

546.2

Waste Recycling Plan for the Town of Mono



November 2011

**Prepared for:
The Town of Mono
347209 Mono Centre Road
RR #1 Orangeville, ON
L9W 2Y8**

**Prepared by:
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Project No. 101-15739-00



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November 24, 2011

Michael Dunmore
Town of Mono
347209 Mono Centre Road
RR #1 Orangeville, ON L9W 2Y8

Re: Town of Mono Waste Recycling Plan

Dear Mr. Dunmore:

Please find attached the FINAL Waste Recycling Plan for your review. This Plan includes the comments received from both Town Council and the residents of Mono.

This Waste Recycling Plan incorporates realistic objectives and targets and assigns implementation steps and addresses various contingencies. All of these will allow the Town to realize its goals of maximizing capture rates of blue box materials, improving the Town's diversion performance and increasing the participation in the recycling program.

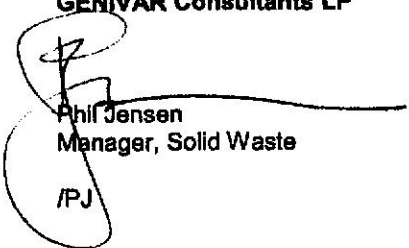
As the County of Dufferin has agreed to assume full responsibility for waste management services (except for the Town's landfill) after 2012, the Town will continue to manage the blue box program for another two (2) years. While the development of this Waste Recycling Plan identified a number of available options that could improve the blue box program's performance, it ultimately focused on those options that were directly in the control of the Town and could be implemented in a short time frame. The longer term and broader options, for which the County would be better positioned to address, have been deferred. With this in mind, this Waste Recycling Plan recognizes the Priority Initiatives as follows:

- Improving Curbside Service to those residents of the Town that currently live on inaccessible or private roads; and
- Targeted Communication Strategies for both permanent and "weekend" residents that prefer to use the landfill rather than participate in the curbside collection service.

The Town of Mono has consistently had strong performance with respect to waste diversion and provides the waste management services with one of the lowest net costs in its municipal grouping. This has provided the Town with consistently high funding from the Province. However, even with this track record, the Province of Ontario, through Waste Diversion Ontario, is in the process of modifying the method by which it allocates funding to municipalities as compensation for managing the blue box program. By the year 2012, 25% of municipal funding will depend on whether or not the municipality is operating to Best Practices. By completing this Waste Recycling Plan, the Town of Mono is in the position to maximize its funding potential as implementing a blue box recycling plan is a fundamental Best Practice.

Following the comment period, GENIVAR will incorporate the feedback and finalize the Waste Recycling Plan into a final report.

Yours truly,
GENIVAR Consultants LP


Phil Jensen
Manager, Solid Waste

/PJ

Letter of Agreement

Continuous Improvement Fund Project #546.2 Waste Recycling Plan Development Agreement

The Town of Mono agrees to undertake, manage and complete the development of a Waste Recycling Plan for its blue box recycling program.

The CIF will provide support for the Town of Mono to undertake and complete this project. The CIF will fund up to 75% of the costs, to a maximum limit of \$15,000 (plus 1.8% in lieu of non refundable HST), to the Town of Mono. All costs incurred in excess of the above stated limit will be borne by the Town of Mono.

The CIF funding support for this project is provided under the following conditions:

1. The Municipality shall devote a sufficient amount of staff time and other resources to carry out the Project in accordance with parameters set out in Attachment 1 Guidelines for CIF Support.
2. The Municipality assumes the full responsibility for the production and completion of a public waste recycling plan. A final copy of the plan is to be submitted to the CIF. The CIF will have the right to post or use, in whole or in part, the document produced under this Agreement in relation to the Project.
3. The Municipality shall recognize and state in an appropriate manner, the support offered by WDO and Stewardship Ontario, through the CIF, concerning the Project. The following shall be incorporated into the final plan:

This Project has been delivered with the assistance of Waste Diversion Ontario's Continuous Improvement Fund, a fund financed by Ontario municipalities and stewards of blue box waste in Ontario. Notwithstanding this support, the views expressed are the views of the author(s), and Waste Diversion Ontario and Stewardship Ontario accept no responsibility for these views.

M. Dunmore *DIRECTOR OF PUBLIC WORKS*
Representative of the Town of Mono

Date: JUNE 24 / 2010

Return to:
Email: andycampbell@wdo.ca
or
Fax: (866) 472-0107
Attention: Mr. Andy Campbell

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1. Introduction

This Waste Recycling Strategy (WRS) was initiated by The Town of Mono to develop a plan to increase the efficiency and effectiveness of its recycling programs and maximize the amount of blue box material diverted from disposal. The WRS will also help the Town of Mono meet the Waste Diversion Ontario (WDO) Best Practices requirement to have established recycling targets and a plan that specifically targets recycling performance and performance measurement. On the Town's behalf, the WRS was produced by GENIVAR Consultants LP.

The WRS, which is funded in part by the Continuous Improvement Fund (CIF), deals only with the blue box recycling component of the Mono waste operation. The CIF is financed by industry stewards whose paper and consumer packaging are collected through the Blue Box Program. Industry funding through the CIF currently represents 20% of the total financial obligation by industry to municipalities.

The Town of Mono is responsible for managing the collection of blue box recyclables (contracted service) and for the development and distribution of promotional & educational materials. The processing is the responsibility of collection contractor via a joint municipal agreement with a neighbouring City. Small rural municipalities, such as the Town of Mono, face a number of waste management challenges, which this WRS will help address. In particular, increasing the community's participation in the program is the main goal of the WRS, with a secondary goal of increasing the cost effectiveness of the program. Of note, effective January 1, 2013, the County of Dufferin will assume responsibility for curbside collection from all of the municipalities in the county, including the Town of Mono. The Town of Mono is currently represented at the County's steering group (on the assumption of collection services) and will continue to be actively involved in discussions.

Every April, the Town, along with all other funded municipal recycling programs, files a detailed report with Waste Diversion Ontario (WDO) that includes cost and recovery information related to all diversion programs. On this basis, the WDO calculates recycling program performance and generates a factor, called the E&E (Effectiveness and Efficiency) Factor, used to compare relative performance of municipal performance. For comparative purposes municipalities are "grouped" so that they are measured against municipalities with relatively similar characteristics in terms of size, population density and program delivery.

Based on 2009 WDO published data, the Town has a very good E&E Factor related to other programs in their grouping, a high blue box recovery rate and possesses a low gross cost per tonne. Using municipal category waste audit information, the blue box recovery rate is in the realm of 70%. The Town is in a position to focus on program refinements and targeted actions to address relatively few deficiencies in terms of recovery or cost.

This Waste Recycling Strategy was developed using the Continuous Improvement Fund's *Guidebook for Creating a Municipal Waste Recycling Strategy*.

2. Overview of the Planning Process

This Waste Recycling Strategy was initially prepared through the efforts of the Town of Mono staff and GENIVAR via in-depth meetings and public comment between December 2010 and January 2011.

An initial half day meeting consisting of Mono and GENIVAR staff was held in August 2010 where worksheets 1, 2, 3, 5 and 6 were discussed and worked through. As well, potential strategies on how to engage and consult with the public were examined (worksheet 4).

Following this meeting, GENIVAR analyzed the Town's recycling information and provided guidance on how to improve upon their communication plan. Furthermore, GENIVAR worked on defining the current waste management system, project future needs and review the options available to the Town (worksheets 7 and 8).

In October 2010, Mono and GENIVAR staff held a workshop to generate discussion on specific points. The aim of the workshop was to produce a finalized list of goals and objectives (worksheet 6), evaluate

the recycling options (worksheet 8), prioritize the list of options (worksheet 9), prepare a draft of the implementation plan (worksheet 10), develop contingency plans (worksheet 11) and develop a monitoring and reporting program (worksheet 12).

