal number and location of waste facilities	Analyze site trends and usage and determine number and location of waste facilities, in order to balance operating costs, customer service and meeting diversion targets
➤ Vision of how to use waste facilities	Assess the best use of existing waste facilities. To be utilized as they are now, or re-oriented to be “Diversion Centres”?
➤ Explore materials that can be managed at sites	Cost-benefit analysis of collecting and diverting various materials such as leaf and yard waste, shingles, drywall, plastic bags, mattresses, carpets, etc.

In February 2019, the Solid Waste Services (SWS) Committee and County Council decided to maintain the same number of waste facilities at their existing locations, while shifting the operations to focus on diverting as many materials from landfill as reasonably possible by adopting the Diversion Centre Model that was presented in the report.

Following discussions during the February 2024 SWS Committee meeting, staff were requested to bring forward an updated Waste Facility Optimization report.

Context:

The County of Wellington accepted responsibility for waste management services in 2001, including the ownership of 17 active and closed landfill sites which were transferred to the County from its

member municipalities. All but one of these landfill sites are now closed (i.e. no longer burying waste) and five of the closed landfills are operated as transfer facilities for many types of solid waste, as explained in the Materials Management section below.

With direction established to maintain operations at all County waste facilities, funding has been set aside to upgrade the facilities at the Elora and Rothsay sites to bring the patron and working experience in alignment with the other operational transfer stations. Inflationary pressures have led to escalating costs for these necessary upgrades, which in turn has prompted the request to revisit the strategic plan in relation to the best use of the waste facilities.

Framework:

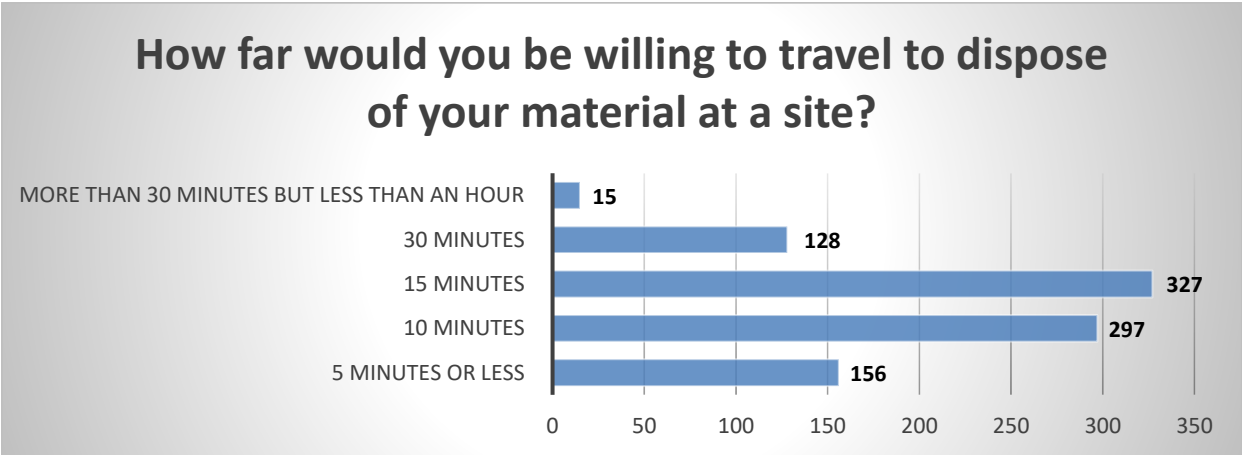
The SWS Strategy developed a foundational framework to be used in assessing all activities and topics evaluated under the Strategy. This framework includes the County’s goal to deliver:

- ✓ Excellent Customer Service
- ✓ Sound Financial Management
- ✓ Environmental Stewardship

Through the adoption of guiding principles for the Solid Waste Services Strategy, and through past decisions by County Council to expand diversion opportunities (i.e. the green bin programme and leaf and yard waste programmes) while progressively increasing tipping fees, the County of Wellington has placed a high premium on extending the life of the Riverstown landfill site through waste diversion.

The operation of waste facilities meets all the goals that were established through the SWS Strategy. They are convenient destinations located throughout the County which give residents the opportunity to dispose of many materials, at a single location. Beyond the convenience for residents, waste facilities enable waste diversion in a cost-effective manner. In fact, the County has no greater tool at its disposal to maintain and increase waste diversion, than its waste facilities. These sites allow for materials to be bulked and prepared for processing and recycling, while also providing capacity and flexibility to meet new regulations which could create new stewardship programmes.

Balancing residents’ expectations around service levels with financial and environmental considerations involves many competing factors. SWS staff undertook a two-week survey of site users at all waste facilities in March 2024. As an example, the following table shows the responses to a question on travel time:



As can be seen by the results, the majority of surveyed site users state that they would not be willing to drive more than 10 – 15 minutes to a waste facility. These results support the notion that the County’s waste facility infrastructure needs to be convenient, in order to maximize diversion and diversion opportunities. Further, the results suggest that the waste facilities play an important role in the County’s integrated waste management system, in that conveniently located facilities dispersed across the County better enable efforts to extend landfill capacity through waste diversion.

