DILLON CONSULTING

## County of Brant

# Solid Waste Management Master Plan

### Final Report

August 2025 – 24-9089

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# Acronyms, Abbreviations, Definitions

| | |
|---|---|
| CCME | Canadian Council of Ministers of the Environment |
| Cm | Centimetre |
| CPI | Consumer Price Index |
| County | The County of Brant |
| Dillon | Dillon Consulting Limited |
| ECA | Environmental Compliance Approval |
| EEE | Electrical and Electronic Equipment |
| EPR | Extended Producer Responsibility |
| GHG | Greenhouse Gas |
| HSP | Hazardous and Special Products |
| IC&I | Industrial, Commercial and Institutional |
| Kg | Kilogram |
| $Km^2$ | Square Kilometre |
| KPI | Key Performance Indicator |
| Lbs | Pounds |
| MCR | County's Municipal Comprehensive Review |
| MPMP | Municipal Performance Measurement Program |
| MT | Metric Tonnes |
| N/A | Not Applicable |
| PAYT | Pay As You Throw |
| P&E | Promotion and Education |

| | |
|---|---|
| RFP | Request For Proposals |
| RPRA | Resource Productivity and Recovery Authority |
| SWDP | Solid Waste Diversion Plan |
| SWMMP | Solid Waste Management Master Plan |
| Watson | Watson & Associates Economists Ltd. |
| YW | Yard Waste |

# Executive Summary

Dillon Consulting Limited (Dillon) was retained by Brant County (County) to develop a Solid Waste Management Master Plan (SWMMP), in collaboration with County staff. Dillon also engaged Watson & Associates Economists Ltd. (Watson) as a subconsultant to support the financial modelling and funding strategy. Together, the project team undertook an assessment of the County's waste management system and developed a roadmap for the next 25 years to support long-term financial, operational and environmental sustainability.

The SWMMP provides a review of the County's existing programs, infrastructure and service delivery model, identifies opportunities for improvement and outlines a phased strategy for implementation. A comparative scan of peer municipalities was completed to identify best practices and emerging trends relevant to the County's context. Informed by this research, financial analysis and consultation with the County, 30 items were initially developed and reviewed and 13 are recommended to be implemented to modernize the County's waste system.

The recommendations are organized into the following five key focus areas:

1. **Cost Savings**
   This area addresses opportunities for operational adjustments that can lead to direct cost savings. Recommendations include a reduced frequency of Leaf and Yard Waste collection and a discontinuation of the Christmas tree collection.

2. **Collection and Organics Diversion**
   This area addresses opportunities to improve collection logistics, reduce waste sent to landfill and align with future regulations. Recommendations include a future transition to a cart-based garbage collection and introduction of one of two organics diversion and collection program options; either a County-wide program or a program for areas greater than 500 people in combination with free or discounted composters for areas not receiving the service. The select of the organic program will depend if the Provincial Government imposes a ban on landfilling organic materials.

3. **Planning, Studies and Operational Enhancements**
   This area addresses opportunities to improve the efficiency and data-driven management of the County's waste facilities and operations. The recommendations include introducing a scalehouse software program and establishing a regular waste audit program.

4. **Promotion and Education**
   This area addresses opportunities to support the successful enhancement of the County's waste management programs. These options focus on building public awareness and fostering positive behaviour change, which are essential for maximizing waste diversion. The recommendations include the development of a Promotion and Education Strategy and a new facility tour program.

5. **Policy and Regulations**
   This area addresses opportunities to steer the County's waste management system towards its long-term sustainability and diversion goals. The primary recommendation is the implementation of a phased-in curbside disposal ban on materials for which convenient diversion pathways exist, such as recyclables and organics.

It is important to recognize that the County's Waste Management By-law 124-24 (Solid Waste Control By-law) is the foundational legal instrument that enables all program rules and service levels. The successful implementation of many recommendations within this SWMMP will necessitate corresponding updates to this by-law. It is recommended that the County establish a formal process that should be part of the finalization of future collection contract, prior to consultation, to review and, if necessary, amend the Waste Management By-law in alignment with the procurement of new contracts or the introduction of program changes.

The SWMMP is supported by financial modelling that includes capital and operating forecasts, cost of service analysis and long-term funding considerations. This helps the County to assess the financial implications of service enhancements and to support informed decision-making around cost recovery, rate structures and program affordability.

Each recommendation includes consideration of implementation timelines, risk factors, mitigation measures and required Council decisions. A milestone schedule has been

developed to guide phased implementation over the 25-year horizon, aligned with future contract procurement cycles and growth projections.

The SWMMP provides a practical and forward-thinking framework to support the County's evolving needs. It reflects a strong commitment to continuous improvement, public accountability and environmental stewardship. As Brant County continues to grow, the SWMMP will serve as a blueprint to deliver efficient, sustainable and responsive waste services for the future.

# 1.0 Introduction

In September 2024, the County of Brant (the County) committed to providing effective and sustainable solid waste management services to its population of approximately 40,000 residents by initiating the work on a new Solid Waste Management Master Plan (SWMMP).

Acting as a strategic framework, the SWMMP will guide sustainable waste management practices in alignment with local, provincial and federal regulations. It will serve as a blueprint for improving the County's solid waste management practices over the next 25 years. This plan aims to review the current state of the County's program while also laying the foundation for a sustainable and resilient waste management system that meets the needs of the growing community.

## 1.1 Background to the Solid Waste Management Master Plan

In 2007, the County published a Solid Waste Diversion Plan (SWDP) that primarily focused on solid waste diversion strategies for municipally generated residential waste, while also addressing the needs of the Industrial, Commercial and Institutional (IC&I) sector. Since 2007 multiple additional solid waste studies have been prepared, public engagements have occurred and discussion with Industry contractors have occurred due to the significant increase in collection contract pricing received in response to the collection tender released in 2023. The County is currently seeking to develop and update the plan to reflect changes in the planning, regulatory, technical and collection industry landscapes since its publication of the previous plan.

One of the most impactful changes is the provincial Blue Box program's transition to Extended Producer Responsibility (EPR), which transfers the responsibility of recycling from municipalities to producers of printed paper and packaging. This shift, along with advancements in waste management technologies and evolving regulatory frameworks, necessitates a review and update of the County's solid waste management strategy to confirm it remains effective and sustainable in meeting the current and future needs of both the residential and the IC&I sectors.

## 1.2 Limitations

This study is limited to reviewing the current municipal solid waste management services and operation for the County of Brant as of July 2025. For this study, solid waste refers to municipal solid waste generated or produced by properties that the provides solid waste services. Additionally, Dillon prepared this report for the sole benefit of the County of Brant. The material in the report reflects Dillon's best judgement in light of the information available at the time of preparation. Any use which a third party makes of this report, or reliance on or decision based on it, are the responsibility of such third parties. Dillon accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on this report.

## 1.3 Project Approach

As a part of developing the SWMMP, Dillon committed to the four tasks presented in **Figure 1** and described in the following subsections.

**Figure 1: Dillon's Approach**




### *1.3.1* Project Management

The project management approach concentrated on steering the project into a position of success. As part of this task, a project initiation meeting was held and attended by representatives from the County and Dillon. During the meeting, the project scope was confirmed, discussion on the current state of the County's solid waste programs was provided and requests for waste management data and reports were made by Dillon. Throughout the project, progress meetings were held to discuss project progress, identified options and evaluation criteria for the options.

### *1.3.2* Current State Review

The development of the SWMMP began with an understanding of the County's existing waste management operations, covering waste generation, collection and disposal. This assessment evaluated whether the system achieved desired outcomes or needed enhancement. The assessment of the current state involved reviewing existing services and studies, which included interviews with County staff and Council members. Additionally, the review incorporated a jurisdictional scan of comparable municipalities, a curbside collection review and a site visit to evaluate the transfer station and landfill operations. The current state review is described in **Section 2.0**.

### *1.3.3* Future State

The knowledge collected in the current state review guided the direction of research on best practices and potential future options. With an understanding of the County's current position based on the background review and completion of the interviews and the site visit, the future needs of the County's solid waste management system were documented through the estimation of future waste quantities to manage, emerging trends and regulatory changes. Options identified and refined for the County has been documented in **Section 4.3**.

### *1.3.4* Deliverables

The project deliverables included a SWMMP with a Strategic Plan for implementation of the recommendations.

# 2.0 Current State

The County's current waste management system encompasses curbside collection methods, EPR programs, operation of the Biggars Lane Landfill and Paris Transfer and Recycling Station that service diverse customer groups including rural and urban residents. Staff interviews provided additional insights into challenges and strategic planning efforts amid anticipated population growth and evolving industry costs.

## 2.1 Solid Waste Legislation and Policy Framework

The responsibility for managing and reducing waste is shared among federal, provincial, territorial and municipal governments. An overview of the allocation of responsibility across the levels of governments is presented in **Table 1**.

**Table 1: Jurisdictional Responsibilities**

| Federal | Provincial | Municipal |
|---|---|---|
| • Regulates products in the market through the *Canada Consumer Protect Safety Act* and *Consumer Protection Act*;<br>• Establishes environmental priorities through the Canadian Council of Ministers of the Environment (CCME);<br>• Establishes approaches, best practices and standards to reduce pollutant and greenhouse gas (GHG) emissions from the management of waste; and | • Establishes policies, regulations and guidelines for resource recovery and waste reduction programs; and<br>• Issues approvals and monitoring of waste management facilities within the province. | • Implements local waste management programs and services for eligible properties;<br>• Develop and enforce local by-laws related to waste management and environmental protection;<br>• Provides waste services for some non-residential customers (for example, small-scale IC&I sector customers) although not obligated and pursuant to municipal policies; and<br>• Manages the processing of materials |

| Federal | Provincial | Municipal |
|---|---|---|
| • Regulates the international and interprovincial movement of waste, particularly hazardous waste and recyclable material. | | collected through municipal diversion programs and disposal of residual waste. |

Relevant legislations, policies, strategies and plans in the waste management sector on a federal, provincial and municipal level are summarized in **Table 2**.

**Table 2: Relevant Legislations, Policies, Strategies and Plans**

| Jurisdiction | Legislations, Policies, Strategies and Plans |
|---|---|
| Federal | • *Canadian Environmental Protection Act* (1999)<br>• *Federal Sustainable Development Act* (2008)<br>• Ocean Plastics Charter (2018)<br>• Strategy on Zero Plastic Waste (2018)<br>• Canada-Wide Action Plan on Zero Plastic Waste (2019)<br>• Global Methane Pledge (2021)<br>• Right to Repair, Bill-C22 (Amendment 2024)<br>• Single Use Plastics Regulation (2022, Stay motion granted 2024, Appeal ongoing)<br>• Federal Plastics Registry (Beginning September 2025)<br>• Labelling Rules for Plastics (To be introduced 2026 to 2030)<br>• Recycled Content Requirements (Possibly 2030)<br>• National Strategy on Remanufacturing and Value retention Processes (Currently investigated) |
| Provincial | • *Environmental Protection Act* (1990)<br>• Ontario Compost Quality Standards (2005, revised 2012)<br>• *Waste-Free Ontario Act* (2016)<br>• *Resource Recovery and Circular Economy Act* (2016)<br>  ○ Tires (225/18)<br>  ○ Batteries (30/20)<br>  ○ Electrical and Electronic Equipment (EEE) regulation (522/20)<br>  ○ Hazardous and Special Products (HSP) regulation (449/21) |

| Jurisdiction | Legislations, Policies, Strategies and Plans |
|---|---|
| | ○ Blue Box Regulation (391/21, 349/22)<br>○ Food and Organic Waste Policy Framework (2018, Not yet implemented)<br>• Strategy for a Waste-Free Ontario: Building Circular Economy (2017)<br>• Made-in-Ontario Environment Plan (2018)<br>• Reducing Litter and Waste in Our Communities (2018, Not yet implemented)<br>• *Environmental Assessment Act* (Amendment 2024) |
| Municipal | • Municipal Act (2001)<br>• Waste Recycling Strategy for the County of Brant (2012)<br>• By-Law 124-24 – Solid Waste (2024)<br>• By-law 87-22 – Purchasing Policy (2022)<br>• The Official Plan for the County of Brant (2024)<br>• The County of Brant Strategic Plan 2024 to 2027 (2024) |

### 2.1.1 Food and Organic Waste Policy Framework

On April 30, 2018, under the Resource Recovery and *Circular Economy Act*, the Ministry of Environment, Conservation and Parks released the Food and Organic Waste Framework (Framework) which sets as its vision, "A circular economy that moves towards zero food and organic waste and zero GHG emissions from the waste sector." With the aim to prevent, reduce and rescue food waste in order to reach provincial Climate Change Action Plan targets, the Framework aims to reduce food and organic waste, recover resources from food and organic waste, support resource recovery infrastructure and promote beneficial uses of recovered organic waste. The Framework contains two components: The Food and Organic Waste Action Plan and The Food and Organic Waste Policy Statement (Policy).

The Food and Organic Waste Action Plan sets out opportunities for collaboration among partners and other mechanisms to achieve goals, such as the development of food safety guidelines to support the safe donation of surplus food.

The Food and Organic Waste Policy Statement advises various levels of government, institutions (including hospitals, schools, retailers) and commercial entities (including

producers), that the province has an interest in organic waste reduction and recovery. It also sets organic waste reduction and diversion targets and timelines for several sectors and communities. The targets vary depending on the region, population and population density. The Policy prioritizes food waste reduction and recommends that municipalities create food waste reduction Promotion and Education (P&E) programs. It also advocates for the rescue of surplus food waste through partnerships with food rescue organizations or the use of technology to improve logistics and safety for food redirection. The types of food and organic wastes that should be diverted are included, as is a section to acknowledge the emergence of compostable products and packaging which recognizes the need for industry standards, new recovery technology and P&E. Notably, the Framework suggests that an organics disposal ban is coming; however, it is not specific regarding the timing for this change.

The County currently does not have an organic waste collection program. As per the Policy, municipalities located within Southern Ontario, with a population of the local municipality greater than 50,000 and a population density that is less than 300 people per square kilometre or where the population of the local municipality is between 20,000 and 50,000 and the population density that is greater than or equal to 100 people per square kilometre, there is the expectation that there is a 50% waste reduction and resource recovery of food and organic waste generated by single-family dwellings in urban settlement areas by 2025. Based on the County's population forecast of 50,000 in 2035 and covering an area of approximately 843 square kilometres ($km^2$), in accordance with the Policy the County will need to implement a curbside collection organics program in urban settlement areas. The Policy defines urban settlement areas as "urban areas within municipalities (such as cities, towns, and villages) that are built up areas where development is concentrated, and which have a mix of land uses". Based on this definition, this would include, and may not be limited to, Paris, St. George and Burford.

