

CIF Project #398 – Kingston MRF Risk Analysis and Business Plan

Background

In 2011, the City of Kingston hired AECOM to develop a risk analysis and business plan for a regional MRF and the CIF approved 90% funding for this project. This work followed the completion of CIF Project #367, entitled “Eastern Ontario Regional Diversion System Modelling Study” whereby AECOM was hired by the CIF to provide an analysis of an optimum diversion network for Eastern Ontario. Within Project #367, several scenarios identified a rationale to establish a regional MRF in the Kingston area. This conclusion warranted additional detailed analysis.

The work plan for this project was planned in two parts. First, a risk analysis would identify generic risks and alternatives from an economic and qualitative perspective. The findings of this first step would then be presented to committee and council for approval before proceeding to the second step which would involve preparation of a business plan in which a preferred option would be identified.

Summary of Results

AECOM took initial steps to develop a risk analysis but shortly thereafter MIPC directed the CIF to cease funding regional MRF studies. As a consequence, the project was terminated and a final report was not submitted.

Financials

The CIF approved funding of \$62,139 including taxes for this project. The final cost was \$10,682.

Learnings

The failure to complete this important project led to unnecessary delays in the development of what could have been a valuable asset in the provincial infrastructure and higher operating costs in the long term.