This WRS has been reviewed and commented on by Town staff and December 14th, 2010 was delivered to Council for comments and posted for public comment on the Town's web site. Council and public comments have been received and incorporated into this document.

As this WRS is a "living document", ongoing comments and local input with respect to the strategy will be documented and revisited during WRS review periods.

Worksheet 2: Planning Process

| | |
|-------------------------------|---|
| Plan Development Participants | <ul style="list-style-type: none">• Town of Mono Staff• GENIVAR Staff• General Public |
| Completed Steps | <ul style="list-style-type: none">• Project initiation meeting• Worksheets• Staff workshop• Review of Reasonable Objectives;• Confirmation of Information• Mono Staff to review program options• Review of program option evaluation criteria• Received Council comments (comment period from December 14, 2010 through February 19, 2011)• Draft WRS posted for public comment (comment period from December 14, 2010 through January 31, 2011)• WRS revised based on the public feedback (April 8) |
| Next Steps | <ul style="list-style-type: none">• This WRS will be carried forward for consideration during the County's WRS preparation |
| Public Engagement | <p>Document was posted for comment and review, and then completed. As a "living document" ongoing comments and local input with respect to the strategy will be documented and revisited during WRS review periods. To ensure the public and local stakeholders were able to participate in the preparation of this Waste Recycling Strategy, they were advised through the local media, public events as well as through the Town of Mono's website. The comments received from the public were incorporated into this Strategy. For more details on our public consultation process, see Section 4.</p> |

3. Study Area

The study area for this Waste Recycling Plan is confined to the residents within the geographic borders of the Town of Mono. While there is multi-municipal cooperation with a neighbouring City (which processes the material), this aspect is excluded from this Plan as the Town of Mono rationalizes and defines the materials that are acceptable in the program exclusively.

In addition, this Plan is applicable to every resident of Mono which is almost exclusively comprised of single family households. However, there are some specific sectors within the study area that this Plan will focus on. These include:

Worksheet 3: Study Area

| | |
|----------------------------------|--|
| Includes the following areas: | The Town of Mono with emphasis on each of the four collection areas, "weekend" households and the recycling depot at the landfill |
| Addresses the following sectors: | <ul style="list-style-type: none"> • Industrial, Commercial and Institutional (BIAs) • Established farms / rural residential • Recycling depot • "Weekend" residents |

4. Public Consultation Process

The public consultation process followed in the development of this WRS and consisted of the following:

Worksheet 4: Public Consultation Options

| Public Consultation Options | Comments |
|--------------------------------|--|
| Staff interviews and review | The Town of Mono staff have had a long, historical involvement with the program. Their expertise was solicited with respect to program performance and related operational issues. |
| Posting at strategic locations | The draft WRS was made available on the Town's website, a notice was posted at the landfill and at the Town office for input and comment. |
| Provided to the County | Due to the upcoming County assumption of waste collection responsibilities, input into this WRS was sought. |

5. Stated Problem

Management of municipal solid waste, including the diversion of blue box materials, is a key responsibility for all municipal governments in Ontario. The factors that encourage or hinder municipal recycling endeavours can vary greatly and depends on a municipality's size, geographic location and population.

The key drivers that led to the development of this Waste Recycling Strategy included:

Worksheet 5: Waste Diversion Factors and Drivers

| Factor/Driver | Comments |
|-----------------------------|--|
| WDO requirements | WDO requires that municipalities have a Recycling Plan in place that contains specific recycling targets to be reviewed every five (5) years. |
| Shrinking disposal capacity | While disposal capacity at the landfill is not a currently pressing concern for the Town of Mono, staff recognizes that its life expectancy is not infinite and the Town is looking to take pro-active steps to preserve the life of this valuable resource. |
| Population growth | While population growth forecasts are low, the prospect of population growth is a potential concern as a result of a decline in farming activities. This decline could lead to the subdivision of farm lands and a subsequent increase in population. |

| | |
|--|---|
| Improving cost/service efficiencies | The Town's costs are favourable when compared to other similar programs (based on the 2009 WDO Data call). However, when the County of Dufferin assumes the full responsibility for waste management services they will be responsible for actions that reduce costs and/or increase service efficiencies. That said, this WRS examines and analyzes the cost drivers (recovery, material quality, contracts, procurement) and understands where the current costs are coming from so the Town can act to improve upon existing conditions. The Town will, in effect, "hand over" an effective and efficient recycling operation to the County. |
| Restricting factors | As a small municipality, the Town's recycling program is subject to a number of influences including: competition (or lack of) for provision of services, materials accepted at Material Recovery Facilities and the influence of media from larger centres (mixed messaging). County assumption for waste collection services is expected to include consideration of the Mono WRS. |
| County of Dufferin Assumption of Waste Collection Services | Contained in this document are several "County Assumption" statements. Where cited, this refers to the transfer of waste collection responsibility to the County effective January 1, 2013. |

6. Goals and Objectives

This WRS identified a number of goals and objectives for the Town of Mono, including:

Worksheet 6a: Waste Recycling Goals and Objectives

| Goals | Objectives |
|---|---|
| Maximize capture rates of blue box materials through the existing recycling program | Until the end of 2012, improve upon the current per household capture rate, specifically container products, by 10% annually |
| Improve the Town's Effectiveness and Efficiency (E&E) factor | Rank first in the municipal group with respect to the E&E factor |
| Increase landfill users' participation in the recycling program / depot at the landfill | Increase participation by 10% annually |
| Increase the set out rate in underperforming sectors | Increase recycling set out rate on Target collection day Increase participation in the recycling program for residents living on private roads, inaccessible roads and "weekend" residents |

7. Current Solid Waste Trends, Practices and System and Future Needs

7.1 Community Characteristics

As reported in the 2009 WDO Datacall, the Town of Mono had a population of 7,515 and has 2,631 households. Of these, all are single-family households and there are no known seasonal dwellings.

As with all municipalities in the Province, municipalities are grouped based on two primary (population and population density) and two secondary (location, either north or south and by the type of service offered, either curbside collection or depot) criteria. For the 2009 WDO Municipal Groupings, the Town of Mono is in the Rural Collection – South category.

7.2 Current Waste Generation and Diversion

Based on the published 2009 WDO Datacall information, Mono generated 2,354 tonnes of residential solid waste. Of this, 732 tonnes¹, or 31.1%, was diverted through the blue box program. Currently, the most common material recycled is paper products while the least is metal containers.

The table below summarizes the estimated waste generation and blue box diversion rates. The blue box material values are estimated based on the Town's 2009 WDO Datacall submission which reported tonnages as Commingle rather than by specific material type and calculated from typical composition data for a Rural Collection – South municipality.

Worksheet 7b: Waste Generated and Blue Box Materials Diverted (2009)

| Residential Waste Stream/Blue Box Material | Tonnes | Percent of Total Waste |
|---|------------|------------------------|
| Total waste generated | 2,354 | - |
| Papers (ONP, OMG, OCC, OBB, fine papers and Polycoat) | 533 | 22.6% |
| Metals (aluminum, steel, mixed metal) | 45 | 1.9% |
| Plastics (containers, film, tubs and lids) | 46 | 2.0% |
| Glass | 108 | 4.6% |
| Total Blue Box material currently diverted | 732 | 31.1% |

7.3 Potential Waste Diversion

Again, using the representative composition data for the Rural Collection – South municipal grouping, the Town of Mono's current waste composition was estimated, as it reported tonnages as Commingle as opposed to reporting material specific tonnages.

In 2009, a total of approximately 873 tonnes of blue box recyclable materials was calculated to be available for diversion. Using the reasonable target capture rate of 70% for a Rural Collection – South municipality, approximately 180 tonnes was calculated to be still in the waste stream. The estimates of available blue box material for diversion are listed in the table below.