Materials Management:

The County’s five transfer stations allow for the management and diversion of a number of materials, many of which are challenging or not possible to effectively manage through other service alternatives, such as curbside collection. The table below displays the various services and drop-off options available at waste facilities, and highlights which of those same functions could be offered at the curbside, at community drop-off locations, or through private contractor services. The symbols in the table indicate:

- ✓ materials which are currently managed using this service;
- \$ materials which could be provided using alternate services, such as curbside collection, private contractors or community drop-off locations, but at an additional cost to the County or resident; and
- X materials that are problematic or not possible to be managed using curbside collection services

Services	Waste Facilities	Curbside Collection	Other - Specify
Blue Box Recycling	✓	✓	NA
Bagged Waste	✓	✓	NA
Bulky Items	✓	\$	\$ - Private Contractor
Servicing Businesses and Contractors	✓	\$	\$ - Private Contractor
Household Hazardous Waste (HHW)	✓	X	Mobile HHW Depot
HHW Plastics/Rigid Non-Blue Box Plastics	✓	X	NA
Electronics	✓	X	Community Drop-off
Tires	✓	X	Community Drop-off
Scrap Metal	✓	X	Community Drop-off
Wood Waste	✓	X	NA
Brush	✓	X	\$ - Private Contractor
Appliances Containing Freon	✓	\$	\$ - Community Drop-off
Freon Removal Service	✓	X	\$ - Private Contractor
Emergency Management - disaster debris management	✓	X	X
Clothing Recycling	✓	\$	Community Drop-off
Reuse Centres	✓	X	Community Run Thrift Stores
Flexibility to Manage New Designated Materials	✓	X	NA
Ability to Manage/Divert New Materials (shingles, mattresses, carpet, drywall etc.)	✓	X	NA

Services	Waste Facilities	Curbside Collection	Other - Specify
Distribution Points for Green Bin, Blue Boxes, User Pay Bags, and Composters	✓	X	NA

While there are alternate pick-up or drop-off options available for some of the many materials that are currently managed at County waste facilities, there is no other location in the County that can manage all of these materials in one place. The waste facilities provide a unique opportunity for residents and businesses to dispose of all their various waste materials in one place, while also allowing for many of these materials to be separated and diverted from landfill. In the absence of convenient disposal, many individuals will dispose of materials in the waste stream. For example, if a renovation is occurring at a residence, without convenient waste facility disposal opportunities, a bin service is a logical service alternative. Contractors will throw all items into a bin for waste disposal, rather than separating and finding a location to divert these materials.

For a resident to dispose of some of these items at other drop-off locations in the community, there would need to be a desire on the part of the resident to seek out the appropriate location(s), and deliver their materials there. Otherwise, the easiest course of action is to simply put all waste materials into a garbage bag or bin, resulting in a loss of resources by not diverting them from landfill, and potentially harming the environment.



The March 2024 survey of site users shows that most residents and businesses drop-off a variety of materials when they use the sites. These results again reinforce the role that waste facilities play in supporting waste diversion efforts.

Assessment:

SWS staff have identified four different approaches to the future operation of the County’s waste facilities. In addition to keeping the status quo, three distinct alternate approaches can be taken to plan for the future use of the County’s waste facilities. These alternative approaches are:

1. **Reconfigure waste facilities to a “Diversion Centre” model** – determine the costs and benefits of reconfiguring waste facilities to improve and expand waste diversion opportunities
2. **Status quo** – do not change the current number or location of the County’s waste facilities and the services provided at the facilities
3. **Develop a new waste facility** – explore the feasibility of a new waste facility, in order to improve access in the eastern part of the County (i.e. Guelph Eramosa and Erin)
4. **Close waste facilities** – assess the impacts of ceasing operations at one or more waste facilities across the County

The “Diversion Centre Model” is unique in that it can be applied to any of the other three scenarios. For that reason, this approach will be evaluated separately from the other approaches in the assessment tables.

Each of the other three alternate approaches will be assessed against the status quo, according to the following criteria:

- **Level of Service** – assess how a given approach will impact the current level of service
- **Potential Financial Impacts** – assess the increase or decrease in costs of a given approach
- **Potential Environmental Impacts** – assess how different approaches will impact environmental factors
- **Flexibility to Change** – assess how alternate approaches allow for adapting to future changes in waste management programmes, legislation and industry trends

Level of Service:

Assessment Table – Level of Service	Approach		
	1	2	3
Better geographic distribution of waste facilities	✓	✓	x
Improved access to disposal and diversion options	✓	✓	x
Less driving distance for residents and businesses	✓	✓	x
Modern infrastructure - all sites have same features	✓	✓	✓
Greater access to distribution points for user pay bags, composters, and blue boxes	✓	✓	x
Enhanced ability to manage disaster debris from extreme weather events	✓	✓	x
Increased utilization of curbside service	x	x	✓

Approach 1 – Status Quo Approach 2 – New Waste Facility Approach 3 – Closing Waste Facilities

From a service level perspective, maintaining the status quo number and location of sites or developing a new facility, provides a higher level of service than closing sites, as there would remain greater access to waste facilities and the services they provide.