## 2.2 Waste Management System Overview

The County provides a weekly waste management curbside collection services to a variety of customer groups, including:

- Residential properties;
- Commercial properties located on existing residential collection routes;

- Multi-residential properties may apply for collection services if they meet the county's specific requirements through a formal application process; and
- Not-for-Profit organizations may apply for garbage collection services by submitting a request with proof of status to the County.

These services include waste collection for garbage and in addition Furniture and Appliance, yard waste (YW) and Christmas Tree Collection for residential properties. Curbside collection services are contracted out.

The County has transitioned the Blue Box program and no longer provides recycling collection, except for depot services at the Biggars Lane Landfill and Paris Transfer Station. This is discussed further in **Section 2.2.3**. An organics waste diversion program for food and other household organics is not currently offered.

Additional services the County provides to residents includes:

- Biggars Lane Landfill and Paris Transfer and Recycling Station public drop-offs for solid wastes and Blue Box Materials
- HSP collection events in collaboration with the City of Brantford (one event per month from April to November); and
- Subsidized sale of backyard composters.

The County operates one active landfill site, Biggars Lane Landfill and one transfer station, Paris Waste Transfer and Recycling Station, both of which have public drop-off facilities as discussed in **Section 2.2.4** and **2.2.5**. The operation of the Biggars Lane Landfill is currently contracted. The Landfill work contracted includes the supply of all labour, tools, equipment and other items necessary for solid waste disposal operations, except for scalehouse operation.

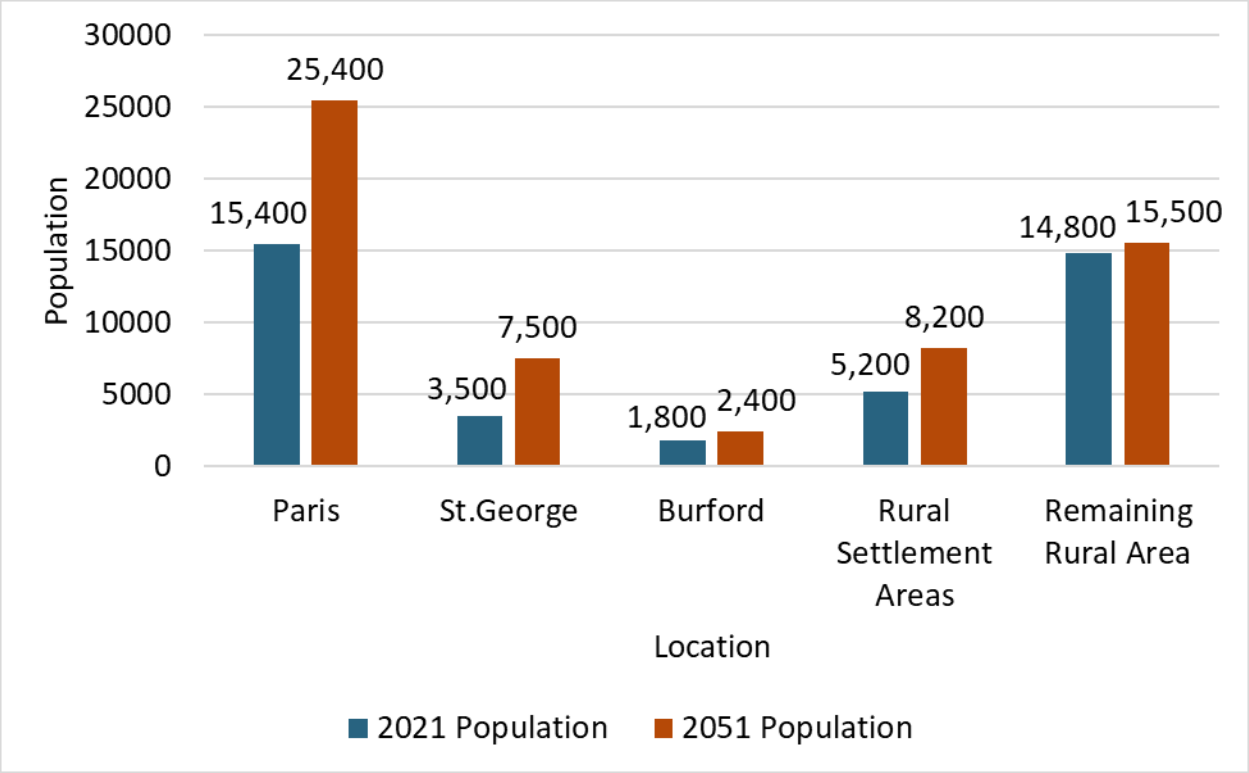
County staff and councillors were interviewed to gain perspective on the current waste management system, the results are summarized in **Section 2.2.7**.

### 2.2.1 Population and Housing Growth Projections

As of the 2021 Census, the population of the County was estimated to be 39,474 people. According to the County's Municipal Comprehensive Review (MCR) updated in 2023, the 2021 population was likely closer to 40,700 people. The MCR population is projected to grow to approximately 59,000 people by the year 2051, indicating an average annual

growth rate of 1.2%. The growth rates for Paris (1.7%) and St. George (2.6%) are higher than the average County of Brant growth rate of 1.2% (**Figure 2**). The County's long-term growth analysis indicates that the population growth will be distributed with a greater share of short-term growth occurring in Paris, followed by a more balanced distribution across other areas of the County post-2031.

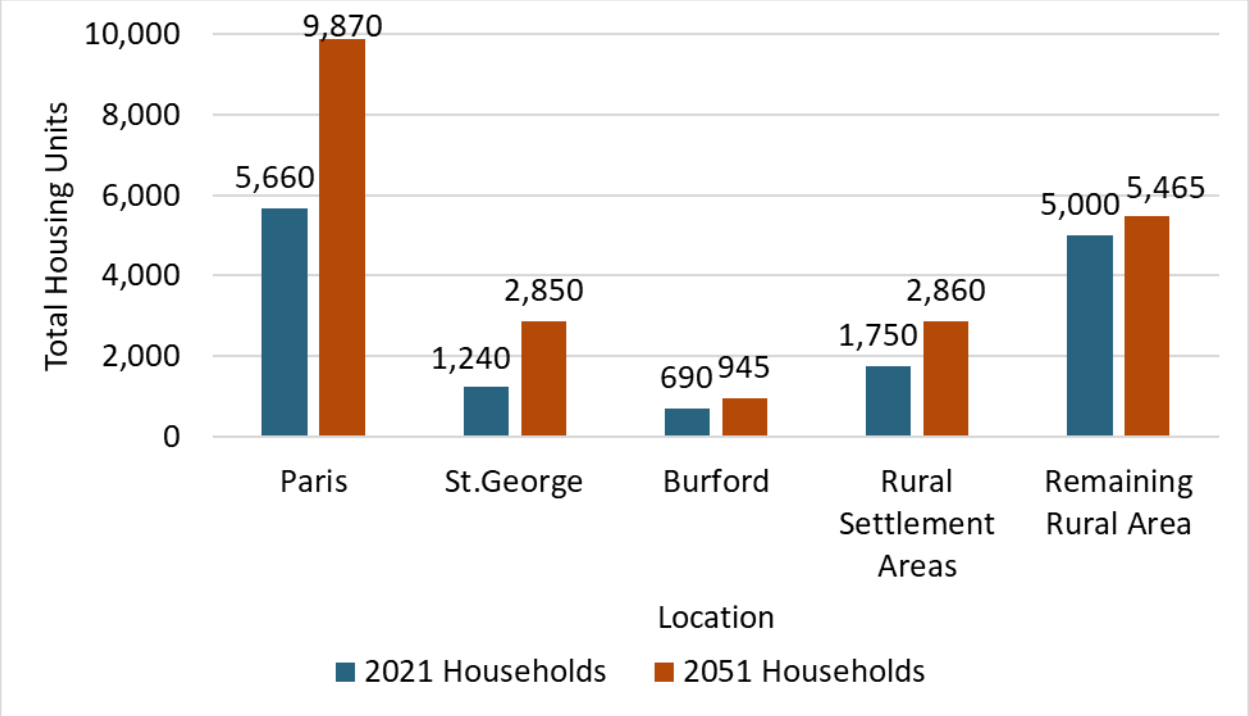
**Figure 2: County of Brant Population Forecast from 2021 to 2051**




Source: Watson & Associates Economists Ltd., 2023.

The total private dwellings estimated in the 2021 Census was 14,330 including single and semi-detached housing and multiple dwellings (townhouses and apartments). According to the MCR, the private dwelling units are projected to grow to 21,990 households by 2051, with Paris, St. George and the Rural Settlement Areas experiencing a growth of approximately 7,000 households (refer to **Figure 3**). The County is also expected to see an increase in its average annual rate of household growth to approximately 256 housing units annually over the 30-year forecast period, compared to approximately 165 housing units per year over the 2001 to 2021 period.

**Figure 3: County of Brant Housing Forecast from 2021 to 2051**




Source: Watson & Associates Economists Ltd., 2023.

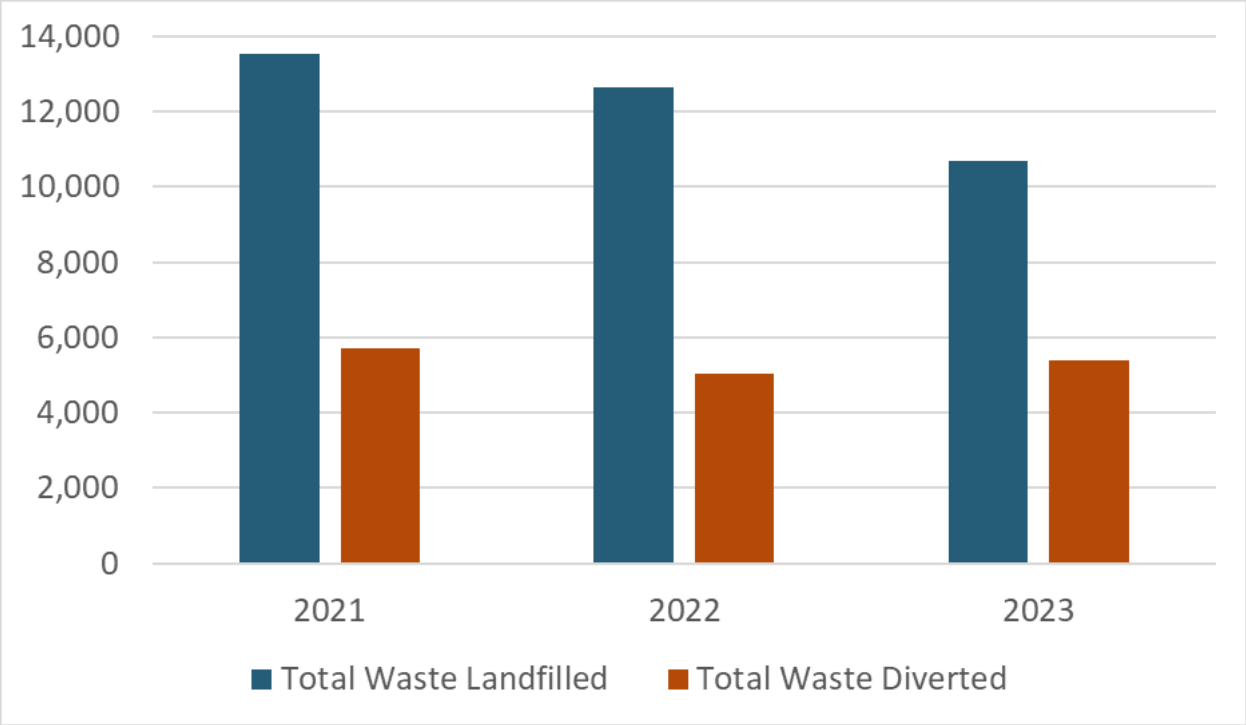
### 2.2.2 Waste Quantities

The following highlights historical waste quantities which have shown a decline over the past three years along with a review of the diverted material from Biggars Lane landfill.

In 2021, the amount of waste disposed at Biggars Lane Landfill was 13,527 tonnes. Based on the MCR population estimate for 2021, the waste disposal rate is 332 kilograms (kg)/person annually. The amount of waste disposed of was reduced to 10,691 tonnes in 2023 (**Figure 4**). This waste includes curbside collections (residential and commercial) and drop-off materials. Based on the MCR population estimate for 2021 and a growth rate of 1.6% annually from 2021 to 2026, the estimated population is approximately 42,000 in 2023, leading to an average waste disposal rate of 255 kg/person annually. Concurrently, the total waste diverted also had some fluctuations. The downward trend of overall waste quantities can be attributed to several factors, including increased public awareness and efforts towards waste reduction and recycling, as well as producer initiatives focused on lightweight packaging. Additionally, the impact

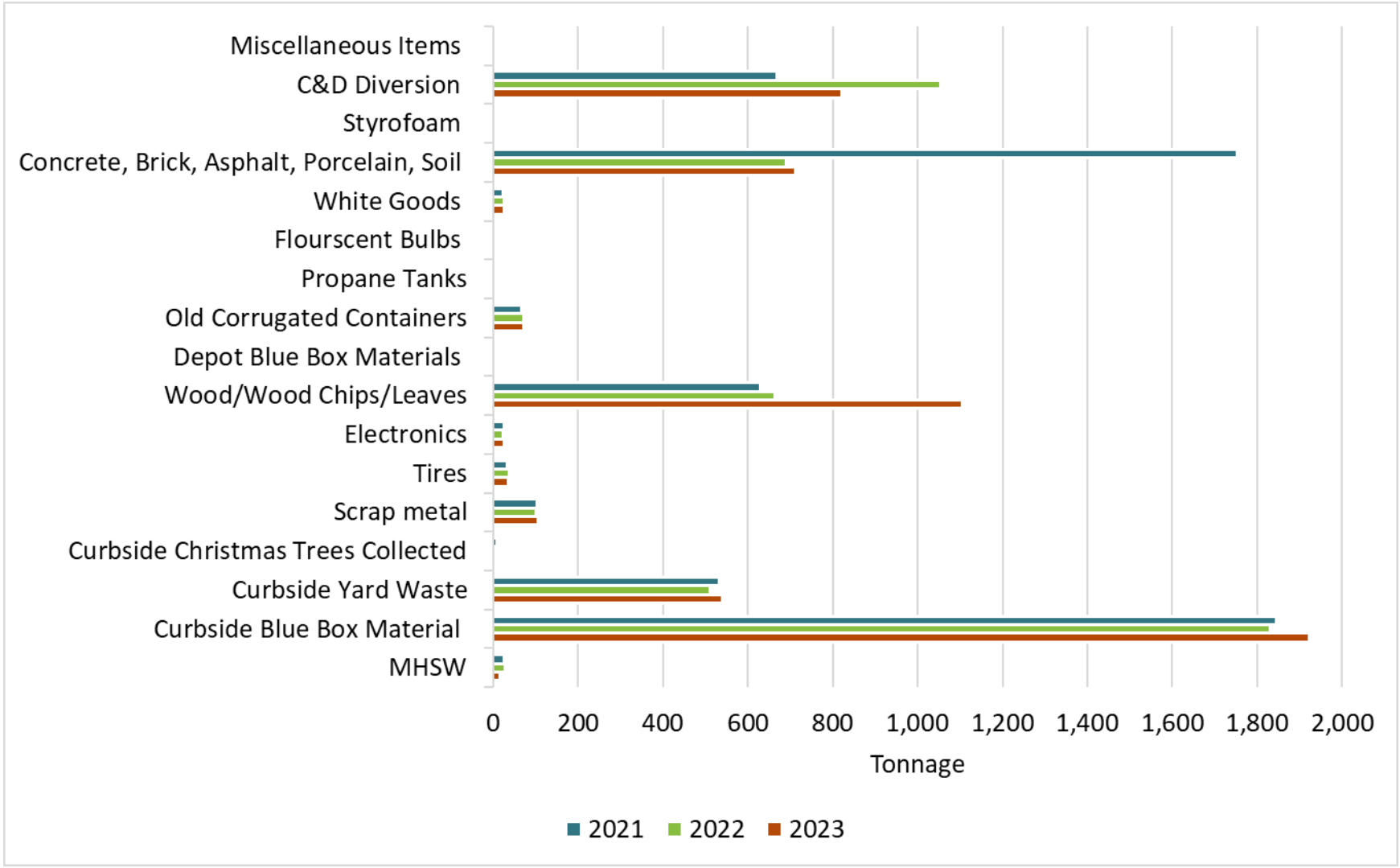
of Covid-19 pandemic may have played a role, as changes in consumer patterns may have contributed to the reduction in waste quantities.