¹ The values submitted by the Town of Mono's may differ from that of the WDO figure as WDO reviews, confirms and makes adjustments as necessary

Worksheet 7c: Current and Potential Diversion

| Material | Estimated Available (tonnes/year) | Currently Recycled (tonnes/year) | Potential Increase (tonnes/year) | Potential Increase in Overall Diversion Rate (%) |
|--------------|-----------------------------------|----------------------------------|----------------------------------|--|
| Papers | 494 | 533 | 0 | 0% |
| Metals | 49 | 45 | 5 | 0.2% |
| Plastics | 132 | 46 | 86 | 3.6% |
| Glass | 198 | 108 | 89 | 3.8% |
| Total | 873 | 732 | 180 | 7.6% |

As shown in the above table, 732 tonnes of recyclable material (out of a possible 873 tonnes) have been diverted by the Town. As the reasonable target rate is 70%, the Town is performing at a rate of 83.8%.

It should be identified and noted that the estimated tonnes of available materials is based on waste generation calculations from Stewardship Ontario. This/these Estimated Available tonnes are calculated by extrapolating product steward reports and waste audit composition data. The discrepancy shown in the above table for Paper (recycling more tonnes than are estimated to be available) is explained by inherent difficulty in extrapolating and allocating tonnes across the Province. Also, depending on the amount of travel into and out of the Town, additional tonnes of material can enter and leave the Town which can skew the tonnage figures.

If all of the available recyclable material was diverted through the Town's blue box program, 38.7% of the waste stream would have been diverted through the blue box program.

7.4 Existing Programs and Services

Currently, The Town of Mono has the following practices in place to manage residential solid waste:

- Recycling drop-off at the landfill;
- Bag limits for solid waste of 4 per the bi-weekly collection cycle;
- Weekly collection of blue box recyclables; and
- Weekly collection of source separated food waste

Collection services of solid waste and recycling services are provided to the residents using a combination of curbside collection and drop off at the landfill. Disposal and recycling services are paid for primarily through a combination of the tax base and user fees. Once recyclable materials have been collected, they are taken to a private transfer station then shipped to Guelph's Material Recovery Facility (MRF) for processing.

The collection contract expires in 2012 which is an upcoming important collection-related milestone that may affect how collection service is administered.

Worksheet 7d: Existing Programs and Services

| Policies currently in place for managing residential solid waste | | | |
|--|---------------------------|-------------------------------|--|
| User Pay: Garbage bags in excess of 4 require a tag (purchased for \$1 each) | | | |
| Tipping fees: Garbage delivered to the landfill is charged at \$1 per bag/can | | | |
| Bag Limits: 4 bag limit (bi-weekly collection) | | | |
| How are waste and recycling collection services provided to the residential sector? | | | |
| Collection Service | Waste Coverage (%) | Recycling Coverage (%) | Upcoming Milestones |
| Municipal collection (contracted service) | 98.5% | 98.5% | Collection contract expires in 2012 at which point the County will assume responsibility |
| Drop-off (at landfill depot) | 100% | 100% | |
| Financing of Services | | Waste | Recycling |
| Payment Type | | Tax base & user fees | Tax base and WDO funding |
| Where are recyclable materials taken after collection? | | | |
| After collection, the recyclables are taken to a private transfer station in Amaranth for transfer haul to the City of Guelph's MRF. | | | |

Based on the published 2009 WDO Datacall information, the net annual recycling cost for the Town of Mono was \$167,269². This amounts to \$228 per tonne or \$22 per capita. As the average net annual recycling cost for the municipal grouping was \$215,443, Mono's costs are "better" than the average for its WDO municipal grouping.

7.5 Anticipated Future Waste Management Needs

As the population growth in the Town is not expected to be significant over the next 10 years, the table below depicts the expected growth rates for solid waste generation and blue box material recovery (based on projected population growth rates).

Worksheet 7f: Anticipated Future Generation Rates and Available Blue Box Material

| | 2010 | 2015 | 2020 |
|---|-------------|-------------|-------------|
| Population ³ | 7,515 | 8,457 | 9,320 |
| Total Residential Solid Waste (tonnes) ⁴ | 2,354 | 2,649 | 2,919 |
| Blue Box Material Available (tonnes) ² | 873 | 983 | 1,083 |

² The values submitted by the Town of Mono's may differ from that of the WDO figure as WDO reviews, confirms and makes adjustments as necessary

³ Population projection based on historical population growth rate between 2006 and 2009 (per annual WDO Datacall submissions)

⁴ Total Waste Generation (tonnes) and Total Blue Box Material (tonnes) assumed to be constant, based on 2009 kg/capita data

8. Overview of Recycling Plan Options

As The Town of Mono has a high blue box recovery rate and low gross cost per tonne, this WRS focused on options that are aimed at refining certain elements as well as targeted actions. Taking the County assumption into account, rather than scoring the respective options based on a set of specific criteria, the Town elected to rank the options as either Priority Initiatives or Deferred Initiatives. Below is a brief description of each of the options that were reviewed. For more information, refer to Section 9 and Appendix A.

Improving Curbside Service

Drawing from knowledge and experience of projects and studies completed within the Province, there are options available to improve the performance of residents that live in areas that currently do not receive curbside collection (i.e. those living on inaccessible and private roads). By researching and implementing appropriate measures, improvements can be made to the level of service, capture rates, tonnages and potentially reduce program costs.

Targeted Public Education and Promotion Program

Based on waste audits completed by the Town in the summer of 2010, one of the collection areas has an opportunity to improve on its participation in the recycling program. As well, some permanent and "weekend" residents either prefer or opt to deliver material to the landfill/recycling depot rather than use the curbside collection service. It is understood that this group under performs relative to others in the Town and a targeted campaign to improve performance is warranted. Funding from the Continuous Improvement Fund (in the amount of \$5,000) has been received to aid with this effort.

Additional free, larger blue boxes

A fundamental non-monetary best practice is to provide free blue boxes. While the Town historically provided two (2) free 14-gallon blue boxes to every household, the Town is now providing 25 gallon boxes. Providing additional blue boxes will increase the capacity which should contribute to increasing the capture rate and potentially decrease operating costs.

Add materials to the blue box program

In many municipalities that have expanded the list of acceptable materials, it is known that the capture rate of all materials (not just the new materials) increases significantly. While the Town is performing well with respect to its capture rate, there is room to improve the capture rate of metals, plastics and glass. As well, by expanding the program to accept materials that are currently acceptable by the receiving MRF, not only will additional tonnes be captured but the net program cost per tonne may decrease.

Clear Bags for Garbage

Currently, the Town has a limit of four (4) bags/cans per collection (biweekly) and weekly collection of recyclables. While this collection system does induce waste diversion, there is room for improvement. Similarly, the Town does have an issue with residents using the landfill for disposal of waste and it is noticed that they are not fully participating in the recycling program. If a clear bag policy were enforced, the site attendants would be able to screen for recyclable material in the waste stream and have it diverted.

9. Planned Recycling System

Once the options were reviewed, they were either ranked as Priority Initiatives or Deferred Initiatives. The estimated cost for implementing the Priority Initiatives is estimated to range between \$0.29 and \$18 per household.

The following table defines the proposed strategies and approaches that, after having been evaluated, represent the Town's Priority and Deferred Initiatives. For each Priority Initiative, an implementation plan has been developed.

Worksheet 9: Initiatives

| Priority Initiatives | Estimated Implementation Costs (per household) | Estimated Operation Costs (first year, per household, range) |
|------------------------------------|--|--|
| Improving Curbside Service | \$0.29 | \$0.04 to \$0.12 |
| Targeted Communication Strategies | | |
| - Permanent Residents | \$2.82 | \$1.09 to \$2.74 |
| - "Weekend" Residents | \$0 | \$0.42 to \$1.04 |
| Additional Free, Larger Blue Boxes | \$5 to \$18 | \$1.14 to \$1.52 |
| Estimated Cost | \$8.11 to \$21.11 | \$2.69 to \$5.42 |

In the case of the Deferred Initiatives, these items will be brought forward for consideration and re-evaluated when this strategy is reviewed as part of the County's recycling mandate. Similarly, the associated costs will be revisited when waste management services become the responsibility of the County.

| Deferred Initiatives | |
|--|------------------------|
| Add Materials to the Recycling Program | Clear Bags for Garbage |

9.1 Priority Initiatives

The following section defines the Priority Initiatives including the estimated cost of each option. As well, the implementation process along with the monitoring and reporting methods used is discussed.