	Number of Customers by Site in 2023						Total
	Aberfoyle	Belwood	Elora	Harriston	Riverstown	Rothsay	
Total	20,221	57,135	83,688	27,873	21,726	9,210	219,853
Weekly Average	389	1,099	1609	536	418	177	4228

On the busiest days of the year, staff at the Elora site process an average of 145 transactions an hour (or one every 25 seconds) throughout an eight-hour day. Conversely, staff at the Rothsay transfer station process an average of 21 transactions an hour on the busiest days of the year.

The site infrastructure at these two locations has not been updated to the same standards as other County waste facilities, as historically they were seen as potential candidates for closure and replacement by facilities in other locations (i.e. in the Ospringe and the Alma areas). Maintaining Rothsay and Elora as operational sites requires the facilities to be updated to have similar infrastructure as the other County transfer stations.

Closing waste facilities decreases access to the variety of services available at waste facilities, but would have the benefit of increasing participation in the curbside collection programme. Closing a waste facility is also likely to result in significant public opposition, as was experienced when the Hillsburgh transfer station was scheduled to be decommissioned due to negative environmental impacts of operating a transfer station on top of a closed landfill site.

However, past experience suggests that attempting to open a new facility may face even greater challenges. The waste facility that was proposed in the Ospringe area in 2002, and revisited in 2007, did not proceed, and was the subject of sustained local opposition. The cancellation of this project occurred despite many years of public consultation and a number of consultant studies and impact assessments which concluded that the transfer station could be operated without causing negative environmental impacts.

Potential Financial Impacts:

Assessment Table – Potential Financial Impacts	Approach		
	1	2	3
Increased annual operating expenditures for waste facilities	x	✓	x
Increased capital expenses	✓	✓	x
Increased curbside collection costs	x	x	✓
Increased costs to provide Mobile HHW Depot service	x	x	✓
Increased net revenue (diverted from non-County waste facilities)	✓	✓	x

Approach 1 – Status Quo Approach 2 – New Waste Facility Approach 3 – Closing Waste Facilities

While it was noted that developing a new waste facility or redistributing waste facilities would increase the level of service with respect to the County’s transfer stations, either of these options comes at a significant cost. For instance, depending on the design selected, developing a new waste facility in the eastern portion of the County is expected to cost between \$1,748,000 and \$3,474,000 in capital construction costs. The estimates are based on costing for the Ospringe transfer station done in 2007, and adjusted for inflation. The cost range reflects an outdoor design (lower cost) or an indoor transfer station (higher cost). These cost estimates are not inclusive of the various required consultant studies and approvals, nor the land purchase cost.

As an example, the following table displays the estimated annual cost of operating a transfer station in the Guelph Eramosa/Erin area. This analysis averaged the annual fixed operating costs of the Belwood, Harriston and Aberfoyle sites, which have comparable hours, services, and features to what a new facility would have. The hauling costs are variable to each facility and were estimated by assuming a

given number of bin movements that would be required for this new facility, and applying costs based on the distance to the Riverstown landfill and recycling processing facilities.

	Average Fixed Cost of Comparable Sites	Estimated Annual Revenues	Estimated Annual Net Operating Cost
Guelph Eramosa/Erin Area Waste Facility	\$630,000	\$272,000	\$358,000

Based on the estimated number of bin movements that were used in the above scenario, annual revenues would be anticipated to be approximately \$272,000.

It is also expected that a waste facility in the Guelph Eramosa/Erin area may increase overall net revenues by attracting residents and businesses who currently use waste facilities that are not owned and operated by Wellington County. A number of County residents use transfer stations in Guelph and in Caledon, including from areas that would be served by a waste facility located in the Guelph Eramosa/Erin area. There is no available data to base an estimate on what the increase in anticipated net revenue would be from any additional customers.

When considering potential cost savings from the closure of one or more waste facilities, there are several factors to be aware of. The following table presents the annual operating costs for the five transfer stations.

These figures are somewhat approximate as the main variability in the operating cost of a given site is primarily dependent on hauling costs. Hauling services are provided by County staff and costs are shared among all the sites. These costs have been apportioned to each site based on the number of bin movements that are required to service each site, as well as the distance from each transfer station to the appropriate receiving facilities.