**Figure 4: County of Brant Disposed and Diverted Waste, 2021 to 2023 (Tonnes)**




Over the past three years, data on the composition of diverted waste in the County has been collected based on different categories. The total tonnage has changed over time due to variations in certain categories, while others have remained consistent. Curbside Blue Box Materials continue to be a significant portion, with a 5% increase in 2023. Curbside YW and scrap metal have remained consistent. There has been a 40% increase in the diversion of wood, wood chips and leaves in 2023, indicating a focus on organic waste management. Conversely, the diversion of concrete, brick, asphalt, porcelain and soil dropped almost 60% in 2022 and remained similar in 2023. The diversion of construction and demolition (C&D) materials peaked in 2022; however, decreased by approximately 20% in 2023. **Figure 5**, provides a breakdown of the diversion by material type.

**Figure 5: County of Brant Waste Diversion by Material Type and Tonnes, 2021 to 2023**



### 2.2.3 Curbside Collection

The County's curbside waste collection services are contracted to Emterra Environmental (Emterra). Information regarding these services is provided in **Table 3**. Due to the lack of proposals received in the County's request for proposals (RFP) released in 2023 for waste collection services, the contract with Emterra has been extended two years and six months, from January 1, 2025, to May 31, 2027[1]. This extension includes an 85% budget increase compared to 2024 costs, reflecting the rising costs for outsourced waste management services across Ontario. Factors reported by Emterra contributing to this increase include:

- Higher wages;
- Vehicle costs and maintenance;
- Blue Box program uncertainties;
- Fuel prices;
- Insurance; and
- Interest rates.

The next RFP for solid waste collection services will be issued in early 2026.

**Table 3: Curbside Collection**

**Table Note:**

*Residential Blue Box recyclables collection ceased to be the County's responsibility as of January 1, 2025

| Stream | Frequency of Collection | Collection Limits | Individual Collection Fees |
|---|---|---|---|
| Garbage | Weekly | Four containers, maximum 20 kg each | None |
| Blue Box Recycling* | Weekly | None | None |

[1] County of Brant. (2024). Administration and Operations Committee Report. RPT-0223-24

| Stream | Frequency of Collection | Collection Limits | Individual Collection Fees |
|---|---|---|---|
| YW | Nine collections per year (May to November) | Urban Areas Only | None |
| Christmas Tree | Two collections (1st and 2nd week of January) | None | None |
| Appliance and Furniture | Call-in | Limit of two collections per year. One collection per six months | $25 per collection |

#### 2.2.3.1 Garbage

The County provides curbside garbage collection to residential properties and eligible customers on residential collection routes. The following set-out requirements apply:

- Four garbage receptacles (bag or container) per dwelling unit, per week;
- No garbage, including receptacle, can be heavier than 20 kgs (45 pounds [lbs]); and
- Must be set out to the curb by 7:00 AM.

Additionally, garbage can be transported to the Biggars Lane Landfill or Paris Transfer Station for disposal, subject to tipping fees. Some customers, such as Not-for-Profit organizations, may request for collection in excess of current bag limits.

#### 2.2.3.2 Blue Box

As of January 1, 2025, the County was no longer obligated to provide a curbside Blue Box collection program[2]. The Producers of materials which are recycled through the Blue Box program are obligated to manage and provide the curbside Blue Box collection program. The Producer program does not provide County's Waste Operations Manager recommended in a committee report that Blue Box collection services to the following types of properties, defined as be discontinued to "non eligible sources" which include:

[2] County of Brant. RPT-0223-24.

- Industrial
- Commercial;
- Not-for-profit organizations;
- County-owned facilities (such as, libraries, arenas, community centres, Fire Halls, etc.);
- Daycares;
- Places of worship;
- Campgrounds; and
- Farms.

Non eligible sources can drop off Blue Box materials free at the Paris Transfer and Recycling Station and Biggars Lane Landfill. The Blue Box drop-off is available to both residents and non eligible sources in 2025.

#### 2.2.3.3 Yard Waste and Christmas Tree Collection

Seasonal curbside collection of Yard Waste (YW) is provided to residential properties within designated urban settlement areas. The service includes nine collections per year: two in May, two in November and one per month from June to October. While there is no limit on the number of paper bags or open-top containers, individual bundles of branches must be under 7.5 centimetres (cm) in diameter and weigh less than 20 kg. Christmas tree collection occurs during the first two weeks of January.

YW and Christmas trees can also be dropped off at the Biggars Lane Landfill and Paris Transfer Station free of charge. Stumps and oversized branches may be subject to disposal fees.

#### 2.2.3.4 Furniture and Appliance Collection

The County provides a call-in service for the collection of large items, including furniture and appliances. Residents must schedule and pay for the service in advance. The service fee is $25 per collection with a limit of two collections per household, per year (one per six-month period).

### 2.2.4 Biggars Lane Landfill Site

The Biggars Lane Landfill is located at 128 Biggars Lane, Mount Pleasant. This site includes the landfill area and public waste drop-off area.

According to its' Environmental Compliance Approval (ECA) (A100301) the site can only accept solid non-hazardous municipal waste generated within the County of Brant. The maximum waste disposal volume of the existing 11.1 hectare landfilling area, including waste, daily cover and intermediate cover shall not exceed 732,225 cubic metres. The maximum waste disposal volume of the 17.7 hectare expansion shall not exceed 1.13 million cubic metres. The operation of the landfill is currently contracted to Future Waste Systems Niagara Inc.; however, the County staffs the scalehouse with its own personnel.

The public drop-off, with Future Waste as Yard attendant, is open Monday to Friday from 9:30 AM to 5:00 PM; Saturday 9:00 AM to 1:45 PM; and is closed Sunday and all statutory holidays, Easter Monday and the August Civic Holiday. The drop-off depot accepts the following:

- Municipal waste ($130 / tonne);
- Blue Box Materials (No charge);
- Cardboard (No charge);
- Brush and YW (must be de-bagged from plastic bags) (No charge for residential customers, $89.50 per tonne for non-residential customers and for tree stumps and brush greater than 4" in diameter);
- Scrap metal (No charge);
- White goods - Appliances (No charge for items without Freon; $32.50 per unit for items with Freon);
- Tires (No charge for standard tires; $112.00 per tonne for oversized/agricultural tires);
- Clean white bulk Styrofoam (No charge);
- Electronic waste (No charge);
- Light Bulbs (No charge)
- Batteries (No charge)
- Construction and Demolition material ($122 / tonne)
- Textiles – Donation Bin (No charge); and
- Mattress/Box Spring ($20 per item).

All reusable materials are removed from the site by diversion service providers or used onsite for a beneficial reuse. Waste materials delivered to the public drop-off are disposed of in the landfill.

### 2.2.5 Paris Waste Transfer and Recycling Station

The Paris Waste Transfer and Recycling Station is located at 40 Railway Street, Paris. The site includes the Paris Transfer Station (where all collected waste is transferred from collection vehicles to haulage vehicles) and a public waste drop-off.

The site includes a closed landfill that reached capacity and ceased accepting waste in September 2000. The post-closure monitoring program includes groundwater, surface water and combustible gas monitoring. In November 2000, shortly after the landfill's closure, the site was approved for repurposing as a transfer station.

The site holds a waste ECA (7755-4MKJC3). The public drop-off is currently open Tuesday and Thursday from 9:30 AM to 2:00 PM; Saturday (2nd Saturday in April to 1st Saturday in November) from 8:00 AM to 4:00 PM; Saturday (2nd Saturday in November to 1st Saturday in April) from 9:00 AM to 3:00 PM; and is closed on statutory holidays.

The public drop-off is managed by the County and accepts the same material as the Biggars Lane Landfill public drop-off listed in **Section 2.2.4**.

### 2.2.6 Historical Studies

This section summarizes studies and reports published by the County since 2011.

#### 2.2.6.1 Household Organics Collection Feasibility Study 2011

In 2011 the County completed a study to assess the feasibility of a curbside organics collection program in St. George, Paris and Scotland. The study involved a survey of residents' waste diversion behaviours, a communication plan and piloting an organics curbside collection program. The communication material included a brochure, a fridge magnet, stickers, a press-release, letters and an open house. The curbside organics collection pilot reduced the amount of garbage going to disposal by 13%. With these results, it was recommended for the program to be implemented in urban areas and with P&E, it had the potential to increase the County's diversion by approximately 21% based on the top performing pilot community, St. George.

The County has not implemented an organics collection program to-date. However, the County offers backyard composters for sale at the Biggars Lane Landfill, Paris Transfer Station, Burford and Paris Customer Service offices for residents.

#### 2.2.6.2 A Waste Recycling Strategy for County of Brant 2012

The Waste Recycling Strategy of 2012 was used to develop a plan to increase the efficiency and effectiveness of the County's Blue Box Recycling program with the hopes to maximize diverted Blue Box Material from disposal. The County faced challenges with Blue Box Recycling including program costs, sufficient resources to implement and maintain new diversion programs and large geographic areas with low population density. Priority initiatives set forth in this strategy included enhancing existing public P&E, purchase of large capacity Blue Boxes and reduce garbage bag limits from five bags per household per week to three or four. A recommended future initiative included weekly Blue Box collection and Pay as You Throw (PAYT) program as described in **Section 2.2.6.3**.

In 2012, the County began offer larger capacity Blue Boxes.

In 2017, as part of the new waste collection contract, the County implemented a curbside garbage collection limit of four containers per household, each with a maximum weight of 20 kilograms, along with weekly Blue Box collection.

#### 2.2.6.3 Curbside Solid Waste User Pay Implementation and Administration Plan 2012

The Curbside Solid Waste User Pay Implementation and Administration Plan, which was completed by the County in 2012 examined a full and partial user pay model for the County from the current tax levy funding model. A full PAYT program was recommended as a more effective waste diversion tool and method of program cost coverage. The plan recommended to set a bag tag fee of $1.50 to $2.00 per bag, which would be utilized to offset the cost of the curbside collection contract.

The County did not implement a PAYT program due to the lack of traction as the new 2017 collection contract did not have a significant increase in reduced costs which, eliminating eliminated incentives for the County to switch to a PAYT system. However, significant cost increases in the current collection contract may prompt the County to reconsider the PAYT plan.

### 2.2.6.4 Single Family Residential Curbside Study 2020 to 2021

A four-season, two-week single family residential curbside waste composition study was conducted across 100 households in the fall of 2020, winter of 2021, spring of 2021 and summer of 2021. The results showed that 72% of the households set out garbage for collection; however, only 61% participate in the Blue Box recycling program. The set-out garbage collected from each household averaged 8.30 kilograms per week during the study. Out of this, 1.03 kilograms per week of the material set out for disposal was actually Blue Box Material. In the Blue Box stream, set out material averaged 2.85 kilograms per household per week, where less than 13% was contaminated or hard to recover Blue Box Material (such as, bagged material, nested material, soiled packaging and printed paper). The diversion tonnage from single family households averaged 2.61 kilograms per week equalling a diversion rate of 23.43%. The maximum possible diversion rate with Blue Box material diverted and the addition of an organics program was estimated to be approximately 68%.

The conclusion of the report was to the addition of an organics curbside collection program would help to increase the County's diversion rate, additionally, the County should focus on increasing participation in recycling and target commonly disposed divertible materials from the garbage stream.

### 2.2.6.5 Biggars Lane Landfill Site Annual Report 2024

The Biggars Lane Landfill undertakes an annual environmental monitoring program. The objective of this program is to keep the landfill from causing negative impacts on the natural environment by monitoring leachate levels and quality in the waste, groundwater levels and quality around the landfill property and groundwater flow direction. In addition, the monitoring program is used to determine if any mitigation measures are needed and to determine the potential for landfill gas to migrate through the subsurface towards buildings or structures.

The 2024 Biggars Lane Landfill Site Annual Report indicated that the landfill operations are in compliance with environmental regulations. Continued monitoring and management are essential to monitor this compliance. It was noted in 2024 that the existing landfill (west landfill) is projected to reach capacity mid 2025.

The County conducted a long-term plan study in 2010 to secure additional disposal capacity to be used once the Biggars Lane Landfill reached capacity. The result was to expand the current site. The site received an Environmental Assessment (EA) approval in 2022, the detailed design was completed in 2023 and construction commenced in 2024.

At the time of preparation of this report (August 2025), the landfill expansion construction is anticipated to be completed in the fall of 2025.

#### 2.2.6.6 Closed Paris Landfill Site Annual Report 2024

The groundwater, surface water and landfill gas monitoring programs were implemented at the Paris Landfill starting in 1989 and a monitoring report has been published annually. The original Paris Landfill reached capacity in September 2000 and discontinued accepting waste for disposal. The objectives of the 2024 Closed Paris Landfill Site Annual Report were to determine if mitigation measures are needed.

In 2023 if was suggested that chloride may no longer be a suitable leachate indicator parameter and consideration should instead be given to updating ECA trigger mechanism to reflect current background groundwater and leachate quality results. Additional sampling was completed in 2024 and will continue in 2025. The trigger mechanism will be reviewed once an historical trend of the sampling can be established.

#### 2.2.6.7 Garbage and Recycling Service Review 2023

The 2023 Garbage and Recycling Service Review aimed to discuss the upcoming solid waste collection contract and explore options with residents considering the Blue Box transition on January 1, 2025. The County developed a list of service options for public input. A total of 18 people attended the public information centres and 339 people completed the online survey.