Improving Curbside Service

In certain circumstances within the Town, there are residents that live on either inaccessible roads or on private roads for which the collection contractor either physically cannot or is prohibited from driving on to collect materials. By not receiving the curbside collection service, these residents deliver their waste and recycling to the landfill and its associated recycling depot or have to bring the materials to the municipal right of way for pick up.

Where feasible, a method of providing a curbside service to these residents would be to establish a communal drop off area, perhaps at the end or some other accessible location of the inaccessible/private road. In this way, the curbside collection contractor would be able to pick up the materials and would eliminate the need for the residents to deliver the material to the landfill and the recycling depot.

While this option could provide for a uniform level of service for most, if not all, residents of the Town, some potential issues regarding this option that would need to be addressed include:

- It could become an illegal dumping location for residents that do not want to pay for the disposal of additional bags/cans of waste;
- If recyclable materials were found in the waste stream, it could be difficult to identify the exact source which would make enforcement of the program policies a challenge; and
- Depending on its layout, structure and the rules regarding use, it could become unsightly visual distraction.

While no formal statistical data specifically quantifies the diversion or cost implications of this option, where local circumstances permit this option as viable⁵, increased program participation and capture rate increases are possible. Specifically, studies have indicated that residents receiving curbside collection divert approximately 51% more material than those that do not receive curbside collection⁶.

⁵ Sault North Waste Management Council http://www.wdo.ca/cif/pdf/reports/171/171_report.pdf

⁶ Waste Management Master Plan CIF 120 http://www.wdo.ca/cif/pdf/reports/120/120_report.pdf

Applying this value to the Town of Mono, an additional 13 tonnes of recyclable material is estimated to be available for collection from the current 40 households that do not receive curbside collection service.

To implement a communal curbside drop off location, the cost would potentially include: an adjustment to the collection contractor's price, advisement / instructional materials for the residents and possibly signage at the drop off location. Assuming that there would be no collection cost increase, the cost is estimated at \$764 (\$0.29 per household where \$0.10 per household for communication materials to the affected households and \$0.19 per household for signage at drop off location). While not included in the cost estimate for this option (as the exact expense will depend on a number of factors), modifications to road allowances and/or road upgrades may be required.

Based on the estimated tonnage, an approximate range in operational cost would be between \$108 (\$0.04 per household, assuming a 25% recovery rate) and \$323 (\$0.12 per household, assuming a 75% recovery rate). This cost would cover the transferring of the tonnes from the transfer station to the MRF (subject to any contractual CPI adjustment and/or any per tonne fee adjustments at the transfer station).

To effectively monitor the performance of this option, the Town will, as part of the set out rate study and via feedback from the collection contractor and from the public, assess the participation in the program as well as the quality of material and aesthetics of the site. The results of the audits will be reported to Council and incorporated into the annual program review process. Any adjustments that are deemed necessary will be budgeted for and actioned accordingly.

This option addresses with the goals of maximizing capture rates and increasing the participation of residents living on inaccessible and private roads.

Targeted Public Education and Promotion Program – Permanent Residents

In the summer of 2010, the Town drafted a Communication Plan targeting a specific area within the community for which the goal is to increase awareness of how and what can be recycled. The Plan is expected to be completed by May 2011, where the objectives of the Plan are to:

- Release of Promotional and Educational materials by July 2011;
- Study the increase in blue box participation by August 2011 (expected participation increase of 10%);
- Decrease container contamination in the waste stream by 10% by July 2011; and
- Enhance residential understanding of what can and cannot be recycled.

While the Town has an overall good program performance, the Plan notes particular improvement can be made to lower performing areas and established farms (farm residents typically opt to deliver material to the landfill rather than participate in curbside program). Where studies have been undertaken to quantify the diversion rate⁷ of residents that choose to deliver material to the landfill rather than participate in the curbside program, those that use the landfill divert 51% less than curbside participants. In 2011, the Town mailed promotional information pamphlets to all households with surveys included for the target group only.

The Communication Plan sets out a number of strategies designed to promote, monitor and assess the performance of these underperforming residents. However, while many of the tasks will be focused on this specific sector, some of the activities, such as a mobile sign, outreach at the landfill and newspaper advertisements, will reach the community at large.

Assuming that the Plan does increase participation (and by extension capture rate) by 10% of the Permanent Residents, this is estimated to result in 82 additional tonnes. However, assuming if a higher performance target were set, such as 25%, 205 additional tonnes would be collected.

The implementation cost assigned to the Communication Plan is approximately 50% of the Town's annual Promotion and Education budget. Specifically, this targeted campaign is anticipated to cost \$1,033 (\$2.82 per household, calculated based on only those households within the target area).

⁷ Waste Management Master Plan CIF 120 http://www.wdo.ca/cif/pdf/reports/120/120_report.pdf

The operational cost for these additional tonnes is estimated to range between \$2,880 (\$1.09 per household, assuming a 10% recovery rate) and \$7,200 (\$2.74 per household, assuming a 25% recovery rate). Both of these are calculated based on all households in the Town and subject to any contractual CPI adjustment and/or any per tonne fee adjustments at the transfer station.

It should be noted that the Blue Box Program Enhancement and Best Practices Assessment Project⁸ describes a general Promotion and Education spending of \$1 per household and between \$3 to \$4 per household when implementing either a new program or where major program changes take place.

In conjunction with the curbside composition audit program, this option will be effectively monitored to assess participation at the recycling depot through audits and weigh scale records. The results will be reported to Council and incorporated into the annual program review process. Any program adjustments that are determined to be necessary will be budgeted for and actioned accordingly.

This option addresses the goals of maximizing capture rates and increasing the set out rate in the underperforming area.

Targeted Public Education and Promotion Program – “Weekend” Residents

While the core blue box materials are universally accepted across Ontario and work has been undertaken to recommend achieving greater consistency in blue box material collected across Ontario⁹, there remain certain program differences which can lead to public confusion. Differences such as collection frequency, program type (single, two- or multi-stream) as well as the full suite of acceptable materials can all lead to low capture rates and low participation.

Studies assessing the seasonal population in “cottage country” as well as studies in the multi-family sector indicate that transient populations tend to bring their “home” waste management habits with them and often do not normally conform to the requirements of the local program. Similarly, when residents permanently move from one jurisdiction to another, a significant investment in time and education is required to make the adjustment to the “new” waste management program requirements.

While Town specific audit data is not available to quantify the performance of the “weekend” population, studies indicate that there is approximately 20% more recyclable material in the waste stream¹⁰ during the influx of non-permanent residents as compared to when they are not present.

As noted in the previous section, there is currently a permanent population within the Town that regularly prefers to use the landfill and recycling depot over the curbside service. As it has been observed that the “weekend” population tends to do the same, the targeted efforts noted above would apply to this option.

The Town currently has an estimated “weekend” population of 75 households. If this market segment were to increase its recycling performance by 10% (as noted in the Town’s Communication Plan), this would equate to an additional 31 tonnes collected. However, assuming if a higher performance target were set, such as 25%, 78 additional tonnes would be collected.

As the implementation costs of this option are accounted for in the prior section, there is no per household costs assigned to this option.

The operational costs are estimated at between \$1,095 (\$0.42 per household, assuming a 10% recovery rate) and \$2,737 (\$1.04 per household, assuming a 25% recovery rate). These estimates are calculated on only the “weekend” households in the Town and subject to any contractual CPI adjustment and/or any per tonne fee adjustments at the transfer station.