	Aberfoyle	Belwood	Elora	Harriston	Rothsay
Annual operating cost	\$562,000	\$766,000	\$725,000	\$558,000	\$433,000
Annual revenues	\$137,000	\$492,000	\$405,000	\$187,000	\$62,000
Net Operating	\$425,000	\$274,000	\$320,000	\$371,000	\$371,000

As an example, to infer that there would be \$371,000 in savings for closing the Rothsay waste facility (the operating costs minus the revenue) would not be fully accurate for several reasons. It takes less than a quarter of one roll off truck drivers’ annual full-time equivalent hours to service the Rothsay site. The County would still require the same number of roll off truck drivers to service the remaining sites, though there may be some savings in part-time hours worked. Further, as two site staff work five days a week between some of the transfer stations (between Harriston and Rothsay, and between Belwood and Elora), closing one waste facility would not necessarily reduce overall staff numbers. Lastly, closed sites require maintenance throughout the year, as these transfer stations are all located at closed landfill sites. These closed landfill sites require ongoing access and maintenance for the purposes of inspections, site maintenance, security, and groundwater testing. Closing sites would also

require decommissioning costs to be incurred, estimated at a one-time total of \$350,000 for all 5 transfer stations or \$42,000 for Elora and Rothsay only.

While the revenue for each site gives an indication of how much traffic and tonnage moves through a given waste facility, it does not fully illustrate the value that the site holds in providing diversion opportunities from the Riverstown landfill site. The transfer stations all collect materials that are diverted from landfill. Some of these materials generate revenue through their sale (i.e. scrap metal, electronics, vehicle batteries) which is not included in the above “tipping fee revenue” figure. Further, many other materials that are managed at transfer stations do not generate revenue, but still save the County disposal costs and increase landfill capacity through their diversion.

Lastly, the assessment table at the top of this section also notes that closing waste facilities may result in increased curbside collection costs. This could occur if the majority of transfer stations are closed, as the reduction in waste facility drop-off services may need to be replaced in part by a curbside bulky item service. The contract cost for County-wide bulky item service is \$1.03 million a year. Further, future curbside collection contracts may be bid higher by service providers, due to the higher participation that would be expected in the curbside collection programme, if there were significantly fewer waste facilities.

The below table displays the **estimated** financial impacts of several scenarios;

- Maintaining the status quo number and location of waste facilities
- Opening a new waste facility in the Eastern part of the County
- Closing the Elora and Rothsay waste facilities
- Closing all waste facilities except the Riverstown landfill site

	Status Quo	Status Quo Plus East	Four Waste Facilities	Riverstown Only
Annual operating cost	\$3,238,000	\$3,602,000	\$2,681,000	\$1,438,000
Annual revenue	(\$1,652,000)	(\$1,789,000)	(\$1,419,000)	(\$1,114,000)
Decommissioning and Annual curbside bulky collection	\$0	\$0	\$0	\$1,030,000
Net annual operating costs	\$1,586,000	\$1,813,000	\$1,262,000	\$1,354,000

Due to the fixed costs in the system, savings from closing waste facilities are somewhat modest. Even in the scenario that involves closing all waste facilities but Riverstown, much of the estimated savings would be offset by the need for a bulky item collection service.

Potential Environmental Impacts:

Assessment Table – Potential Environmental Impacts	Approach		
	1	2	3
Improved diversion opportunities and less landfill capacity consumption	✓	✓	x
Increase in private sector tonnage, and more landfill capacity consumption	✓	✓	x
Reduced illegal dumping or backyard burning	✓	✓	x
Improved ability to safely manage hazardous materials	✓	✓	x
Less driving for County residents and businesses	✓	✓	x

Assessment Table – Potential Environmental Impacts

Approach

1 2 3

Approach 1 – Status Quo Approach 2 – New Waste Facility Approach 3 – Closing Waste Facilities

The above assessment table of potential environmental impacts highlights the role waste facilities play in improving environmental outcomes. The drop-off options that transfer stations offer provide opportunities to divert a variety of materials from landfill. Many of these same drop-off options cannot be replicated by enhancing curbside collection services. While there are community drop-off locations available for some of the materials that are managed at County waste facilities, there are no other locations that offer all these diversion services in one place.

The accessibility of the waste facilities makes it convenient to divert materials from landfill, which has a direct impact on the capacity of the Riverstown Landfill Site. Conserving Riverstown’s landfill capacity is not only good for the environment, but is also a long-term financial investment by delaying the need to allocate resources to develop a new County landfill, or to transport and dispose the County’s waste at another landfill.

Developing new waste facilities would increase access to diversion options and is expected to divert more waste from landfill. However, as some residents in the eastern portion of the County are known to use the transfer stations in the City of Guelph and Caledon, developing a waste facility in the Guelph Eramosa/Erin area could lead to an increase in the amount of waste buried at the Riverstown landfill. This increase in waste tonnage could potentially more than offset any landfill capacity savings due to improved access to diversion services. This is a variable that is not able to be quantified due to a lack of available data.

Potential negative environmental impacts of closing waste facilities are expected to result in poorer waste diversion and increased landfill capacity consumption, as access to diversion services is restricted. Closing transfer stations may also include an increase in illegal dumping and backyard burning of waste, as well as a reduction in the County’s ability to safely manage hazardous materials.

Flexibility to Change:

The “Flexibility to Change” assessment criteria relates primarily to the ability to adapt to future changes in waste management programmes, legislation and industry trends.