The survey results indicated support for weekly garbage and kitchen organics collection across the entire County. For YW, the preferred option was to maintain the current program, which includes two collections in May and November and monthly collections from June to October in Urban Areas. Other popular options, receiving over 50% support, were one side of the road collections on select rural roads, an enhanced Hazardous Waste Program (for HSP) with a permanent depot and to reduce garbage bag limits.

Options with low public support included clear garbage bags, PAYT systems (bag tags) and a six-day collection cycle (routes completed over six day week days, the collection would move ahead by one day each week resulting in a reduction to 43 collections per year).

#### 2.2.6.8 Strategic Plan Refreshed 2024-2027

The County of Brant's Strategic Plan contains a vision, priorities and goals that guide the County to achieve the needs of its residents. The vision is to have a charming, prosperous and inclusive community and for the County to be a place to live, work and play. The goals were recently refreshed as five strategic priorities that include:

- Financial and Economic Resilience;
- Focused Growth and Infrastructure;
- Healthy, Safe and Engaged Communities;
- Stable and Responsive Governance; and
- Environmental Sustainability and Climate.

The objectives that influenced the SWMMP include reducing County corporate GHG emissions following their Climate Action Plan, adopting an environmental mindset when developing plans and facilitate an environmentally sustainable community.

### 2.2.7 Key Interested Partner Interviews

To further the understanding of the current state of waste management in the County, interviews with selected County staff and Council members were conducted. These discussions were aimed at gathering valuable insights into the existing challenges and opportunities within the waste management sector. Additionally, the aim was to understand the specific requirements and expectations of these stakeholders for the development of the new long-term SWMMP. This approach increases the alignment with the needs and priorities of those who are directly involved in and impacted by waste management practices in the County. To collect a broader view of the current system, the interview questions were shared with all Councillors, providing all the opportunity to share ideas and opinions for the SWMMP.

#### 2.2.7.1 Interview Discussion Areas

The questions during the interviews were adjusted depending on the role of the person interviewed; however, all discussions were focused on the following areas:

- High level description of waste management services provided;
- Identification of main strengths, concerns and potential opportunities with the current waste management and collection system (including any specific local challenges);
- Key Performance Indicators (KPIs) for the current waste management and collection system and feedback on its appropriateness for the future;
- Input on how the different roles in the County's waste management system function (such as, County staff and contractors);
- Impacts of legislative and/or regulatory changes, existing ECA; and
- Commentary on other municipalities that the County, or County's waste management programs, is often compared.

The questionnaire with base questions asked during the interviews is included in **Appendix A**.

#### 2.2.7.2 Interview Findings

The interview findings are presented as strengths, challenges, monitoring and ideas and opportunities, based on discussions had during the interviews.

**Strengths**

The interviews identified several key strengths. A notable strength is the system's effective balance between urban and rural waste management needs, although there is an identified gap in support for rural organics collection. This suggests a strategic opportunity to enhance service delivery in rural areas.

The system's user-friendliness is emphasized, particularly when benchmarked against other regions experienced by the interviewed staff. This indicates a competitive advantage in terms of resident satisfaction and ease of use.

The County's implementation of diversion programs and solid waste facilities is a critical factor in reducing landfill waste, demonstrating a commitment to sustainable waste management practices.

The expansion of Biggars Lane Landfill, reflects forward-thinking capacity planning, projected to meet the County's needs for the next 30 years.

The HSP program, in collaboration with the City of Brantford, is identified as highly effective, with its annual schedule of eight events contributing to waste reduction efforts. This partnership model could serve as a framework for future collaborative initiatives.

In addition, the reuse of construction materials at the Biggars Lane landfill, facilitated by a local company, exemplifies innovative waste management practices. This initiative not only reduces waste but also adds value through material repurposing.

In several of the interviews, the high level of engagement and responsiveness of the County's waste management staff, particularly in their prompt communication, was mentioned, which emphasized the operational efficiency and customer service orientation of the department.

Overall, the findings suggest that while the County's waste management system is robust and strategically positioned to meet future demands, maintaining or exceeding the status quo compared to similar jurisdictions, especially with the landfill expansion that will extend its capacity for another 30 years.

Key findings:

- Effective System: Balances urban/rural needs, though rural organics collection needs improvement;
- User-Friendly & Efficient: Highly user-friendly with responsive staff and effective diversion programs; and
- Sustainable & Forward-Thinking: Biggars Lane Landfill expansion provides 30 years of capacity, complemented by the successful HSP program and innovative material reuse.

**Challenges**

Although a number of strengths are identified in the County, the interviews revealed that the County has some areas of concern that impact operational efficiency and environmental outcomes. The interviews revealed the following concerns that could impact the County's waste management system's operational efficiency and environmental outcomes.

One primary concern is the perceived insufficient level of citizen engagement and education, particularly in individual residential household recycling practices for material in the Blue Box program. This indicates a strategic need for enhanced, easily accepted, educational initiatives to inform residents about the significance and procedures of recyclables and potential organics programs. It should be noted that Blue Box material diversion P&E is a responsibility of the producers but that there is a possibility for the County to augment the P&E provided by producers. The lack of adequate residential education could lead to suboptimal participation rates, thereby diminishing the effectiveness of these programs. This suggests that investing in educational strategies could significantly improve program outcomes.

Another operational challenge is the inconsistency in waste collection schedules, which frustrates residents who prefer a predictable timetable to mitigate wildlife interference. Missed collections was repeatedly mentioned, identifying that this issue leave residents uncertain about recourse, leading to increased complaints to local councillors. During one interview it was mentioned that the complexity of collection schedules during holidays further compounds this problem., some concerns about illegal dumping, particularly in rural areas, could motivate the need for more monitoring and enforcement mechanisms.

The absence of an organics program is identified as a service gap rather than a direct weakness. The County's smaller size limits economies of scale, resulting in higher operational costs for such programs. This economic constraint could pose a future challenge, suggesting that exploring cost-effective solutions or partnerships could be beneficial. Furthermore, the lack of penalties for non-diverting behaviour may undermine recycling efforts, indicating a potential area for policy development to incentivize compliance.

From an economic perspective, the County's smaller size also affects its ability to attract competitive proposals from waste management contractors, complicating service procurement. However, the County's geographical positioning offers logistical advantages for transportation, which could facilitate the implementation of an organics program. The transition to the EPR model presents additional challenges, particularly for ineligible properties. While the County will not provide Blue Box Material collection services under this model, it does offer free access to the landfill and transfer station for Blue Box Materials, which could mitigate some of these challenges.

The County's demographic composition, with its nearly equal split between urban and rural populations, introduces distinct challenges for waste management strategies. The option to transition to biweekly rural waste collection exemplifies the complexities involved in balancing efficiency with resident needs. While this change could optimize resource allocation, it raises concerns about increased wildlife interactions and the logistical burden on residents required to store waste for extended periods. Some of the interviewees highlighted the necessity for wildlife-proof carts, which shows the need for infrastructure investment to mitigate these issues, yet it also highlights potential resistance from residents, particularly those with long driveways, who may find introductions of carts inconvenient.

Furthermore, the influx of new residents from larger urban centers has led to a shift in housing types, with an increase in townhouses and stacked townhouses. This demographic and structural evolution presents additional challenges for waste collection, as these housing forms may require tailored collection strategies to accommodate higher density living arrangements. The County must consider these dynamics in its waste management planning to keep services effective and responsive to the changing landscape.

In conclusion, addressing these concerns requires a multifaceted approach, including enhancing educational initiatives, improving operational consistency, exploring economic efficiencies and developing policies to encourage recycling. By strategically addressing these areas, the County can enhance the effectiveness and sustainability of its waste management system. Furthermore, the County faces a complex interplay of demographic and logistical factors that necessitate a nuanced approach to waste management. By addressing the specific needs of both urban and rural populations and adapting to evolving housing trends, the County can develop more effective and

sustainable waste collection strategies. The interviews show that the County has several strategic opportunities for enhancing its current waste management and collection system, particularly in terms of technology adoption, community engagement and policy development.

Key findings:

- Citizen Engagement & Education: There's a perceived lack of public education on recycling practices, which may reduce program participation;
- Operational Inconsistencies: Residents are frustrated by unpredictable waste collection schedules and missed pickups, leading to complaints. Some say that Illegal dumping is also a concern, especially in rural areas;
- Service Gaps: The County currently lacks an organics program;
- Policy & Economic Challenges: The absence of penalties for non-diverting behavior undermines recycling efforts, and the County's size can hinder it from attracting competitive bids from waste management contractors;
- EPR Model Transition: The shift to the EPR model presents challenges for non-eligible properties; and
- Demographic & Logistical Complexities:
  - The urban/rural population split complicates strategies, with potential changes like biweekly rural collection raising concerns about wildlife and storage; and
  - The increase in higher-density housing requires tailored collection strategies.

**Monitoring**

Using KPIs can be an effective tool for measuring the effectiveness of a waste management and collection system as they provide quantifiable metrics to assess performance and identify areas for improvement. By tracking KPIs, municipalities can monitor to confirm that their waste management strategies are efficient, cost-effective and environmentally sustainable, ultimately leading to better service delivery and enhanced community engagement. During the interviews, several KPIs were identified, though concerns were raised about future data tracking capabilities, particularly with the anticipated loss Blue Box diversion data due to the transition to EPR. In 2021, a waste audit was conducted to analyze waste composition, and the landfill regularly performs compaction testing to measure density. Annual waste composition data is

currently being produced but will not include blue box diversion data beyond 2024. Additionally, tracking customer complaints serves as a supplementary performance measure, highlighting areas needing attention.

Historically, the County used the Municipal Performance Measurement Program (MPMP) to track metrics such as cost per tonne at the landfill and recycling measurements. More recently, the primary KPI has been diversion rates, which have been tracked through the provincial Datacall reporting system, which requires Ontario municipalities to submit solid waste data which is used to determine provincial Blue Box funding. The Datacall is no longer being complied by the province due to the transition of the Blue Box program. The County has developed solid waste data spreadsheet to track diversion numbers. There is concern about obtaining specific Blue Box data after the transition, as the County has maintained a 32 to 33% diversion rate for Blue Box material over the past decade. The future of this data tracking remains uncertain. Also with the lost of the Datacall reporting the ability to review other municipalities solid waste KPI's will no longer be available.

Discussions on future KPIs and diversion rates reveal a lack of internal dialogue at the Council level regarding specific diversion targets. While there is support for establishing clear goals for residents, concerns persist that these targets may not resonate with the rural population. This suggests a need for tailored communication strategies to get broad community buy-in and effective implementation of diversion targets.

Key findings:

- It is agreed that KPIs are vital for assessing waste management efficiency, cost and sustainability;
- The County currently tracks metrics like diversion rates (historically via the discontinued provincial Datacall system) and uses a spreadsheet for diversion numbers;
- Future data tracking is a concern, especially the loss of Blue Box diversion data due to the EPR transition, and the inability to compare with other municipalities' KPIs; and
- There's a lack of clear internal diversion targets, and tailored P&E and communication is expressed as needed for residential program compliance.

**Summary of Ideas and Opportunities**

During the interviews the following ideas and opportunities were mentioned:

- Improve collection efficiencies, possibly through joint partnerships.
  - The removal of the Blue Box program might allow for more community events to disseminate information and engage residents.
- Expand recycling initiatives.
  - Implement plant pot recycling similar to the nursery programs in Chatham-Kent where nurseries accept pots.
  - Partner with organization to divert material such as the zoo taking pumpkins or using Christmas trees for slope stabilization.
- Introduce financial incentives such as bag tags to encourage better waste management practices among residents.
  - Consideration has to be given to residents with medical needs or diapers.
- Target large users such as businesses or industries to help them find ways to reduce and reuse waste.
  - With new developments such as larger apartment buildings in Paris and St. George, there is an opportunity to implement waste reduction strategies from the onset.
- Explore the cost-effectiveness of an organics program, perhaps by an service area funding model, where only areas serviced pay for it (in contrast to the YW program that the whole County funds even though only urban areas are provided with the service).
- Consider the use of clear bags for waste collection.
- Implement one-side of the road waste curbside collection to save on transportation costs and reduce the environmental impact.
- Transition curbside collection costs from a taxation-based system to a user-pay model similar to a storm water management fee.
  - This would require consideration on how to integrate with the use of carts.

# 3.0 Future State

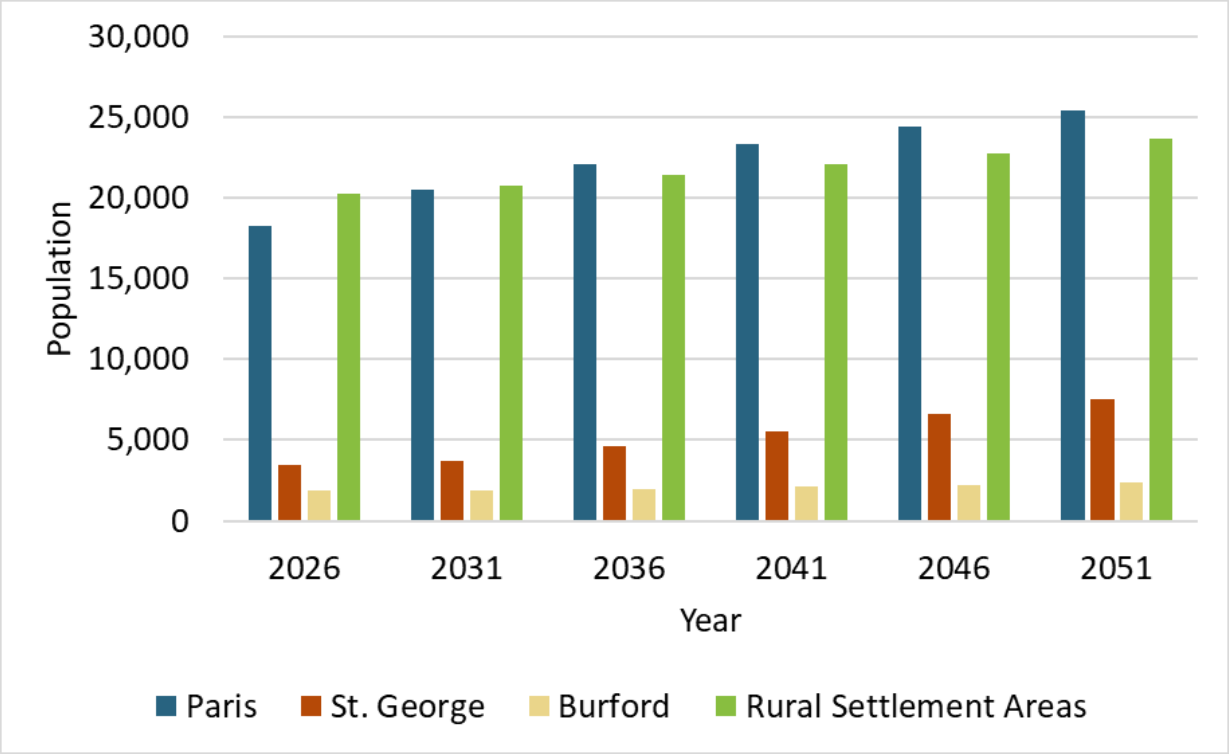
As the SWMMP is meant to guide sustainable waste management practices over the next 25 years, this section discusses the population growth and its impact to the quantity of waste that the County is expected to manage.