In conjunction with the curbside composition audit program, this option will be effectively monitored to assess participation of deposited material at the recycling depot through audits and weigh scale records.

⁸ Best Practices Report <http://www.wdo.ca/files/domain4116/KPMG%20Final%20Report%20Vol%20I%20-%20July%2031.pdf>

⁹ Blue Box Program Plan Review – Report and Recommendations

<http://www.wdo.ca/files/domain4116/Final%20Report%20with%20Recommendations%20re%20BBPP%20Review%20April%2014%2009.pdf>

¹⁰ Four Season Audit http://www.stewardshipontario.ca/bluebox/pdf/eefund/reports/223/223_report.pdf

The results will be reported to Council and incorporated into the annual program review process. Any program adjustments that are determined to be necessary will be budgeted for and actioned accordingly.

This option addresses the goals of maximizing capture rates and increasing the participation from the weekend population.

Additional Free Blue Boxes

As noted in the KPMG Best Practices Report¹¹, the provision of free blue boxes, while initially requiring capital expenditure, does provide additional capacity thereby increasing capture rates and can potentially lower costs. While the Town's recycling performance is good, improvements in the capture rate of metals, plastics and glass can be achieved.

From the calculation of material available for recycling (worksheet 7c), approximately 11% of the available recyclable material (268 tonnes, all of which are container products) remain in the waste stream. Even though the Town has a comprehensive list of products acceptable in the recycling stream and weekly blue box collection, there may be a short-fall in storage capacity. This is possibly because of the three-dimensional nature of containers and that they take up significant volume of space in blue boxes.

Capture rate data from municipalities¹² that provide additional storage capacity have shown an increase in tonnes collected by an average of 9%. Applying this to the Town of Mono, an estimated additional 74 tonnes could be collected.

While actual costs of providing free blue boxes would require receiving formal quotations, internet research indicates a range of list prices for blue boxes of between \$11 (14 gallon) and \$18 (24 gallon) per container. The implementation cost for providing an additional blue box (assuming every household in the Town currently only has a single blue box and excluding any volume discount or potential subsidization), the cost per household is estimated to be between \$11 and \$18 (note: volume orders may be able to achieve a unit cost of \$5 or less¹³). Similarly, the ongoing replacement cost for new, blue boxes (based on household growth projections) and an assumed 1% annual replacement requirement (for damaged or lost blue boxes), is estimated to be between \$0.15 and \$0.53 per household. The annual per household operating cost to transfer the additional tonnes to the MRF is estimated at \$0.99 (subject to any contractual CPI adjustment and/or any per tonne fee adjustments at the transfer station). As such, the net annual operating per household cost is estimated to be between \$1.14 and \$1.52.

As such, the Town has taken steps via its budget process to procure and provide a limited number of larger sized blue boxes to new residents and replacement blue boxes, as this option is a best practice.

Implementation of this option would require identifying how many homes require additional blue boxes, obtaining formal quotations and securing any potential funding. Similarly, as new residents move into the Town and as existing blue boxes require replacement, a program of replacing the current blue boxes (14-gallon) with larger blue boxes could be implemented. As blue boxes are procured, an appropriate storage location would be required to house the containers until they could be delivered to the residents. Additionally, some form of public announcement would be required to advise the public that blue boxes are available. As of June 2011, the Town offers 25-gallon blue boxes.

To effectively monitor the performance of this option, the Town will, as part of the set out rate study, assess the number of blue boxes set out for collection and compare the results to historical values. The results will be incorporated into the annual program review and if any adjustment is needed to the communication materials or additional blue boxes are needed, the necessary update will be budgeted for and implemented.

This option addresses the goals of maximizing capture rates and may address the set-out rate in the underperforming collection area.

¹¹ Best Practices Report <http://www.wdo.ca/files/domain4116/KPMG%20Final%20Report%20Vol%20I%20-%20July%2031.pdf>

¹² EWSWA E&E Project 262 http://www.stewardshipontario.ca/bluebox/pdf/eeFund/reports/262/262_report_w_apendices.pdf

¹³ Town of Bancroft Assessment Report http://www.wdo.ca/cif/pdf/reports/261/261_report.pdf

9.2 Deferred Initiatives

With respect to the County assumption, the Town of Mono felt that it was more important to focus the options that were within their control and defer the options that were longer term or broader in scope for which the County would be in a better position to address.

However, the descriptions of the Deferred Initiatives below provides context, including potential tonnages and costs (based on current data and today's dollars) should the option be implemented.

Add materials to the blue box program

The Town of Mono currently has a comprehensive list of acceptable blue box materials. As well, the schedule of weekly recycling collection and bi-weekly garbage collection has resulted in good capture rates and overall performance. However, as the Town currently directs its recycling to a neighbouring City for processing, an opportunity to improve the program would be to expand the list of acceptable materials so that it matches that of the acceptable list of the receiving MRF.

The only material type that is excluded from the Town's recycling program but is accepted at the receiving MRF is windshield washer fluid containers (HDPE, other bottles and jugs).

As the Town does not currently have detailed waste composition data, comparable single family waste audit data¹⁴ was used to calculate the potentially available tonnes of HDPE other bottles and jugs that are not currently accepted in the Town's program. Based on this most recent representative waste audit data, adding these containers to the Town's recycling program would result in the diversion of an additional 12 tonnes.

Implementation of this change would involve two basic steps: discussion with the collection contractor regarding a price adjustment (if any) and modifying the promotional materials. While these are additional tonnes there will be some incremental operational costs. Even if there are no increases in collection costs, there would be a slight increase to the transfer cost to get the material to the receiving MRF. However, every increase in diversion results in increased funding from WDO. At Mono's staff level, a policy has been implemented prohibiting all automotive product containers from the blue box program. Even though windshield washer fluid containers are accepted by the City of Guelph's MRF, without this policy, it is expected that other automotive containers (such as motor oil and engine additives), which are not accepted at Guelph's MRF, would be mistakenly put into the blue box stream and contaminate the recyclable material delivered for processing.

The operational cost of the available additional tonnes is estimated at between \$105 (\$0.04 per household, assuming a 25% capture rate) and \$317 (\$0.12 per household, assuming a 75% capture rate). These values would be subject to any contractual CPI adjustment and/or any per tonne fee adjustments at the transfer station. Similarly, adjustments to the communication materials would be required at it is assumed that the current per household cost of \$0.29 would be appropriate.

To effectively monitor the performance of this option, the Town may, as part of the curbside composition audit program, assess the quantity of containers set out for recycling and deposited at the recycling depot. The results will be incorporated into the annual program review process and if any adjustment is needed to the communication materials, the necessary changes will be budgeted for and implemented.

This option addresses with the goals of maximizing capture rates and may address the set-out rate in the underperforming collection area.

Clear Bags for Garbage

While a clear bag policy has a number of issues associated with it, such as privacy rights, the benefits of a clear bag program include: motivating the residents to recycle more (and increase participation in the green bin program) through public pressure and enforcing program compliance (as the collection contractor can easily see if prohibited materials are in the bag).

¹⁴ 2007 Single family Audit data from a Rural Collection – South municipality
<http://www.stewardshipontario.ca/stewards/library/single-family-waste-audit-program#sf2007>

There are conflicting audit study results available (ranging from no noticeable increase in blue box capture¹⁵ to a 35% increase recycling accompanied by a 41% decrease in garbage generation^{16 17}). It is clear from other jurisdictions that have implemented this policy that community dynamics play a crucial role in whether or not this policy is effective.

To ensure public acceptance of the policy, a comprehensive and sufficiently long consultation process should be undertaken. In order to achieve public acceptance and buy-in, their needs and concerns must be addressed in advance to ensure a smooth as possible implementation.