Assessment Table – Flexibility to Change

Approach

1 2 3

Increased control over waste streams	✓	✓	x
Enhanced ability to manage new disposal and diversion opportunities	✓	✓	x
Improved ability to respond to legislative changes	✓	✓	x
Improved ability to participate in new producer responsibility programmes	✓	✓	x
Enhanced ability to manage disaster debris from extreme weather events	✓	✓	x
Increased ability to manage logistics of Mobile HHW Depot	✓	✓	x
Increased ability to alter service levels in the future	✓	✓	x

Approach 1 – Status Quo Approach 2 – New Waste Facility Approach 3 – Closing Waste Facilities

Having a robust waste facility infrastructure allows for control over waste streams, including having the ability to manage and divert new materials and allowing for the safe handling of hazardous materials.

Transfer stations also allow for the ability to respond to legislative changes, in particular to manage new materials that may be designated in producer responsibility programmes. Over the past 10 years, the producer responsibility systems have increased in Ontario from the blue box programme only, to include tires, electronics, and municipal hazardous and special wastes. As will be discussed below, the Province has indicated plans to develop additional producer responsibility programmes, designating more products and materials in the future.

Municipalities have a special role in providing opportunities to collect these various designated materials, as waste facilities offer the ability to manage a variety of different materials all in one place. For this same reason, having waste facilities well-distributed throughout the County allows them to be convenient drop-off locations for disaster debris, which includes waste generated from floods, fires, tornados, or ice storms.

Waste facilities offer flexibility in their ability to adjust to resident demands or changing operational needs in the future. Further, once a waste facility is closed, it may be challenging to reverse this decision should there be a desire to do so, due to cost, changing environmental and/or operational standards or local opposition to having an operational waste facility in the area.

Reconfiguring waste facilities to a “Diversion Centre” model:

While the other approaches have been assessed against the status quo and each other, the final approach to be discussed is the option of transitioning the County’s waste facilities to Diversion Centres. This approach can be utilized regardless of whether the decision is made to maintain or to change, the current number and/or location of sites.

The concept of transitioning to a Diversion Centre model, would mean the County would reallocate finite space and resources at waste facilities to divert materials from landfill that are currently not being separated from the waste stream. Though curbside collection service is now available throughout the County in both urban and rural areas, a significant number of residential customers continue to use the transfer stations for their garbage and recycling needs. Seeing as the curbside collection service is intended to meet these needs, there is some redundancy in services.

While residents continue to use the sites for their regular garbage and recycling, this limits the ability for the County to expand the types of materials accepted for diversion, as they need to be collected in dedicated bins to be diverted from landfill. In order to manage and divert additional materials cost effectively, more residents and businesses who utilize transfer stations for their regular bagged waste and blue box recycling must be encouraged to use the curbside services to meet their waste disposal needs. With less regular household waste and recycling managed through the waste facility infrastructure, there would be greater capacity to manage and divert new materials at the sites.

Further, by expanding the materials that can managed at the waste facilities, the increased landfill diversion can lead to environmental improvements and long-term cost-savings in reduced disposal costs and prolonged landfill life. For every year the life of the Riverstown landfill is extended by diverting various materials, the estimated savings in avoided costs range from \$358,000 to \$1,192,000 relative to seeking waste disposal at a non-County facility (with significantly higher savings if the current trend of rapidly rising landfill tipping fees continues in the future).

The following table displays the estimated cost to divert a number of materials through waste facilities that are currently being disposed of as garbage in Wellington County (based on the estimated annual tonnage that is received at the County’s waste facilities):

Material	Cost per year in processing fees
Shingles	\$14,000
Mattresses	\$169,000
Drywall	\$26,000
Carpet	N/A

The application of a minimum waste fee for disposing of garbage is a common practice at many municipal waste facilities. The minimum waste fee for dropping off garbage is typically in the \$5 to \$10 range. With a minimum fee to drop off garbage in place, many of the weekly users of the sites would have a financial incentive to switch to the curbside collection service. Moving that material to the curbside from County waste facilities may facilitate the conditions needed to provide the additional capacity needed to manage and divert additional materials from landfill.

Applying a minimum waste fee at the County’s sites could allow additional capacity at the transfer facilities to accept and divert drywall and shingles. A minimum waste fee would presumably generate some revenue, which may offset the costs of managing and diverting new materials. As more customers move to curbside collection services, more capacity may be available to divert additional materials (i.e. mattresses and/or carpet). The minimum waste fee would be reviewed each year as part of the annual County user fees and charges discussion.

As has been discussed above, the approach of using the County’s transfer stations as Diversion Centres is quite flexible. It can be applied to any of the previously discussed approaches, including the status quo approach. Further, the model is still applicable regardless of any future changes in the use or number of waste facilities.