## 3.1 Population Forecasts

To account for the future waste management needs, an assessment of expected population and growth and the area of growth, rural vs urban, is required to understand the needs. The projections define the capacity of future services, requirements and operations.

In the 2023 Municipal Comprehensive Review, conducted by Watson, forecast the populations of the County and specific settlement areas such as Paris, St. George, Burford and Rural Settlement Areas, as included in **Figure 6**.

**Figure 6: Forecasted Population Growth (2026 to 2051)**



Based on **Figure 6,** the total County population is forecast to reach 50,100 by 2036. Surpassing 50,000 residents triggers a significant regulatory requirement for the County under Ontario's Food and Organic Waste Framework as described in **Section 2.1.1**. The County could be mandated by the province to provide curbside collection of food and organic waste to all urban single-family homes.

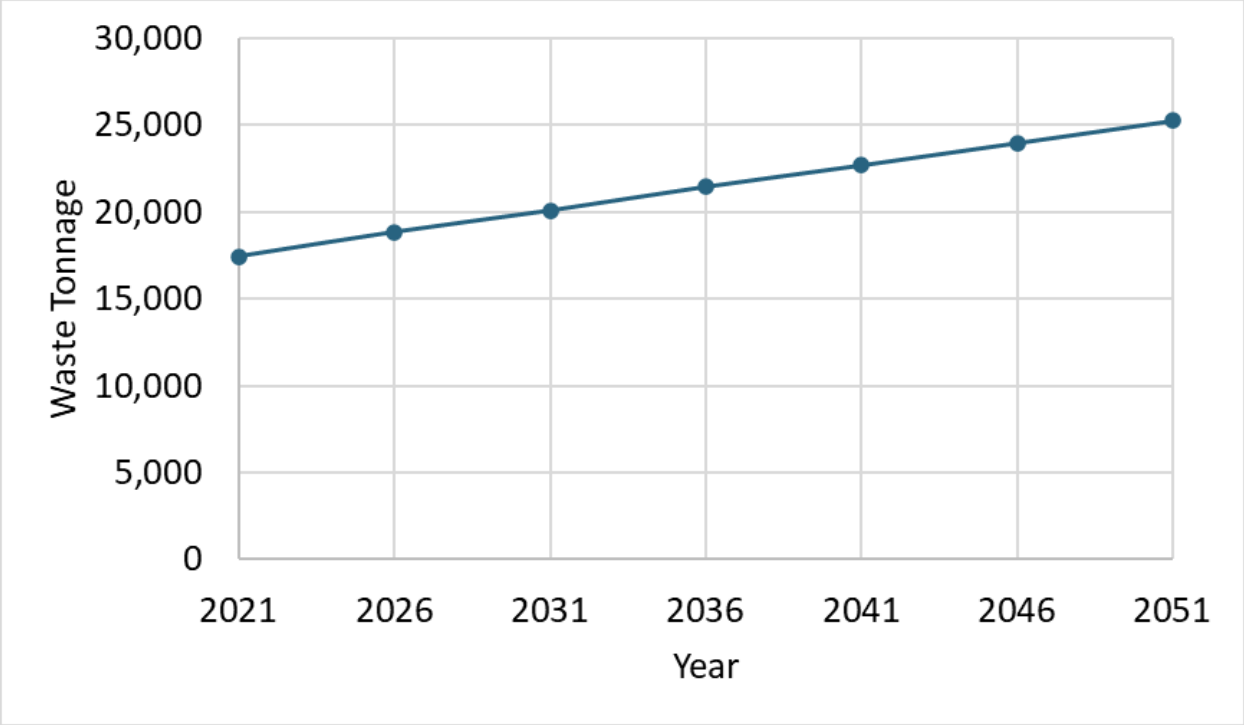
By 2051, the population is forecast to reach 59,000 people. 55% of the growth is forecast to be within Paris, 21% in St. George, 3% in Burford and 15% in the rural settlement areas. The County is projected to experience growth of 1.3% in 2026 until 2031, with a decline to 1% in 2046 till 2051.

## *3.2* Waste Generation Forecast

The projection of future waste quantities is fundamental to the long-term planning of the County's waste management system. This section presents the 25-year forecast, providing the data to conduct informed evaluations of service levels, infrastructure capacity and rate-setting strategies.

To forecast waste generation over the 25-year planning period, a linear projection model was employed. This methodology assumes that the total waste tonnage will increase in direct proportion to population growth. This approach assumes that waste generation rates per capita remains the same over the 25-year period. This approach provides a clear and consistent baseline for long-term infrastructure and financial planning, linking future waste quantities directly to the primary driver of their generation, as includes in **Figure 7**.

**Figure 7: Forecast Waste Tonnage 2021 to 2051**




The forecasted 2051 tonnage is estimated to be approximately 25,250 tonnes. The tonnages estimated was completed without Blue Box Material to provide a more accurate depiction of what tonnage will be handled by the County in 2051 including garbage, waste diverted from the Biggars Lane Landfill and Paris Transfer Station, HSP, YW and Christmas Trees.

## *3.3* Cost Evaluation

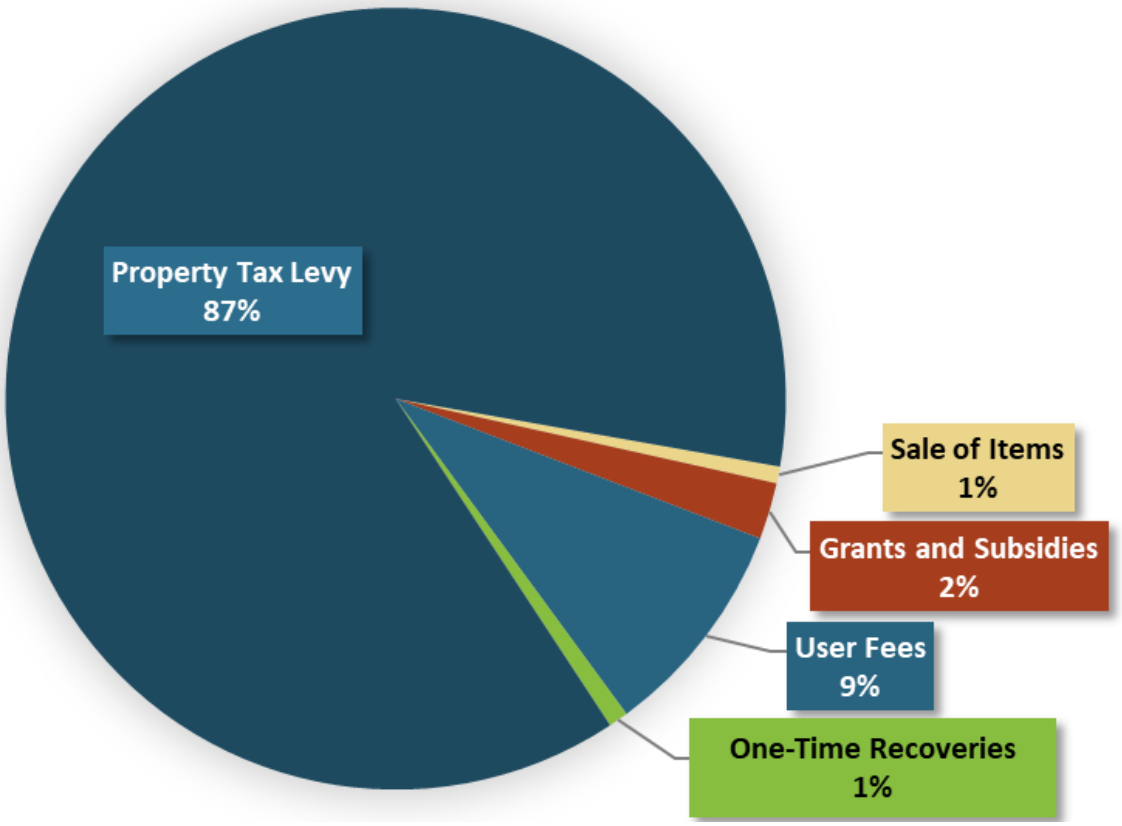
The County currently funds its solid waste services through a combination of user fees, property taxes, the sales of materials, and HSP producer funding. User fees (such as such as, tipping fees) seek to recover the costs of specific activities and property taxes are utilized to fund the remaining expenditures. To gain insights into alternative funding models, a review of cost recovery practices in various Ontario jurisdictions was conducted. Additionally, different funding model options were assessed against specific criteria to enhance the County's capacity to achieve its goals and targets.

### 3.3.1 Current Funding Approach

In 2025 the overall Solid Waste budget was $4,384,936, approximately 9% of expenditures are funding from user fees or tipping fees. Grants and subsidies for the Blue Box (only be received during the 2025 Transition Period) and Municipal Hazardous Waste programs provide for approximately 2% to overall revenue. The sale of items including composters, Blue Box Materials and steel provide approximately 1% of all revenue. Additionally, the County has one-time recoveries of approximately 1% of all revenue. Property taxes fund approximately 87% of all expenditures as included in **Figure 8**.

It is noted that given the discontinuation of Blue Box services beginning January 1, 2025, the County's budget allocations have shifted to the following in 2025:

**Figure 8: 2025 Operating Budget Solid Waste System Funding**



### 3.3.2 Solid Waste Services Funding Approaches

A review of cost recovery practices was undertaken for Ontario jurisdictions which includes jurisdictions with a single tier similar to the County such as Haldimand and Branford. Other municipalities were reviewed given their proximity to Brant County, similar population sizes and waste management practices. In general, most solid waste system in Ontario are funded primarily through property taxes. Jurisdictions reviewed include the City of Toronto as they have a full utility rate-based system, Wellington County as they have implemented a PAYT program through the use of garbage bag tags and other comparable jurisdictions to the County. **Table 4** provides a summary of funding sources used by other jurisdiction comparators.

Note: "User fees" related to various charges (eg., drop-off fees, bulky items, etc.) whereas "user pay" or "user rate" refers to a rate-based charge for collection.

**Table 4: Summary of Solid Waste Funding Sources by Municipality in Ontario**

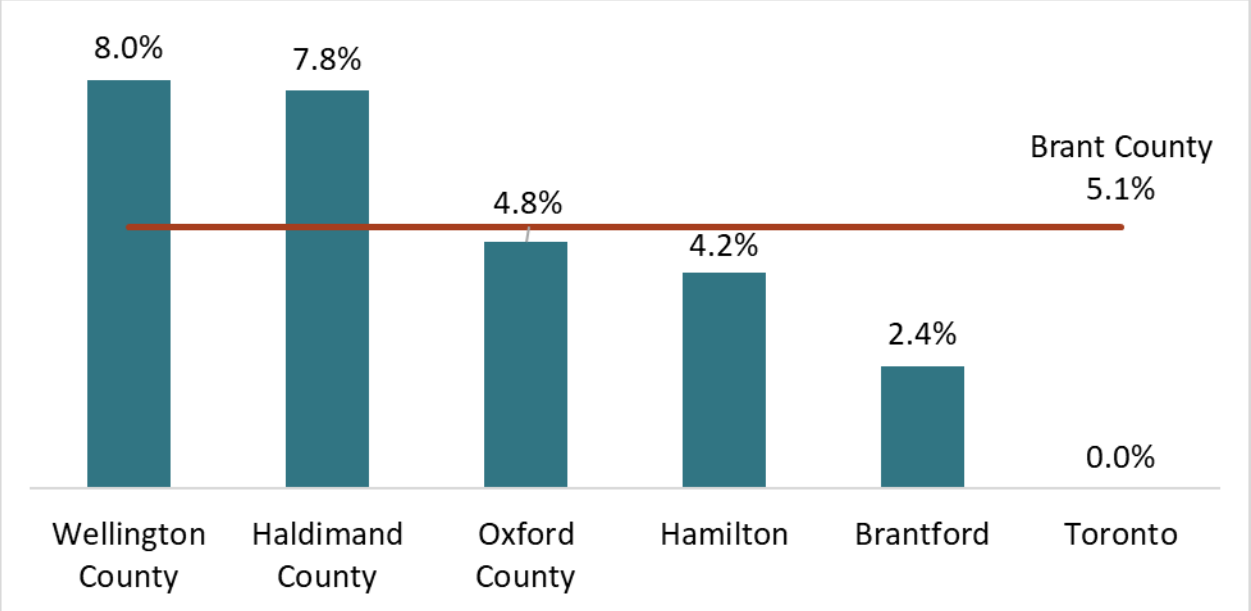
**Table Note:**

N/A = Not Applicable

| Municipality | Property Taxes | User Fees | Grants/ Subsidies | Sale of Materials | Other Sources |
|---|---|---|---|---|---|
| County | Yes | Yes | Yes | Yes | Not Applicable (N/A) |
| Haldimand | Yes | Yes | Yes | Yes | N/A |
| Hamilton | Yes | Yes | Yes | Yes | N/A |
| Brantford | Yes | Yes | Yes | Yes | N/A |
| Oxford | Yes | Yes | No | No | Partial user pay (garbage bag tags) |
| Wellington | Yes | Yes | Yes | Yes | Partial user pay (garbage bags) |
| Toronto | No | Yes | Yes | Yes | Full user pay |

As most comparators finance their solid waste budgets from property taxes and user fees, a comparison of the percentage of the municipal property tax bill which is allocated to the solid waste program is provided in **Figure 9**. The County allocates 5.1% of property taxes revenue to the solid waste program, which is shown as the horizontal line in **Figure 9**. When compared to other nearby jurisdictions evaluated (Brantford 2.4%, Hamilton 4.2%, Oxford 4.8%, Haldimand 7.8%, Wellington 8.0%) the County's allocation of the tax bill related to solid waste is near the middle. Jurisdictions' percentage allocation of property tax bills related to solid waste vary due to differences in provided services, population size and density, geographical size, distance to markets, tier structure, etc.

**Figure 9: Percentage of Municipal Property Tax Bills allocated to Solid Waste Program, by Jurisdiction**




### 3.3.3 Overview of Funding Model Options

The County currently funds the majority of the solid waste program through property taxes, while user fees and other minor revenues are utilized to fund the remaining expenditures. Various funding options for the net costs to be recovered are reviewed through this exercise. These options are as follows:

- Property taxes (current funding approach);
- User rates; and

- Partial user rate and property taxes.