While there is a range in diversion impacts with respect to implementing the policy, where it has been successful, the average increase in recycling rate is 22%. Applying this average to the Town of Mono, an additional 180 tonnes of recycling is estimated to be available for collection. This would represent an operational cost \$2.41 per household for the transfer of the tonnes from the transfer station to the MRF (subject to any contractual CPI adjustment and/or any per tonne fee adjustments at the transfer station). The implementation costs can vary depending on the public consultation process undertaken. However, twice the current (2009) promotion and education per household cost could be considered reasonable (\$0.58 per household). Additionally, staff time should be increased to answer enquiries from the public during the implementation period. Assuming 25% of staff time is used to field calls and twice the current P&E cost for consultation, the per household implementation cost is estimated at \$5.33.

To supplement and support a curbside clear bag for garbage policy, enforcement at the landfill should also be in place.

In combination with the program of set out rate studies and curbside composition audits, this option will be effectively monitored to assess participation. The results will be incorporated into the annual program review process. Any program or policy adjustments that are determined to be necessary will be budgeted for and actioned accordingly.

This option addresses the goals of maximizing capture rates, may improve the set-out rate in the underperforming collection area and increase the participation from the “weekend” population.

The Town of Mono has previously considered implementing a clear bag policy for garbage with the purpose of reducing the quantity of recyclable material being disposed of with the residential waste stream. However, this policy was not introduced for the sole reason of the upcoming County assumption of waste collection.

¹⁵ Clear Bag Project E&E 285 http://www.stewardshipontario.ca/bluebox/pdf/eefund/reports/285/285_report.pdf

¹⁶ Clear Bags Research E&E 177 http://www.stewardshipontario.ca/bluebox/pdf/eefund/reports/177/177_report.pdf

¹⁷ Clear Bags for Garbage E&E 312 http://www.stewardshipontario.ca/bluebox/pdf/eefund/reports/312/312_report.pdf

10. Implementation Steps

Worksheet 10: Implementation Steps

| Initiative | Steps | Timeline |
|--|---|------------------------------------|
| Improving Curbside Service | Review the possibility of appropriate location for the drop-off at each inaccessible/private road | Ongoing discussion with the County |
| | Review collection contract for clauses to assess potential risks and opportunities | 2011 |
| | Discussion with collection contractor any costs associated with the additional collection | 2011 |
| | Set performance criteria for both the collection contractor and residents | 2012 |
| | Agree to the service change | 2012 |
| | Develop and distribute communication materials | June – July 2011 |
| | Develop a measurement and monitoring program for the resident's and contractors performance | August 2011 |
| | Implement initiative | August 2011 |
| | Review performance, report as required (including providing feedback to the residents) and implement continuous improvement actions | Monthly |
| Targeted Communication - Permanent Residents | Finalize and implement the drafted Communication Plan | August 2011 |
| | Develop and post signage at the landfill regarding the initiative | May 2011 |
| | Distribute flyers regarding the initiative | May 2011 |
| | Post on web site | May 2011 |
| | Develop and post advertisements in the local newspaper regarding the initiative | May to July 2011 |
| | Develop and provide messaging scripts to staff and at the landfill/recycling depot so that they are informed and can answer questions | May 2011 |
| | Engage with the collection contractor regarding the strategies of the Plan and expectations | May to July 2011 |
| | Conduct follow up four (4) week audit and assess performance against the baseline | June 2011 |
| | Report on the initiatives results, as required and implement continuous improvement actions as required | December 2011 |

| Initiative | Steps | Timeline |
|--|---|------------------|
| Targeted Communication - "Weekend" Residents | Modify the draft Communication Plan developed for the Permanent Residents to suit the demographic of the "weekend" residents | May 2011 |
| | Survey the "weekend" residents (during the initiative, including when they visit the landfill to gather information as to their habits and understandings of the initiative | May to July 2011 |
| | Review and report, as required and implement continuous improvement actions as required | August 2011 |
| Additional Free Blue Boxes | Obtain quotes and secure funding for blue boxes | May 2011 |
| | Provide free larger blue boxes to new residents, replacement for damaged existing blue boxes and issue new larger blue boxes to existing residents as requested Mono is currently working on a bulk purchase of 25-gallon blue boxes | Ongoing |

11. Contingencies

Even the best planning can be delayed by a variety of foreseen and unforeseen circumstances. Predicting and including contingencies can help to ensure that these risks are managed for minimum delay. The table below identifies contingencies for possible planning delays.

Worksheet 11: Waste Recycling Strategy Contingencies

| Priority Initiative | Risk | Contingency |
|-----------------------------------|---|--|
| Improving Curbside Service | Funding shortfall | Defer until funding obtained or find alternative funding |
| | Collection contractor not willing to collect and/or cost too high | Engage in contract negotiations |
| Targeted Communication Strategies | Funding shortfall | Defer until funding obtained or find alternative funding |

| Other Risks | Contingency |
|---|---|
| Full Extended Producer Responsibility (EPR) | Timeline of this is unknown but even if it becomes a reality, the implementation plan may take several years. This may create an opportunity for municipal recyclers to recover most if not all of their expenses, and may also cause municipal recyclers to act as contractors to Stewardship Ontario. |
| County assumes responsibility | Accommodated by deferring options that were deemed to be either longer term or broader in scope which would be better addressed after the County assumes responsibility for waste management services |

12. Monitoring and Reporting

The monitoring and reporting of the Town of Mono's recycling program is considered a Blue Box program fundamental best practice and will be a key component of this Waste Recycling Strategy. Once implementation of the strategy begins, the performance of the Waste Recycling System will be monitored and measured against the baseline established for the current system. Once the results are measured, they will be reported to Council and the public.

The Promotion and Education course of the 3 Year Ontario Blue Box Recyclers Training Program recommends that 5-10% of the Promotion and Education budget be dedicated to monitoring and evaluation. The approach for monitoring Mono's waste recycling program is outlined in the table below.

Worksheet 12: Recycling System Monitoring

| Monitoring Topic | Monitoring Tool | Frequency |
|-----------------------------------|---|--|
| Improved Curbside Service | Weigh scale records to assess tonnage increase | Monthly |
| | Feedback from contractor and residents on condition and quality of set out material | Weekly |
| Targeted Communication Strategies | Recording of resident calls and comments in a formal log book that is regularly updated | Weekly |
| | Satisfaction and comment survey of residents post initiative | Once |
| | Four (4) week audit to assess quality and capture improvements and compare to baseline audit | July 2011 |
| Additional Free Blue Boxes | Record the number of blue boxes issued to new residents and to existing residents as either replacement or additional | Monthly |
| WRS Review | As this is a living document, a comment log will be maintained and the strategy will be updated regularly | Ongoing with a formal review in 2013 after the County assumes responsibility for waste management services |

13. Conclusion

The Town of Mono initiated this Waste Recycling Strategy (WRS) to develop a plan to increase the efficiency and effectiveness of its recycling programs and maximize the amount of blue box material diverted from disposal. The WRS will also help the Town of Mono meet the Waste Diversion Ontario (WDO) Best Practices requirement to have established recycling targets and a plan that specifically targets recycling performance and performance measurement.

Based on WDO published data, the Town has good performance relative to the other programs in their grouping, a high blue box recovery rate and possesses a low cost per tonne. Based on this performance, the Town was in a position to focus on program refinements and targeted actions to address relatively few deficiencies in terms of recovery or cost.

As well, during the development of this WRS the County of Dufferin agreed to assume the full responsibility for waste management services in 2013 (with the exception of the Town's landfill) in all of the lower tier municipalities. This directive allowed the Town of Mono to further refine and focus its program refinement options into either Priority Initiatives or defer any options until after 2013.