This approach also provides flexibility should the provincial government designate new materials to be managed through stewardship programmes. In the “Strategy for a Waste-Free Ontario: Building the Circular Economy” document, the Province stated that future producer responsibility programmes will mandate stewardship obligations for the following materials:

- small appliances
- electrical tools
- batteries
- fluorescent bulbs and tubes
- mattresses
- carpets
- clothing and other textiles
- furniture and other bulky items

Following the model of other producer responsibility programmes, there are often financial incentives for organizations to collect and manage these obligated materials. The Diversion Centre model allows for the ability to separate additional materials from the waste stream, divert them from landfill, and potentially receive funding for doing so.

The main risk in implementing a minimum waste fee at the sites is that it may be unpopular with users of these facilities. Through communications and educating residents on the benefits of making this change, site users may come to appreciate the rationale that a minimum fee helps create the conditions where more materials avoid being landfilled. Positive messaging around these important issues will increase awareness of environmental stewardship and of the value in diverting waste from landfill amongst the public.

Final Assessment:

When it comes to waste management services, virtually every municipality has a different set of programmes and services which are unique to its situation and demographics. There is no singular structure that is recommended for all. The very nature of an integrated waste management system means that all facets of this system are interconnected and influence each other in various, and sometimes complex ways. A change in service in one area, can lead to significant costs and impacts in other areas. Determining the best use of the County's waste facility infrastructure is complicated by how integrated these sites are with the curbside collection services, and the operation and capacity of the Riverstown landfill site.

The decision of whether to open, close or maintain the current number and location of waste facilities, has a wide array of potential service level, financial, environmental, and system flexibility impacts. Closing or opening new waste facilities will very likely lead to significant public opposition and/or may lead to financial and environmental impacts in unforeseen or indirect ways.

Staff recommend that Wellington County continue to implement the transition to adopting a Diversion Centre model for the current waste facilities. Implementing a minimum waste fee at all waste facilities will allow for greater ability to manage and divert more materials from landfill. It would provide flexibility in meeting future challenges in a dynamic field, while also reducing redundancies in services between the waste facilities and curbside collection.

As the industry, residents' expectations and the legislative environment may change over time, freeing capacity at the waste facilities to manage and divert new materials will allow for greater adaptability in addressing these issues. This system will allow for a continual assessment of services, where the service level can be adjusted to meet long-term needs, including future decisions related to the best use of County waste facilities.

Next Steps:

The staff recommendation is to reconfirm plans to adopt a Diversion Centre model as the most efficient and best use of the County's waste facility infrastructure. In 2019 County Council established the strategic direction for waste facilities to be transitioned to the Diversion Centre Model. In support of this direction, staff applied and received approval to amend the Environmental Compliance Approval (ECA) for every operational waste facility in the County, to be able to accept new materials for diversion.

The County is now permitted to accept shingles, drywall, mattresses and leaf and yard waste (already being accepted for waste diversion).

The Diversion Centre approach provides opportunities to increase diversion from landfill which will extend the operating life of the Riverstown Landfill Site, while also allowing for future assessments of the optimal number and location of waste facilities in the County.

Recommendation:

That Solid Waste Services staff proceed with planning and implementing a transition of the Wellington County's waste facilities to a Diversion Centre model, for the current number and location of waste facilities, and that;

This approach be endorsed as part of the Solid Waste Services Strategy.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Das Soligo', with a long horizontal flourish extending to the right.

Das Soligo
Manager of Solid Waste Services



COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Das Soligo, Manager of Solid Waste Services
Date: Tuesday, April 09, 2024
Subject: **Blue Box Transition – Future County Role in Recycling**

Background:

On June 3, 2021, the Ministry of the Environment, Conservation and Parks (MECP) released the Blue Box regulation (Ontario Regulation 391/21) that transitions the current Blue Box Programme to full producer responsibility, a system where producers of printed paper and packaging (PPP) are responsible for managing and funding all aspects of recycling in the residential sector. Currently, up to 50% of the cost of municipal recycling programmes are funded by producers. Once a municipality's blue box programme has transitioned, the full cost of these programmes will be paid for by producers.

Producer Responsibility Organizations (PROs) are funded by producers and have been enlisted to assist producers of PPP in meeting their regulatory requirements under the Blue Box Programme. PROs are expected to provide collection, management and administrative services to producers to aid them in meeting their regulatory obligations.

The primary organization representing producers, is Circular Materials (CM). As the PRO which has signed on the most and the largest producers, CM has come to dominate the space and is now acting on behalf of the other, smaller PROs by generating rules which will apply to transitioning communities. CM has implemented the transition in some communities and will be doing so for the remainder of the province by the end of 2025.

As an attachment to the Blue Box regulation, the MECP released a transition schedule which indicates that all Ontario municipalities will transition between July 1, 2023 and December 31, 2025. The County of Wellington's blue box programme is scheduled to transition on July 1, 2025. As has been reported previously, if 100% of the costs of operating the County's recycling programme are compensated for, it is estimated that the transition will result in \$1.8 - \$2 million in annual savings.