#### 3.3.3.1 Property Taxes (Current Funding Approach)

**Waste Diversion:** The property tax funding approach does not encourage additional waste diversion behaviours from the County's residents. Residents are charged the same amount, regardless of the amount of waste they produce and dispose. This approach would not assist the County in increasing waste diversion participation, without additional or increased user fees on landfill activities.

**Revenue Stability:** The property tax funding approach is the most predictable and stable source of revenue of the three funding options. The County is guaranteed to collect revenues from taxes every year due to the funding approach being a fixed stream of revenues.

**Capital Improvements:** The property tax funding approach may provide the County with the financial reserves required to undertake large capital improvements; however, due to competing priorities, savings for future capital expenditures may be limited. Deferral of capital projects may be requested throughout the budget process to assist in keeping overall County tax increases low.

**Fairness of Calculation:** The property tax funding approach is the least equitable approach of the three options. As noted previously, residents are charged the same amount no matter the volume of waste produced. Some residents may be more conscious of the volume of waste they produce, while others may not. Additionally, non-residential properties and multi-residential properties (such as, apartments) pay taxes, including for waste management costs, which may not be equitable as collection and disposal of waste and divertible materials for non-residential properties are typically contracted to the private sector. The County only collects from some non-residential and multi-residential properties.

**Economic Development and Affordability:** The property tax funding approach reflects the cost of waste diversion services provided by the County; however, given the different behaviours of all residents, it may not be affordable for all. Additionally, annual tax rate increases are unfavourable and potentially unaffordable for the County's residents.

**Administrative Efforts:** The property tax funding approach requires the least amount of administrative effort. During the time of annual budget determination, the administrative efforts are heightened under this approach due to the competitive nature of the budget and council's priorities. However, the billing efforts required are minimal given funds are collected through the property tax bill.

#### 3.3.3.2 User Rate Funding

User rate approach consists of bag tags, area rating (area that receives a service (for example, YW collection) pays for the service, tipping fees, etc.

**Waste Diversion:** The user rate funding approach may encourage waste diversion for the County's residents, depending on the rate structure. If the rate structure provides a variable rate based on the amount of waste diverted, residents may reduce the amount of garbage they produce. This behaviour may assist the County in extending the remaining life of the existing landfill site as well as assist the County in increasing waste diversion participation.

**Revenue Stability:** The user rate funding approach is a less predictable source of revenue than the property tax approach if the rate imposed varies with the amount of waste collected. Residents would have greater control over their rate bill based on the volume of waste they produce. Initially the County may need to examine the behaviour of other municipalities' residents after introducing this approach, then monitor revenues to create a financial plan based on residents' behaviours related to waste diversion. Once implemented, the County may create a rate stability reserve fund to maintain cashflow when actual revenue is less than anticipated.

**Capital Improvements:** The user rate funding approach may provide the County with the financial reserves to undertake large capital improvements as this rate would be calculated separate from taxes. Similar to water and wastewater user rates, a financial plan may be created to incorporate anticipated capital improvements. Any unexpected capital improvement projects may need to be financed with debt.

**Fairness of Calculation:** The user rate funding approach may be more equitable than the property tax funding approach as it provides the County flexibility to impose the rate in a number of ways. The rate may be structured such that properties not receiving County services do not pay for collection and disposal or it may be structured to include a fixed

and variable component. Residents would have more control to choose how much waste they divert and how much they pay in user rates.

**Economic Development and Affordability:** The user rate funding approach may provide greater affordability. Depending on the volume of waste diversion residents create, they have the control to make their rate affordable for their income and lifestyle. Non-residential properties may pay a smaller amount as compared to taxes as many currently pay for private collection and disposal costs. This would potentially provide some incentive for non-residential businesses to locate/remain in the County.

The user rate funding approach also allows for rate structures and adjustments to the calculations that may allow the County to incentivize certain types of development and disincentivize others based on the overall goals of the County.

**Administrative Efforts:** The user rate funding approach may require additional administrative effort, depending on current billing systems for water, wastewater and/or stormwater utilities. The initial setup of the user rate will necessitate additional staffing for the following activities:

- Billing setup;
- Household cart size determination (if applicable);
- Coordination of cart drop-offs (if applicable); and
- Customer service.

During the annual budget determination, the administrative efforts are reduced compared to the property tax funding approach. This is due to the rates being based on actual needed projects and estimated costs, leading to a more predictable and straightforward budgeting process. Municipalities that have implemented a user-rate system highlight this advantage over a property tax funded system.

#### *3.3.3.3* Partial User Rate and Property Taxes

**Waste Diversion:** The partial funding approach may encourage waste diversion in residents depending on the structure. For example, if waste diversion programs were paid with property taxes and waste activities were recovered through a user rate, residents may be incentivized to reduce what they pay through user rates by diverting more waste. This approach may assist the County in reaching their future waste

diversion targets. Additionally, it recognizes that waste diversion activities benefit the County as a whole and all waste diversion costs would be paid for by all properties in the County.

**Revenue Stability:** The partial funding approach would provide a slightly more stable and predictable method of revenue collection as compared to the full user rate approach. If the County chose a user rate that was variable based on tonnages, the property tax component would provide a fixed source of revenue, whereas the user rate component would vary. Similar to the user rate approach, the County would need to forecast anticipated revenues and monitor/update the financial plan overtime. Additionally, if the user rate is perceived as too high, commercial and high-density residential customers may choose private collection services, which would decrease revenues for the County.

**Capital Improvements:** The partial funding approach may provide the County with the financial reserves required to save for and undertake large capital improvement projects. The reserve funds may be funded through the collection of user rates to limit the impact on taxes.

**Fairness of Calculation:** The partial funding approach may be a moderately equitable funding approach, if the County chose to recover the costs of garbage from user rates. Only those that benefit from the collection and disposal of garbage would pay a user rate. If waste diversion was collected through property taxes, this portion of the costs would be paid by all properties, recognizing the benefit to the County as a whole.

**Economic Development and Affordability:** The partial user rate and property tax funding approach reflects the cost of waste services for selected activities. This approach may allow the customer the opportunity to maintain control over a portion of their annual bill to help make their rate affordable for their income and lifestyle.

**Administrative Efforts:** The additional administrative efforts required under the partial funding approach would vary depending on the user rate implemented. If a user rate would be implemented, additional effort in setting up a billing system may be required.

**Table 5** provides a summary of the three different funding approaches evaluated based on various considerations for the County and its residents.

**Table 5: Summary of Funding Options**

| Area of Consideration | Current Funding Approach - Property Taxes | User Rates | Partial User Rate and Property Taxes |
|---|---|---|---|
| Waste Diversion | Residents are not incentivized to reduce waste | Residents are incentivized to reduce waste (rate-dependent) | Residents are incentivized to reduce waste (rate-dependent) |
| Revenue Stability | Most Stable | Least Stable | Moderately Stable |
| Ability to Undertake Capital Improvements | Competing priorities to obtaining funding through budget deliberation | Possible with forecasting, unexpected projects may require debt. | Possible with forecasting, unexpected projects may require debt. |
| Equitable Funding by Users or Program | Least | Most | Moderate |
| Economic Development and Affordability | Generally affordable under current amount funded; however, should significant expenditures be anticipated, increases in taxes required may be unaffordable | An additional user rate may be unaffordable without a matching reduction in taxes. May reduce tax burden on non-residential properties. | An additional user rate may be unaffordable without a matching reduction in taxes. May reduce tax burden on non-residential properties. |
| Administrative Efforts | Least | Most | Moderate to most depending on the type of user rate implemented |

#### 3.3.3.4 Funding Model Evaluation

This evaluation assesses various funding approaches to determine the most sustainable, fair and effective financial model for the County's solid waste services. The goal is to

identify mechanisms that support reliable long-term service, equitable cost distribution and advance the County's waste management targets.

### 3.3.4 Cost of Service Analysis

This Cost-of-Service review analyzed the full current and lifecycle costs of the County's solid waste services to determine the revenues required to fund them. The analysis was based on the County's 10-year capital budget, operating budget, development charges study, asset inventory and relevant financial policies. The review allocates all expenditures and revenues to the following waste streams: Garbage, Blue Box, YW, HSP and Other.

#### 3.3.4.1 Cost of Service Components by Waste Stream

The County's 10-year capital forecast, Development Charges Background Study and asset inventory information were reviewed and utilized for this analysis. The County forecast provided the capital expenditures currently identified by County staff out to 2034 while the asset data identified asset replacements out to 2051. These costs were allocated to each waste stream as appropriate. **Table 6** provides a summary of the capital budget forecast by waste stream.

**Table 6: Summary of Capital Forecast by Waste Stream (Inflated Cost)**

**Table Note:**

*"Other" includes items that do not fit into the garbage, Blue Box, YW, or HSP categories (for example, scrap metal, tires, white goods, concrete, brick, asphalt, porcelain, soil, Styrofoam, miscellaneous items, etc.)

| Waste Stream | Total Capital Cost (2025 to 2051) |
|---|---|
| Garbage | $20,961,022 |
| Other* | $726,790 |
| YW | $569,385 |
| HSP | $21,803 |
| **Total** | **$22,279,000** |

The County's 2025 operating costs and revenues related to solid waste services were also reviewed and analyzed, similar to the capital costs. Expenditures and revenues are identified in the budget based on various activities and facility operations within the department. A summary of the County's 2025 operating budget and 25-year forecast is provided in **Table 7**.

**Table 7: Summary of Operating Forecast by Waste Stream**

| Waste Stream | Operating Expenditures (2025 to 2051) | Operating Revenues (Non Tax Levy) (2025 to 2051) |
|---|---|---|
| Garbage | $170,583,080 | $15,602,885 |
| YW | $13,407,572 | $102,600 |
| Other | $8,081,802 | $1,396,950 |
| HSP | $4,243,578 | $1,053,000 |
| Blue Box[3] | $262,930 | $262,930 |
| **Total** | **$196,578,962** | **$18,418,365** |

### 3.3.5 Total Cost of Service

This analysis forecasts the financial requirements for solid waste services in the County through 2051. It determines the annual Cost-of-Service by projecting total expenditures (including operating, capital and lifecycle costs) and then subtracting all operating revenues, such as user fees.

#### 3.3.5.1 Results of Analysis

Based on the financial modelling prepared, along with the discussion with staff, the total net Cost-of-Service (after operating revenues) for 2024 is $3.31 million. The total net Cost-of-Service (after operating revenues) for 2025 is $4.47 million (the increase in 2025 is due to an approximate $1.30 million increase in the waste collection contract). By 2051, if the County maintains the status-quo level of funding, the anticipated net Cost-of-Service to be funded by property taxes will be approximately $9.52 million. The total

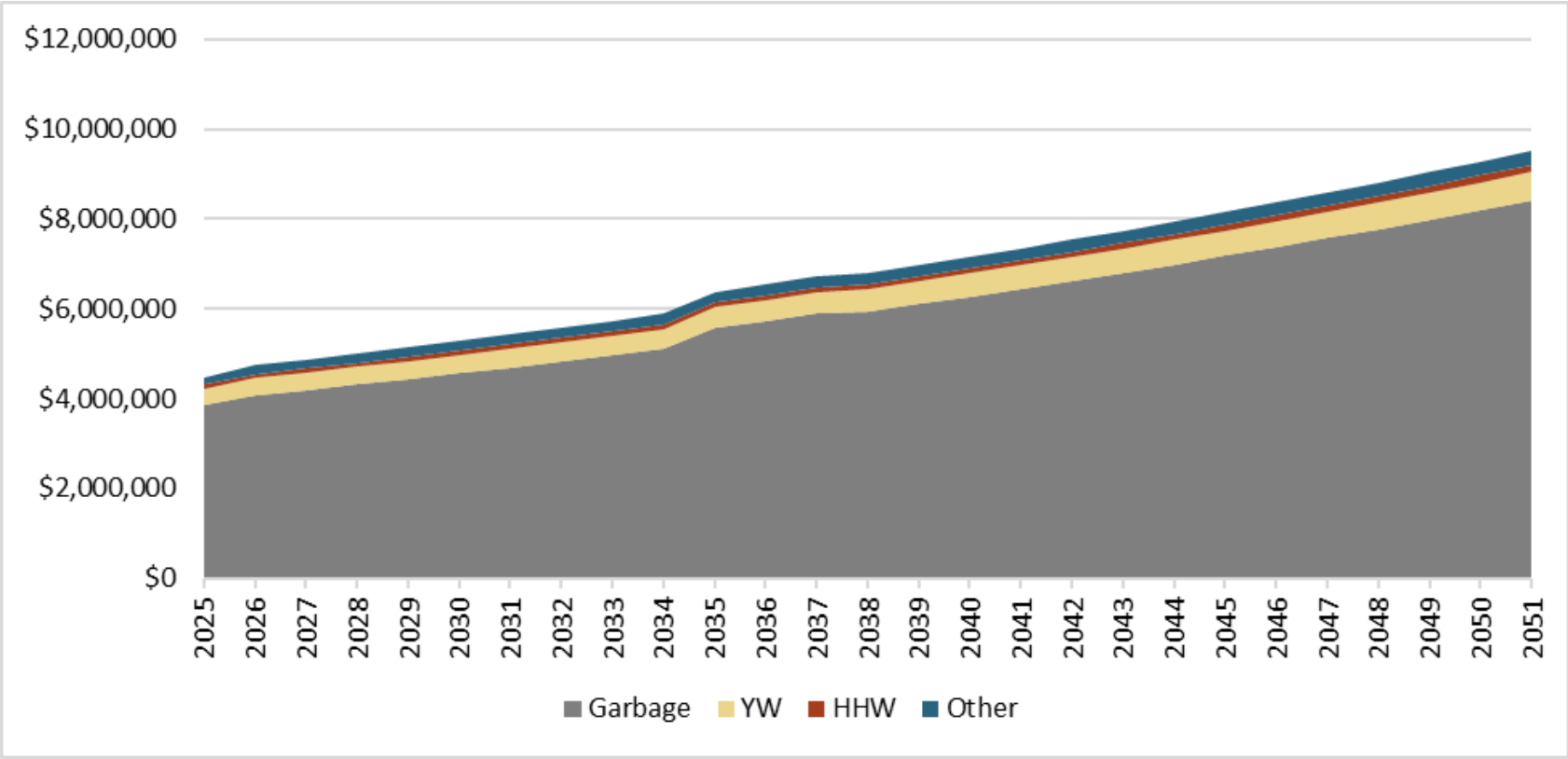
[3] Note that the expenditures and revenues associated with the Blue Box waste stream will primarily occur in 2024 and 2025. The County will have offsetting expenditures and revenues from the sale of Blue Boxes between 2026 and 2051

net cost recovery is included in **Figure 10**. **Table 8** allocates the total cost of service over the forecast period into the County's budget categories.