After the current state assessment and anticipating future needs, the Town developed a list of potential blue box diversion options designed to improve the system's performance. These options, rather than being scored (to assess which would take priority) were ranked into either Priority Initiatives or Deferred Initiatives. The selected Priority Initiatives for which the Town will address include:

- **Improving curbside collection service** to those residents that live on either inaccessible or private roads. The purpose of this initiative is to increase the blue box recycling rate as it is known that residents that frequent the landfill for their disposal and recycling needs tend to underperform relative to residents that receive curbside collection service.
- **Implementing a targeted communication strategy** to a select segment of the population. The reason for this initiative is increase the blue box recycling rate for the permanent and "weekend" segments of the Town's population. Similar to the residents that reside on inaccessible or private roads, this sector of the community tends to underperform with respect to blue box diversion.
- **Additional Free, Larger Blue Boxes** will be gradually provided to new residents and to existing residents that either require a replacement blue box or are seeking another. The blue boxes that will be issued will be larger capacity boxes (i.e. 25 gallon).

These Priority Initiatives will be implemented in the first and second quarters of 2011 and will be measured and monitored regularly until the end of 2012. The implementation costs for these Priority Initiatives are estimated to be between \$0.29 and \$18 per household and the operational costs are estimated to be between \$0.04 and \$2.74 per household. By implementing all of these Priority Initiatives, it is anticipated that the Town could divert 200 additional tonnes from landfill.

The Town can continue to provide superior service at reasonable cost and hand over a well managed program. As such, this Waste Recycling Strategy will be reviewed annually by Mono to assess its performance relative to the goals and objectives set out in this Plan and may be revisited in 2013 under the direction of Dufferin County.

Appendix A

Waste Recycling Option Scores

Appendix A – Waste Recycling Option Scores

| Description of Strategies | Approximate Cost per Household | | This section would have otherwise contained scoring criteria (such as % Waste Diverted, Proven Results, Economically Feasible, Public Acceptance, Partner Acceptance, Ease of Implementation and Total Criteria Score). |
|--|---|-------------------------------|---|
| | Implementation (including Infrastructure) | Operation (first year, range) | |
| Improving Curbside Service | \$0.29 | \$0.04 to \$0.12 | Priority Initiative Operational cost range based on 25% and 75% increase in recovery rate of available materials |
| Targeted Public Education and Promotion Program – Permanent Residents | \$2.82 | \$1.09 to \$2.74 | Priority Initiative Operational cost range based on 10% and 25% increase in recovery rate of available materials from all households in the Town |
| Targeted Public Education and Promotion Program – Weekend Residents | \$0 | \$0.42 to \$1.04 | Priority Initiative Implementation cost per household accounted for in the targeted P&E – Curbside Operational cost range based on 10% and 25% increase in recovery rate of available materials from "weekend" households in the Town |
| Additional free blue boxes | \$5 to \$18 | \$1.14 to \$1.52 | Priority Initiative Gradual replacement of existing blue boxes with larger capacity blue boxes until the County assumes responsibility for the program in 2013 |
| Add materials to the recycling program | - | - | Deferred Initiative (broader implications for the County as a whole) |
| Clear Bags for Garbage | - | - | Deferred Initiative (broader implications for the County as a whole) |

Appendix B

Council and Public Comments

Appendix B – Council and Public Comments

| Comment Type | Comment # | Comment | Action Taken |
|--|-----------|--|---|
| Implementation | 1 | Specific strategies to reach and educate/convince target groups, including mandatory action in order to keep service might be worth consideration. | Mono staff to follow up with the person to seek clarification of the question and intention of term "mandatory action" |
| | 2 | Include specific suggestions on how residents might reduce the recycling costs or is it a volume factor? | Possibly could be addressed in the Communications Plan |
| | 3 | One area I do think we could improve is public awareness of littering. While it won't add to recycled tonnages, it sure would make for a more beautiful countryside, and I think education via signage on anti-litter would be money well spent. | 1. Litter is technically outside of the scope of a Waste Recycling Strategy 2. Possibly could be addressed in the Communications Plan |
| Addressed in the text | 4 | Was there very much feedback from the public? | Addressed in Section 2 |
| | 5 | When County assumes responsibility for blue box program, will the best practices implemented by Mono residents be continued? Recognized for Provincial funding? | Addressed in Section 1 and Appendix C |
| | 6 | How close to 70% diversion rate is the Town at present? | Addressed in Section 7.3 |
| | 7 | Be specific in order to reach the minimum of 70%. | Addressed in Section 7.3 |
| | 8 | Does the WDO funding cover the full costs for education? | Addressed in Section 8 |
| | 9 | Duplication of statements making reference to the County Takeover too many times. | Addressed in that the reference is made limited times in the WRS |
| Items for discussion during implementation (Comments #10 to 22) | 10 | I would also be interested in the value of this study not only to Mono but also to the citizens of Ontario. | Mono staff responded directly to the person regarding the value of this study |
| | 11 | My reaction to setting up a retention centre for hard access locations is that it will be more aggravation for both staff and residents than it is worth. | 1. Mono staff to advise residents of inaccessible and private roads that until the road is upgraded to Town standards, the collection contractor will not accept the liability of travelling on the road. 2. As the County will be holding open houses as part of their Waste Recycling Strategy, residents on these roads are encouraged to attend and voice their concerns 3. Residents of these roads could consider placing their recyclable materials in clear bags (where these bags are put into blue boxes) for collection at the end of the road for the collection contractor to pick up. Consider this with the County's WRS |
| | 12 | Do we have blue box containers at our landfill site, which I suspect we have? We should then encourage our residents in no access areas to separate their garbage when they take it to our landfill site. | 1. As the County will be holding open houses as part of their Waste Recycling Strategy, residents on these roads are encouraged to attend and voice their concerns 2. Residents of these roads could consider placing their recyclable materials in clear bags (where these bags are put into blue boxes) for collection at the end of the road for the collection contractor to pick up. Consider this with the County's WRS |

Appendix B – Council and Public Comments

| | | | |
|--|----|---|--|
| | 13 | What impact would a 2 solid waste bag limit have on diversion? | <p>1. As there is only a short time period until the County assumes collection responsibility, there is insufficient time to roll-out this program change by Mono. During the County's WRS process, this should be considered for County-wide program harmonization</p> <p>2. Consider including this in Section 9.2 "Deferred Initiatives" for the County to consider during their WRS process</p> <p>3. On page 21 of the "Blue Box Program Enhancement and Best Practices Assessment Project", it notes, "<i>Reducing solid waste services (i.e. two-bag limit) supported by diversion alternatives was found to result in higher recovery rates for Blue Box materials</i>" and, "<i>Municipalities with lower weekly garbage bag limits tend to exhibit higher recovery rates.</i>"</p> |
| | 14 | What costs to users and additional staffing would there be as result of clear bags? | <p>1. As there is only a short time period until the County assumes collection responsibility, there is insufficient time to roll-out this program change by Mono. During the County's WRS process, this should be considered for County-wide program harmonization</p> <p>2. Minimal costs should be incurred by the residents and staff costs should also be minimal</p> |
| | 15 | <p>Just a note to all that the under serviced roads are private roads not assumed by the town, so upgrades to those roads with taxpayer money is not an option.</p> <p>"Residents have to bring their materials to the municipal right of way for pick up" on page 10 there is a recommendation to "establish a communal drop off area" ... I'm not sure how these are different. Is there a possibility to utilize commercial sized garbage and recycle containers on the road side for trucks to access easily? Not sure if the trucks are equipped to handle these? Not sure if the locations are safe to do this?</p> <p>When will Cottage Road again receive curbside pick-up service (as residents here have to take material to Hockley Road drop-off location)?</p> | <p>Establishing a policy about private roads and conditions under which they can be serviced might be considered during plan implementation. There will be a need to harmonize such policies in the future.</p> |
| | 16 | I am curious about the County input. Did they provide input and if so what was their feedback? | No formal, written comment were received from the County but informal conversations took place between Mono and County staff |
| | 17 | "The takeover by county may or may not limit the Town's ability to influence collection services". I realize this is perhaps a question beyond the scope of this feedback - but what potential impact is there to Mono's current success in this area? And what influence will we have in future? | Addressed in Section 1, however as Mono's program is performing well and Mono's leadership and performance to date should be a model for the County At this time it is known that Mono will participate as part of the County steering committee for the County WRS and collection plan. |