Full producer responsibility for recyclables was initially limited exclusively to materials generated in the residential sector. Following feedback from municipalities and waste management associations, the list of eligible sources was expanded to include;

- Schools
- Municipally or not-for-profit operated long-term care and retirement homes
- Parks and playgrounds
- Transit stations

Sources of recyclables that will be ineligible for services under the full producer responsibility regime include;

- Municipal buildings and facilities
- Industrial, commercial and institutional organizations, including Business Improvement Areas
- Places of worship
- Not-for-profit organizations

There will be potential service impacts for the industrial, commercial and institutional sector (IC&I) as these organizations will lose access to all recycling services, unless they pay for them on their own accord, or unless municipalities decide to continue to provide these services. The cost for an individual business to hire a contractor to provide recycling services may be prohibitive, and the loss of recycling services will likely result in many organizations choosing to dispose of their recyclables in the waste stream.

Post transition, municipalities will no longer be required to provide any recycling services to residents or businesses. However, municipalities who own an operational landfill site have a vested interest in diverting materials from landfill, in order to preserve scarce capacity.

CM has indicated that they require municipalities to notify whether they will provide continuity for these services by March 15, 2024. As the County was not supplied with the information required to make an informed decision on this topic by the deadline, CM granted an extension for this notification until the end of April.

Recycling Service Options:

Staff have identified several potential opportunities for the County to maintain limited recycling services to residents and/or businesses:

- **Allow residents to use Depots for recycling disposal**
- **Allow businesses to use Depots for recycling disposal**
- **Establish business recycling collection routes in downtown areas**

County Council may wish to cease its role in providing recycling services post-transition, as there will be costs associated with maintaining service continuity. Staff recommend that County Council consider the County's long-term role in recycling, beyond the transition period (July 1 – December 31, 2025). While there are temporary opportunities being offered to municipalities to reduce or eliminate costs associated with maintaining service continuity for recycling, these offers are expected to be unavailable at some point post-transition, whether immediately or within three years of the transition formally ending, on January 1, 2026.

Any long-term programme costs must be weighed against the benefits of recycling service continuity, including landfill preservation, allowing residents and businesses convenient access to recycling opportunities and reducing greenhouse gas emissions associated with landfilling waste and extracting raw material resources.

The following sections will provide analysis of the above service options.

Allow Residents to Use Depots for Recycling Disposal

Following the transition period, producers are required to implement a standardized Provincial Blue Box Programme across Ontario that meets the regulatory requirements set by the province, which will be effective January 1, 2026. Communities which currently provide curbside collection service, will continue to receive a comparable service level post-transition. Communities that only provide depot drop-off services to their residents, will either have this service level maintained, or a curbside collection programme may be initiated at the discretion of CM.

The County decided to opt-out of providing curbside collection services during the transition period, and so the producers will arrange to provide curbside collection services for this time, and beyond, as they implement the province-wide recycling system on January 1, 2026. However, the County currently allows residents to drop recyclables off at its waste facilities. Through CM, the producers will be offering compensation to municipalities to continue services at these depots during each municipality's transition period.

Approximately 1,000 County residents do not currently have access to curbside collection service, due primarily to unassumed roads not being able to be serviced by collection vehicles. CM will be obligated to provide these residents with service, whether through the County's depot system, or by implementing a collection solution. The County has not received an offer from CM to provide access to service for these 1,000 residents, although staff expect an offer to be received in the near future.

An offer from CM has been received for compensation to continue to allow residents to dispose of recyclables at County waste facilities for the six-month transition window. While the agreement allows for three one-year extensions to this offer, it must be agreed upon by both parties. Producers are not currently required to offer any compensation for depot generated recyclables beyond January 1, 2026, and so staff believe a conservative approach is to assume this compensation will not be available beyond that time. The offer ranges from \$6,331 - \$15,332 a month, depending if the Circular Materials arranges for bin haulage from the County's waste facilities, or if the County utilizes its roll-off fleet.

The County's roll-off fleet is currently hauling all recycling bins to processing or transfer destinations. Maintaining this task will not result in additional workload, and as the costs for the fleet are primarily fixed costs, it will be most advantageous to the County to accept the higher rate, which will result in \$92,000 in revenues for the six-month transition period (\$184,000 annually, if the compensation agreement is extended post-transition). Furthermore, should the County Council wish to maintain existing service levels of giving residents the option of using waste facilities to dispose of recycling, the roll-off fleet can maintain the hauling operations in a continuous manner.

During the transition period, there will not be processing fees charged for recyclables delivered from the waste facilities generated from the residential sector. Beginning in 2026, it is estimated that processing fees of \$250 per tonne will be charged for this material. In reviewing 2023 data for residential recyclables (747 tonnes) delivered to County waste facilities, staff project processing fees would cost \$187,000 annually.

This is considered a conservative estimate, as the producers may continue to compensate for this material if they are required to, or if they are not reaching targets laid out by the Province. Furthermore, Council has previously directed staff to shift the usage of waste facilities to a Diversion Centre Model through the Solid Waste Services Strategy. This model is most effectively enabled through a minimum waste fee at the sites. A minimum fee to utilize waste facilities would incentivize

residents to use the curbside collection service for materials that can be managed there, and these materials will be the responsibility of the producers.