**Table 8: Cost of Service Allocated to the County's Budget Categories**

| Budget Category | Total Cost of Service (2025 to 2051) |
|---|---|
| 462000 Solid Waste Admin | $20,308,999 |
| 464000 Waste Collection | $117,811,305 |
| 466000 Paris Landfill | $8,729,662 |
| 467000 Burford Landfill | N/A |
| 468000 Biggars Lane Landfill | $38,260,314 |
| **Cost of Service** | **$185,110,280** |

**Figure 10: Total Net Cost of Service**



## 3.4 Curbside Collection Review and Optimization

Due to recent challenges in securing a new collection contract, the County has initiated a curbside collection review and optimization as part of the SWMMP. This effort aims to evaluate and improve the current system's efficiency, identify expansion opportunities, introduce new programs and assess financial impacts. The goal is to develop a cost-effective, sustainable and responsive curbside collection service that meets residents' needs while also confirming fiscal responsibility.

### 3.4.1 Curbside Collection Opportunities

To enhance the current curbside collection system for garbage, YW and other waste (Appliance and Furniture collection), opportunities for the expansion and innovation of services and programs were explored for potential implementation by the County. This review considered factors such as population, waste generation and program costs as outlined in **Section 2.0**. A total of 12 curbside collection opportunities were reviewed. The following provides a summary of the 12 opportunities for consideration:

1. **Weekly Urban and Bi-weekly Rural Garbage Collection:** Implement a weekly schedule for urban areas and establish a biweekly collection service tailored to rural communities. Residents would place their garbage at designated collection points on a specified day, facilitating regular and timely removal of household garbage with adjustments made for holiday (Christmas and New Years only) schedules as necessary;
2. **County-wide Bi-weekly Garbage Collection:** Standardize a biweekly garbage collection across the County. Each area within the County would have an assigned collection day, with adjustments made for holiday schedules as necessary;
3. **Six Day Collection Cycle:** The six-day collection cycle shifts from a five-day Monday-to-Friday schedule to a six-day rotating schedule, this would advance the collection day by one day each week, with adjustments made for holiday schedules as necessary. This would reduce annual collections from 52 to 43 per property;

4. **Reduced Bag Limits:** Residents would be restricted to a specific number of garbage bags per collection period, with the exact limit varying based on the chosen collection frequency and other implemented options. This would be either a reduction to a two-bag limit for continued weekly collection or maintain the four bag limit for biweekly collection;
5. **One-sided Road Collection:** Waste would be collected from one side of the road only in rural areas. Residents on the opposite side would place their waste and collect their empty containers on the designated collection side;
6. **Organics Program:** An organics collection program would be implemented, where residents separate organic waste such as food scraps into designated carts. These carts would be collected regularly and sent to an organics processing facility;
7. **Community Partnership for Bulky Waste:** Establish partnerships with local organizations and businesses to facilitate the collection or drop-off-of large bulky waste items. Residents can either schedule pickups or drop-off items through these partners, who would handle the reuse, recycling, removal and / or proper disposal of large items such as furniture and appliances;
8. **Curbside Exchange Weekends:** A coordinated effort to keep usable items out of the landfill by finding them new homes. By turning the curbside into a free marketplace, residents can put out reusable and gently used bulky items on designated scheduled weekends, allowing neighbours to re-home these items and promote a culture of reuse. Residents would be informed to bring any items not collected back into their properties before a specified time. Items not re-homed can be booked for a bulky waste collection with the County;
9. **Discontinue Christmas Tree Collection:** The annual curbside collection of Christmas trees would be discontinued. Residents would be responsible for disposing of their real trees through alternative methods, such as drop-off at the Paris Transfer Station or Biggars Lane Landfill for transportation to a composting facility. Alternatively, a new approach involves partnering with farms that would accept the Christmas trees dropped-off by residents. The farms could then use the tress as food source for goats with the leftover wood being used as firewood;

10. **Reduce Frequency of YW Collection**: The collection frequency of YW would be reduced to one collection per month from May to November. Residents would be informed of the new schedule and would place their YW out for collection on the designated days;

11. **Semi-Automated Cart Collection:** Residents would be provided with standardized curbside carts for their garbage and organics if implemented, which would be placed at the curb on designated collection days. Collection workers would need to move the cart into place for mechanical tipper to empty the carts into waste collection vehicles; and

12. **Automated Cart Collection:** Automated vehicles equipped with mechanical arms would collect garbage and organics if implemented, from standardized curbside carts. Residents would place their carts at the curb and the collection vehicle's automated system would handle the collection process.

Each of the 12 options were evaluated individually by applying a "pros and cons" analysis from both a County and resident perspective to assess which options could be considered further explored as opportunities for refinement in **Section 3.7** (refer to **Appendix B**).

## 3.5 Transfer Station and Landfill Operations Enhancement

The County's transfer station and landfill site include Biggars Lane Landfill and the Paris Waste Transfer and Recycling Station, both of which have public drop-off facilities.

### 3.5.1 Transfer Station and Landfill Operations Optimization

A site visit of Biggars Lane Landfill and the Paris Waste Transfer and Recycling Station was conducted by Dillion Staff on November 28, 2024, during which several operation and infrastructural aspects were observed. Staffing at the facilities includes a scalehouse staff, a yard attendant, one equipment operator and a part time supervisor.

#### 3.5.1.1 Biggars Lane Landfill

During the site visit to Biggars Lane Landfill, it was noted that the site layout could be improved to make flow through the facility more efficient; however, Dillon understands that the County has plans to upgrade the public drop-off and landfill weigh scale area

similar to the layout of the Transfer Station, which was upgraded in 2018. This upgrade will alter the layout which should increase efficiency and traffic flow. Currently, waste disposal is located near the exit, which could lead people to leave the site without weighing out and paying; relocating this area may mitigate the issue. Additionally, moving on-the-ground open ended 40 yard bins to an elevated bin wall drop off area would help prevent scavenging, enhance site tidiness and improve waste mobility.

The current manual weigh ticket system has room for improvement which is discussed in **Section 3.5.3.** It was described that there was a desire for extended operating hours by customers, which is a frequent complaint at public drop-offs, not unique to Brant. While the County should acknowledge these complaints and consider a public survey to determine what hours would best suit their customers, the priority should be the change in layout, with adjustments to operating hours considered if resources permit.

#### 3.5.1.2 Paris Transfer and Recycling Station

During the site visit to the Paris Transfer and Recycling Station, it was noted that the Station underwent a layout upgrade in 2018, resulting in a modern and organized site. The facility uses 40-yard bins to receive most material which contributes to the site's organization. Staff did note that during busy times traffic can queue to the entrance at Railway Street which is approximately 300 meters in length or the equivalent to approximately 30 to 40 cars.

Similar to the Biggars Lane Landfill, it was noted that the manual weigh ticket system could be converted to a scalehouse software system for better efficiency and customers expressed a desire for extended operating hours. At present, the current layout and waste management practices at the site are functioning effectively.

### 3.5.2 Additional Material Diversion

The County has material diversion programs in place at the two waste disposal sites, contributing to waste reduction and environmental sustainability. Although the current list is inclusive, additional materials for consideration to enhance these efforts could include:

- Food waste drop-off, this could be beneficial for restaurants, spring cleanings and residents who wish to compost;

- Carpet;
- Bulky rigid plastic; and
- A reuse centre: the County could look into working with a community partner that could provide residents a space to donate items that are still in good condition. These items could be taken by the community partner to resell or offered to residents for free. To avoid scalehouse traffic, an area for this service could be considered outside of the site, supervised by the community partner.

By examining waste audit trends, materials can be identified for diversion programs if they are being dropped off in large amounts, provided there is an end market for them. By considering these additional material diversion programs, the County could continue to reduce the waste being sent to landfill and help meet the needs of the community. Carpet and bulky plastics can be challenging to divert due to a lack of end markets and EPR programs.

### 3.5.3 Scale House Software

The County is considering implementing scalehouse software for operations at Biggars Lane Landfill and Paris Transfer Station. Currently, material flow is tracked using Microsoft Excel, which requires extensive training and time for accurate data entry. Five part time staff members manage scalehouse operations, with additional personnel trained to assist as needed. However, the limited number of trained staff makes it difficult to maintain operations when staff turnover or shortages occur.

Scale house software automates vehicle weighing, data recording, ticket generation and transaction management, enhancing efficiency and accuracy. It typically features a user-friendly interface and can be customized to meet specific municipal needs. In 2023, an Ontario County issued an RFP for Scale House Software for Solid Waste Services, requiring the awarded company to supply, install and support the system. The listing of various companies as plan takers indicates potential for competition.

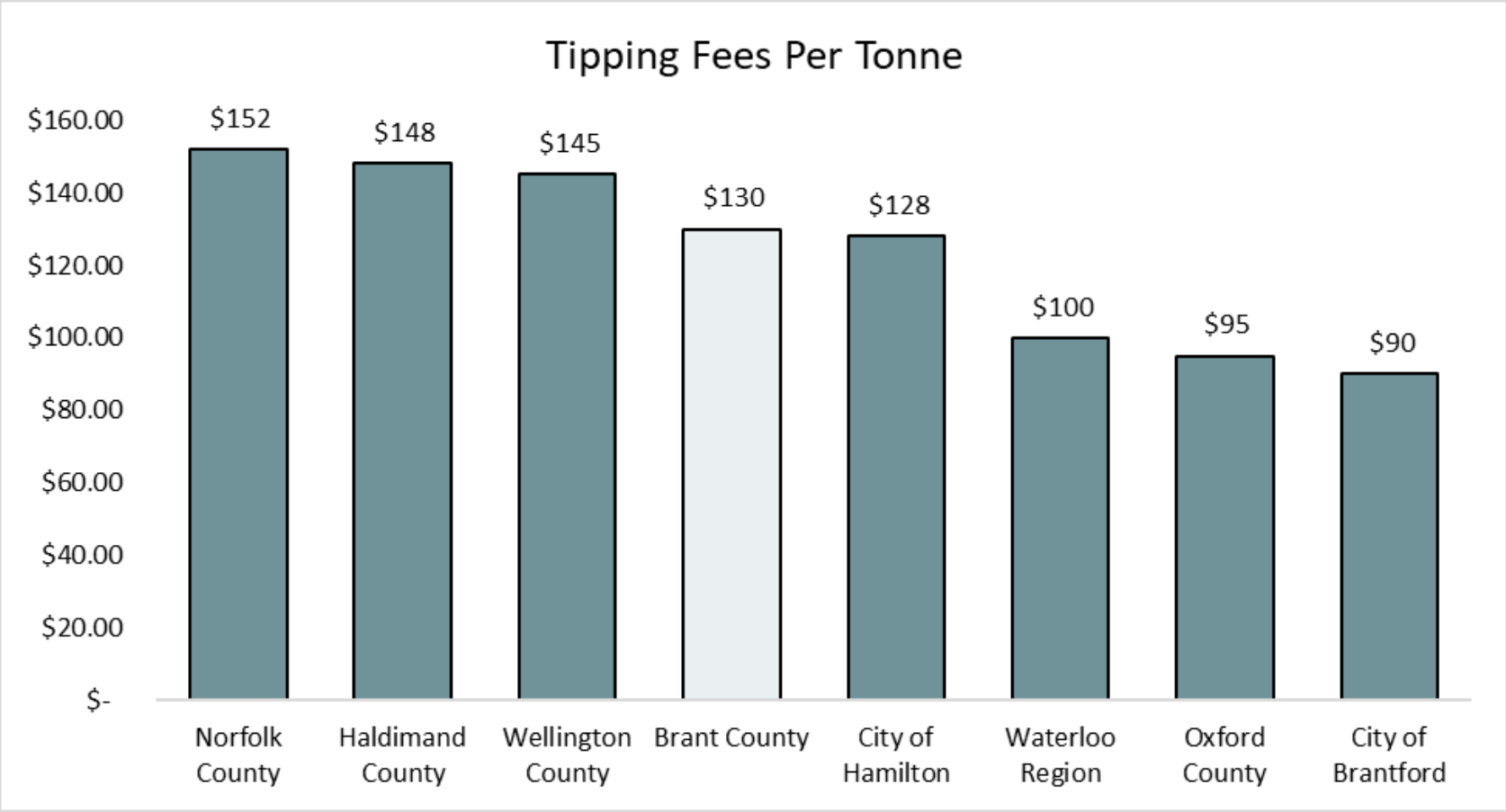
Costs for scalehouse software services can vary depending on the number of users to track, level of customization and required features. The County should consider software functionalities such as capturing and storing gross, tare and net weights of waste, tracking inbound/outbound divertible materials and quantities, automatic ticketing and reporting, historical data management and customer/account

management. For every load, the records should include as a minimum, date, time, description, vehicle identification, weight and charges.

### 3.5.4 Tipping Fee Review

The County accepts various types of waste to be dropped off at the Biggars Lane Landfill and the Paris Transfer Station for tipping fees. The County's 2024 per tonne tipping fee was $112 and $130 in 2025, a 16% increase. The County increased tipping fees in 2025 to the median of neighbouring municipalities. A comparison of 2025 municipal solid waste tipping fees is provided in **Figure 11**. The County's tipping fee of $130 is in the middle range when compared to the other municipalities reviewed. The fees range from $90 in the City of Brantford to $152 in Norfolk County, with the County falling between the higher fees of Wellington, Haldimand and Norfolk Counties, and the lower fees of the City of Hamilton, Waterloo Region, Oxford County and the City of Brantford. Municipalities with lower fees have a larger population base and an existing landfill with greater than 20 years of capacity.

**Figure 11: Comparison of Solid Waste Tipping Fees in 2025**



For a review of tipping fees, the costs of providing the service were identified including capital and operating costs. Additionally, the tonnages associated with the tipping fee activities were considered.

### 3.5.4.1 Long-Term Tonnage Forecast

The County receives waste at the Biggars Lane Landfill and the Paris Transfer Station. Approximately 17,800 tonnes of material was received in 2024, 16,100 tonnes in 2023, and 16,400 tonnes in 2022.

A forecast of the anticipated tonnage, by waste category is required for a review of tipping fees. At a high-level, the forecast is based on average historical tonnage data provided from 2021 to 2023. These quantities formed the basis for generating an annual per capita amount. The growth forecast utilized for the tonnage forecast was the County's 2024 development charges background study.

The annual tonnage data for the materials was divided by the current population in each year to estimate the per capita tonnes produced for each material type. The population growth forecast to 2051 was then applied to the historical per capita tonnes to produce a long-term tonnage forecast by each material type.

The forecasted 2025 tonnage is anticipated to be approximately 15,600 tonnes, with the elimination of curbside Blue Box collection. For the year 2025, 90 tonnes of Blue Box material was included in the forecast for the allowance of non-eligible source drop-offs. For 2026 and beyond, no tonnage is included in the forecast for Blue Box Materials.

### 3.5.4.2 Tipping Fee Tonnage

Given the County has numerous categories of tipping fees, the following review is based on the categories which collected over 100 metric tonnes of material in 2023 and 2024:

- Garbage;
- YW/Wood/Christmas Trees;
- Concrete, Brick, Asphalt, Porcelain, Soil; and
- C&D Diversion.