Appendix B – Council and Public Comments

| | | |
|----|---|---|
| 18 | The flyers could also ask "are you doing everything you could do?" Any thoughts to initiating a contest for kids to design the brochure/flyer? This in and of itself would contribute to increasing awareness. We could put out a call in the newspapers for Mono residents under x age. | Mono staff have responded to this person stating that this work should be, and is, done at the staff level, not by the public. As well, this work has already been done by an in-house student and is currently awaiting implementation |
| 19 | Clear bags for garbage - I agree with this idea for the landfill. Somewhere later in the document it speaks to privacy ... any PRIVATE garbage could be contained in a smaller non clear bag inside the clear bag of garbage. This seems easy to implement and would enable separating out recycling material. Bags could be distributed at the landfill to users when they arrive with regular bags along with the promotional material. I see this as presenting an opportunity for people to participate. It's an "ask for participation" which doesn't require a lengthy consultation for buy-in. I'm sure it wouldn't be a huge cost for handing out bags for a period of time until people convert ... albeit we would have to weigh the expense of the idea vs. the benefit. | Clear bags for Garbage are already included in the WRS in Section 9.2, Deferred Initiatives. As well, this policy would require a long lead-in time which is not practical due to the County assumption of collection services in January 2013. However, this could be recommended to the County as part of their WRS process for county-wide harmonization. |
| 20 | Why can we not use clear blue bags for recycling vs. boxes? | Addressed in Section 9.2 in that Mono's acceptable material stream is to be the same as the receiving facility and that the receiving facility does not accept recyclables in bags. However, Mono staff responded to the person stating that if recyclables are set out for collection in bags, they will be debagged at the transfer station prior to shipment to the receiving facility |
| 21 | I think it's a total waste of money to affix new logos to boxes when we transfer to the County. | Addressed in Section 10 as the Town and County are pursuing a joint purchase of blue boxes |
| 22 | Why would we not extend our program to include what is accepted at the MRF? | Addressed in Section 9.2 in that Mono's acceptable material stream is to be the same as the receiving facility |

Appendix C

Dufferin County By-law 2010-29

CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW NUMBER 2010-29

**A BY-LAW TO EMPOWER THE COUNTY OF DUFFERIN TO ASSUME
AUTHORITY FOR THE ESTABLISHMENT, OPERATION AND
DELIVERY OF WASTE COLLECTION AND TREATMENT PROGRAMS
AND SERVICES FOR THE COUNTY OF DUFFERIN AND ALL ITS
CONSTITUENT LOWER-TIER MUNICIPALITIES.**

WHEREAS authority for waste management in the Corporation of the County of Dufferin (the "County") rests exclusively with the lower-tier municipalities, as set out in Section 11 of the *Municipal Act, 2001, S.O. 2001, c. 25* (the "*Act*"), with the exception of composting, household hazardous waste and e-waste;

AND WHEREAS Section 189(1) and (2) of the *Act* sets out the authority and conditions for the transfer of power to an upper-tier municipality;

WHEREAS the County owns 200 acres of an Environmental Assessment approved landfill site (the "Dufferin Eco Energy Park");

AND WHEREAS the County is looking for alternative methods of solid waste treatment;

AND WHEREAS the County has identified composting of Source Separated Organics ("SSO") and gasification as two alternative methods of waste treatment;

AND WHEREAS the County currently has authority to collect and treat SSO and Household Hazardous Waste pursuant to By-law 2000-32 and By-law 2007-17;

AND WHEREAS the County is developing the Dufferin Eco Energy Park site to utilize these methods of treatment;

AND WHEREAS the County has identified the need to control the waste stream to secure tipping fees that will be competitive with current commercial rates;

AND WHEREAS a coordinated waste system in the County will allow for a greater opportunity for effective promotion/education, diversion and cost savings;

NOW THEREFORE, subject to the conditions set out in Section 189(2) of the *Act*, the municipal council of the County enacts as follows:

Assumption of Power

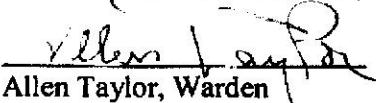
1. The County hereby assumes from all the lower-tier municipalities forming part of the County, the power to establish, operate and deliver household waste collection and treatment programs and services.

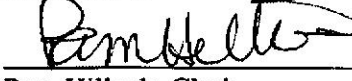
2. Without limiting the generality of Section 1 above, "the power to establish, operate and deliver waste collection and treatment programs and services" shall include, but not be limited to, the following elements:
 - (a) the power to carry out, or to commission, research, studies, and analyses of waste collection and treatment programs and services;
 - (b) the power to enter into agreements and contracts with lower-tier municipalities and other parties for the provision of waste collection and treatment programs and services, including the continuation of existing programs and services;
 - (c) the power to construct, own, and operate a waste facility or facilities;
 - (d) the power to implement a waste collection system or systems that may be required to support such a waste facility or facilities;
 - (e) the power to enter into agreements and contracts for the sale or other disposition of the products of any waste collection and treatment programs;
 - (f) the power to conduct public education programs and otherwise promote waste programs and services;
 - (g) the power to require the separation of waste at the point of collection consistent with continuation of existing programs and services; and
 - (h) the power to:
 - (i) establish incentives to encourage the use of waste programs and services;
 - (ii) establish different classes of waste;
 - (iii) establish fees and incentives that vary based on the volume, weight or class of waste, or on any other basis the Council of the County of Dufferin considers appropriate.
3. Notwithstanding Section 1, the assumption of waste does not include the assumption of any landfill site open or closed and owned by a lower-tier municipality.
4. The tipping fees paid by the County must be competitive with commercial rates at the time of commission.

Transitional Provisions

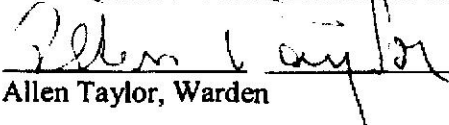
5. The County shall assume all authority granted herein by December 31, 2012 or the latest expiry date of the existing lower-tier collection contracts.
6. Until the assumption identified in Section 5 of this by-law, the County will work with the lower-tier municipalities, at the request of the individual lower-tier municipalities, to administer the waste collection process. The cost of any existing contracts will be borne by the lower-tier municipality until assumption by the County pursuant to this by-law.
7. The County will maintain the current curb-side collection programs offered by the lower-tier municipalities. Melancthon Township Council will have the option of requesting that the County provide curb-side pick up of household waste.
8. In accordance with the provisions of the *Act*, this by-law shall not come into effect unless,
 - (a) a majority of all votes on the County Council are cast in its favour;
 - (b) a majority of the Councils of all the lower-tier municipalities within the County have passed resolutions consenting to the by-law; and
 - (c) the total number of electors in the lower-tier municipalities that have passed resolutions under clause (b) form a majority of all the electors in the County;
5. This by-law will come into effect upon third reading.

READ a third time and finally passed this 9th day of September, 2010.


Allen Taylor, Warden


Pam Hillock, Clerk

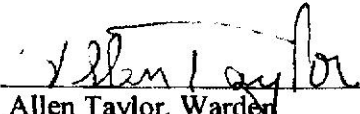
READ ~~a~~ first and second time this 10th day of June, 2010.

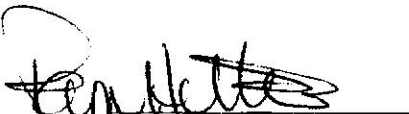

Allen Taylor, Warden


Pam Hillock, Clerk

PURSUANT TO SECTION 189(2) OF THE MUNICIPAL ACT, 2001, S.O. 2001, c. 25

TRIPLE MAJORITY ACHIEVED ON THIS 16 day of September, 2010.


Allen Taylor, Warden


Pam Hillock, Clerk