Allow Businesses to Use Depots for Recycling Disposal

The transition to full producer responsibility in Ontario is somewhat flawed in the sense that producers are not obligated to provide any recycling services to businesses and institutions. This means that businesses currently participating in the County's blue box programme, will be left without a free or cost-effective service option. For this reason, there is a potential role for the County in providing continuity for recycling services in filling this gap and keeping divertable materials out of landfill..

During the transition period and beyond, the County will not receive any compensation for the use of our waste facilities, for recyclables generated by the industrial, commercial and institutional (IC&I) sector. However, allowing this material to be accepted at the County's transfer stations will not have a significant cost impact, as the estimated IC&I tonnage delivered to waste facilities is approximately 80 tonnes a year. With a processing rate estimated to be \$250 per tonne, the annual cost to recycle IC&I generated materials that are delivered to waste facilities is expected to cost approximately \$20,000. It is possible that the estimate for processing IC&I generated recyclables is not high enough. As businesses lose access to the County provided service of curbside collection of recyclables post-transition, more may utilize a waste facility drop-off option.

Establish Business Recycling Collection Routes in Downtown Areas

During the transition period and beyond, the IC&I sector will lose access to curbside recycling collection services, unless they take the initiative to hire a contractor to provide this service. However, for most small generators of recyclables, hiring a contractor to provide curbside service will be cost prohibitive. In particular, the small businesses that operate in downtown areas are often the most reliant on curbside collection of recyclables, for their recycling needs.

Larger businesses and industries are more likely to have the space, funds and quantity of cardboard and other recyclables to justify hiring bin services to meet their recycling needs. Businesses in downtown areas typically do not have the space or volume of recyclables to take a similar approach. With this service gap identified, the County may choose to continue its current role of providing recycling services to downtown area businesses, post-transition.

Staff requested a quotation from its contractor to provide a weekly recycling collection service in 14 identified downtown areas across the County. Waste Management (WM) provided a quotation with some elements which differ from the current curbside collection service. The quotation includes the following features and specifications;

- All downtown areas will be collected on Mondays, with collection beginning as early as 6am
- Recyclables set out to the curb must be contained in 64 gallon, wheeled carts
- All recyclables (containers and paper products) will be commingled into a single stream
- The term of the agreement will be one year, with options to renew one-year at a time and with Consumer Price Index (CPI) adjustments applied annually
- The cost of the service will be \$96,574, including all processing fees. Carts will be delivered to businesses for a one-time fee of \$6,668

As not all businesses in the downtown areas will desire a cart or will plan on participating in a downtown recycling collection programme, staff could pre-register businesses to get a true idea of

how many will use the service. The above quotation is based on 100% participation in the collection service. Pre-registering businesses can reduce the quoted price, while also avoid providing a cart to a location that does not wish to receive one.

Summary:

In alignment with the goals and guiding principles of the Solid Waste Services Strategy, staff recommend that County Council provide service continuity to fill gaps in recycling services between current service levels, and those that the producers will deliver. Doing so will continue to provide residents with convenient options to dispose of their recyclable materials, while allowing businesses to continue to have access to recycling services. The result of achieving recycling service continuity post-transition, will be greater satisfaction for residents and businesses while conserving landfill capacity through the diversion of recyclable materials.

Convenience and affordability enable greater participation in diversion programmes. Closing the post-transition service gaps will capture up to 20% of the County's total recycling tonnage. Some of this tonnage would surely be lost to landfill without these service continuity measures. This estimated maximum tonnage that could be captured through continuing to provide the current recycling options, equals approximately 5% of the County's annual waste tonnage that is disposed of in landfill. Over the operating life of the Riverstown landfill's Phase II development, these measures could add over a year of landfill capacity.

The combined estimated annual cost of these measures is \$303,600. It is possible that the annual costs will be reduced as some residents who currently use waste facilities for their recycling needs, embrace the convenience of what is expected to be a single stream, cart-based curbside collection model. Pre-registering businesses for inclusion in the downtown area recycling collection route will also reduce the quoted cost of that service. Lastly, the annual compensation that CM may offer beyond the transition period would cover much of the total recycling expenditures required to provide service continuity.

Given the convenience factor for residents and downtown businesses, the environmental benefits of landfill conservation and greenhouse gas emission reductions, staff recommend that the County continue to maintain the current level of recycling services post-transition. If this recommendation is followed, the incremental budget impact will be more than offset by the estimated \$1.8 - \$2 million in reduced expenditures that is expected to be realized as the County's recycling system shifts to full producer responsibility.

Strategic Action Plan:

This report relates to the following objectives and priorities in the County's Strategic Action Plan:

- Making the Best Decisions for the Betterment of the Community

Recommendation:

That the County maintain continuity for recycling services, as outlined in the report, beyond the transition to full producer responsibility.

Respectfully submitted,

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Das Soligo
Manager of Solid Waste Services