Based on the tonnage forecast, the total tonnage forecasted in 2025, including curbside collected tonnage, in the aforementioned categories is approximately 14,623 tonnes of

material (12,167 tonnes Garbage, 845 tonnes YW/Wood/Christmas Trees, 721 tonnes Concrete, Brick, Asphalt, Porcelain, Soil and 889 tonnes Construction & Demolition (C&D) Diversion). This tonnage represents approximately 94% of all tonnage forecasted in the County.

In 2025, the total forecasted tonnage to be processed by the County is approximately 15,600 tonnes; therefore, this suggests that approximately 35% of the total tonnage processed in the County is related to tipping fee activities. As noted above, when including the curbside tonnage, the share of the total increases to 94%. The analysis below includes curbside tonnage to estimate a broad average cost per tonne.

#### 3.5.4.3 Results

Based on applying approximately 94% of the County's budgets, the average annual total cost related to tipping fee activities is approximately $7.69 million from 2025 to 2051. Based on the tonnages related to tipping fee activities identified in **Section 3.5.4.2**, the following General Non-Hazardous Waste tipping fee of $365.54 per tonne was estimated for full cost recovery of tipping fee activities in 2025 as identified in **Table 9.** Additionally, based on the current weighting of other tipping fees relative to the General Non-hazardous Waste fee, the other tipping fee categories were also estimated in **Table 9.** Note, the tipping fee per tonne identified in **Table 9** is approximately 10% related to capital needs and 90% related to operating needs over the 26-year forecast period.

**Table 9: Proposed Tipping Fees for Full Cost Recovery**

| Proposed 2025 Tipping Fees to Achieve Full Cost Recovery | Tipping Fee per Tonne |
|---|---|
| General Non-Hazardous Waste | $365.54 |
| IC&I YW | $251.66 |
| Uncontaminated Soil/Rubble Pre-sorted & Segregated | $61.86 |
| C&D Materials | $343.05 |

Based on the tonnage forecast identified in **Section 3.5.4.2**, the estimated recovery from the County's current tipping fees (inflated by 3% Consumer Price Index (CPI) annually) is, on average, 37% of the total cost of service for tipping fee activities. This means that the County is currently relying on property taxes to cover the remaining 63% of the total

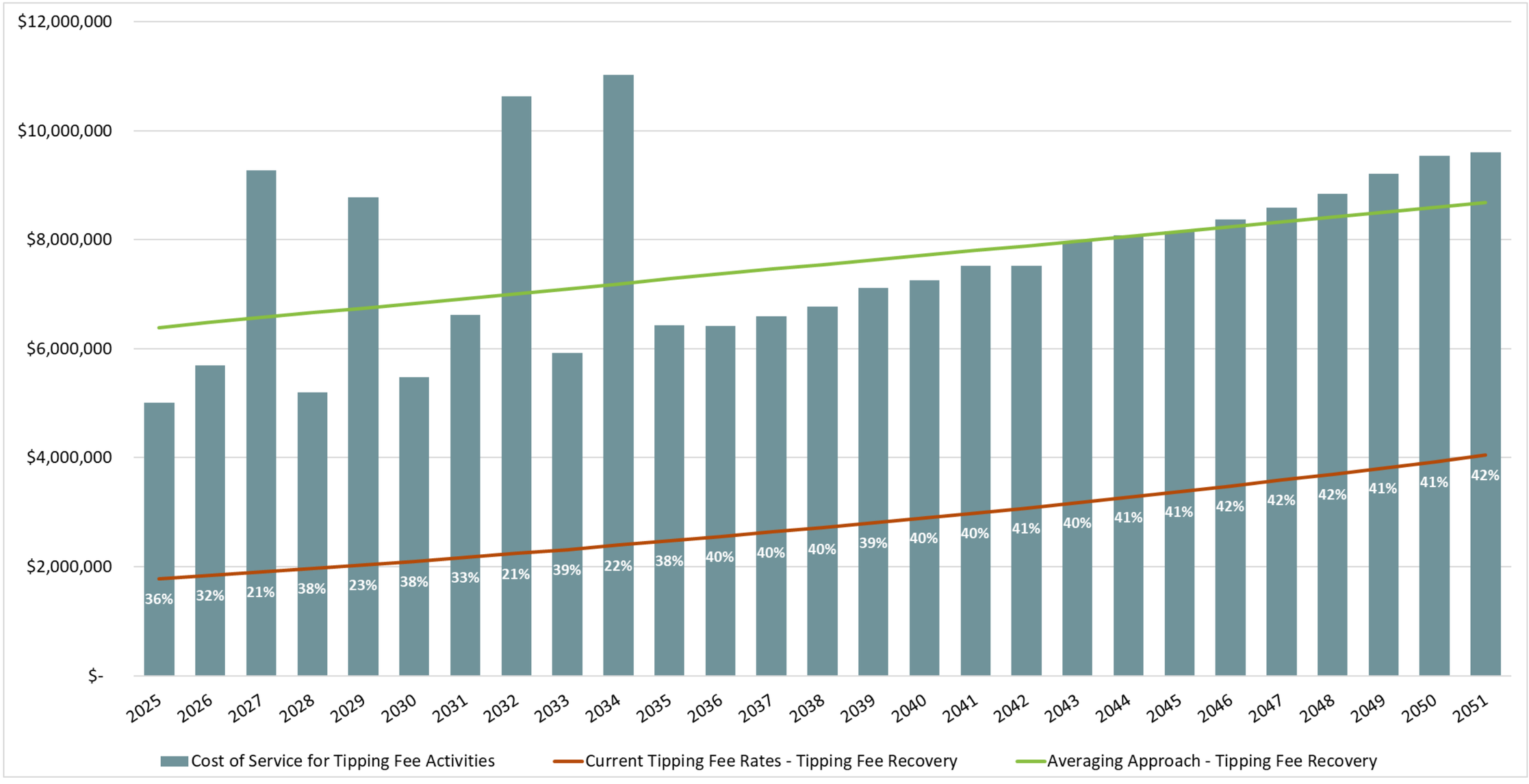
cost. The current tipping fee recovery is illustrated in **Figure 12** (red line), compared to the estimated full cost per year over the forecast period to 2051 (blue bars).

Achieving full cost recovery from tipping fees would require significant annual fluctuations in the tipping fee rates. For example, the general tipping fee to achieve full cost recovery should be, $409.23 in 2026, $567.35 in 2027 and then $363.82 in 2028, etc. The substantial increase in 2027 is due to the planned Biggars Lane Landfill Expansion capital expenditure. Such large annual fluctuations in tipping fees are not a sustainable or practical approach for the County.

To address this, an average tipping fee of $466.52 over the forecast period to 2051 was calculated, with this rate to be adjusted annually by CPI. In 2026 the fee would be approximately $480.51 in 2026, $494.93 in 2027, and $509.77 in 2028, etc. The tipping fee recovery under this approach is illustrated in **Figure 12** (green line).

If the County's goal is to achieve full cost recovery, it is recommended that the County consider these findings in future reviews of Council-approved user fees. This could potentially increase user fees to achieve full-cost recovery and reduce the reliance on property taxes. However, implementing full cost recovery through tipping fees would result in the County having the highest tipping fee per tonne among comparable municipalities. Specifically, this would increase the 2025 tipping fee by 259%, from $130 to the average fee of $466 per tonne. **Table 10** shows the recommended range of tipping fees for Council's consideration. The current general non-hazardous waste tipping fee is approximately 28% of the full cost recovery tipping fee rate of $466.52.

**Figure 12: Current Tipping Fee Recovery from 2025 to 2051**



### Table 10: Recommended Range of Tipping fees (2025)

**Table Note:**

*Haldimand County tipping fees currently recover 88% of the costs related to tipping fee activities

| Tipping Fee Category | Current Fee (2025) | Full Cost Recovery (2025) | Recommended Range | 28% Cost Recovery (Current Fee) | 50% Cost Recovery | 88% Cost Recovery* | 100% Cost Recovery |
|---|---|---|---|---|---|---|---|
| General Non-Hazardous Waste | $130.00 | $466.52 | $130 to $467 | $130.00 | $233.26 | $410.53 | $466.52 |
| Minimum Charge | $10.00 | $35.89 | $10 to $36 | $10.00 | $17.94 | $31.58 | $35.89 |
| ICI Yard Waste | $89.50 | $321.18 | $90 to $321 | $89.50 | $160.59 | $282.64 | $321.18 |
| Uncontaminated Soil/Rubble pre-sorted & segregated | $22.00 | $78.95 | $22 to $79 | $22.00 | $39.47 | $69.47 | $78.95 |
| Construction & Demolition Materials | $122.00 | $437.81 | $122 to $438 | $122.00 | $218.90 | $385.27 | $437.81 |
| Unsorted Load-user does not sort divertible materials (3x the General Garbage Tipping Fee) (per tonne) | $390.00 | $1,399.55 | $390 to $1,400 | $390.00 | $699.77 | $1,231.60 | $1,399.55 |
| Asbestos (per tonne) | $360.00 | $1,291.89 | $360 to $1,292 | $360.00 | $645.94 | $1,136.86 | $1,291.89 |
| Concrete with rebar (per tonne) | $42.00 | $150.72 | $42 to $151 | $42.00 | $75.36 | $132.63 | $150.72 |
| White Goods containing Freon (i.e. refrigerators, freezers, air conditioners, dehumidifiers, water coolers) (per unit) | $33.00 | $118.42 | $33 to $118 | $33.00 | $59.21 | $104.21 | $118.42 |
| Tree Stumps and Brush (logs/branches 7.5 cm or smaller is considered Yard Waste) (per tonne) | $90.00 | $322.97 | $90 to $323 | $90.00 | $161.49 | $284.22 | $322.97 |
| Asphalt Shingles (per tonne) | $122.00 | $437.81 | $122 to $438 | $122.00 | $218.90 | $385.27 | $437.81 |

## 3.6 Review of Comparable Municipalities

To enhance the County's solid waste management framework, a comparative analysis of similar municipalities was conducted. Dillon identified jurisdictions within Ontario for comparability. In collaboration with the County, five key jurisdictions were selected for assessment. The following sections evaluate the practicality and potential integration of these best practices into the County's solid waste management system.

### 3.6.1 Identification of Comparable Municipalities

A comprehensive list of local municipalities that are comparative to the County in Ontario were compiled, accompanied by a rationale explaining the relevance to the County and their waste management goals. In **Table 11**, the five selected municipalities and their corresponding comparable metrics (such as, population, diversion rate and assets) are included. The best practices from these municipalities are highlighted in **Section 3.6.2**. The diversion rate is based on 2021 data from the Resource Productivity and Recovery Authority (RPRA) Data Call.

**Table 11: Comparable Municipalities and Rationale**

| Municipality | Population (2021 Census) | Population Density (per $km^2$) | Diversion Rate (2021 RPRA Data Call) | Assets Owned |
|---|---|---|---|---|
| County of Brant | 39,474 | 48.3 | 30.7% | One landfill and one transfer station |
| Brantford | 104,688 | 1061.2 | 30.9% | One Landfill |
| Norfolk County | 67,490 | 42.2 | 33.0% | Two transfer stations |
| Oxford County | 121,781 | 59.7 | 47.2% | One landfill and 11 YW depots |
| Haldimand County | 49,216 | 39.4 | 29.2% | One transfer station |
| Kawartha Lakes | 79,247 | 26.1 | 36.4% | Five landfills |

The review process employed a multi-faceted approach, integrating several research methods to build on the comparable municipality research. Primary data was collected through a desktop study, supplemented by data collection and verification with the comparable jurisdictions. This direct engagement provided valuable insights into the waste management practices of these municipalities. In addition to the information gathered from the jurisdictions, supplementary data was sourced from various online platforms, studies, government reports and other desktop research tools. These additional resources were used to fill any existing data gaps and to provide further validation and context to the findings. This approach enabled a robust identification of best practices tailored to the County's specific needs.

### 3.6.2 Best Practices

The following five subsections describe the best practices identified through the jurisdictional scan and desktop research. This information will be further analyzed and used to inform recommendations aimed at financial and program efficiencies.

#### 3.6.2.1 Organics Program

An organics program is a waste management initiative designed to collect and process organic materials, such as food scraps, yard waste, and other biodegradable items, to divert them from landfills. These programs aim to reduce the environmental impact of waste disposal by converting organic waste into valuable resources like compost or biogas. Of the municipality's reviews, the City of Brantford and the City of Kawartha Lakes currently operate curbside organics programs. Oxford County and Norfolk County are in the process of implementing a new program. Haldimand County do not offer a source-separated organics service at the time this report was written.

**City of Brantford**

The City of Brantford began its manual organic waste collection program in November 2023, servicing roughly 35,000 homes with organics collection occurring on existing garbage and recycling collection days. The program was launched with an investment from the Canada Community-Building Fund while the operational costs are part of Brantford's waste management budget, funded through the municipal property tax levy. This program is a major aspect of Brantford's goals to reach a 70% waste diversion rate by 2050, as existing programs currently divert approximately 34% of Brantford's waste.

Currently accepted items include food waste, paper fibre and other items such as bamboo cutlery, houseplants and shredded paper. The program does not accept diapers, pet waste or YW. The organic waste is diverted to an organics processing facility to be made into nutrient-rich compost. Brantford officials reported in November 2024 that participation rates were currently at 28% of city residents regularly separating their organics.

**Norfolk County**

The Norfolk County wide organics automated cart-based collection program will roll out with the new curbside collection contract starting in 2026. The Norfolk County wide organics program would provide uniform service level to all single-family residential homes in Norfolk County and divert organics from landfill, helping preserve dwindling landfill space in Ontario. Although not favourable by residents, Norfolk County is looking to support the Province's Food and Organic Waste Framework through this program and preserve landfill capacity. The program will be introduced alongside other changes in the waste management services offered, such as bi-weekly garbage collection and will be funded through property taxes. The annual cost to taxpayers for waste collection will jump from the current $4.2 million to just under $8 million — representing a property tax increase of 2.8 per cent.

Norfolk County conducted waste audits for both urban and rural households and the results showed that 42% to 46% of the garbage stream was comprised of organic material that could be diverted from the landfill. The tonnage of organics in the garbage stream between urban and rural single-family homes differing by less than 1%. Although Norfolk County has not yet implemented their program, monitoring their progress could offer valuable insights and lessons from their successes and challenges in procurement and implementation.

**Oxford County**

Oxford County's organic waste collection program is being rolled out in two phases to its eight municipalities. The first phase begins in January 2026 for residents in South-West Oxford and the City of Woodstock. The program will be expanded to the remaining municipalities (Blandford-Blenheim, East Zorra-Tavistock, Norwich, Ingersoll, Tillsonburg and Zorra) in May 2027. This initiative is a key part of the county's goal to extend the life of its landfill and meet waste diversion targets.

To facilitate the program, each residence receives a 7-litre kitchen container for food scraps and a 45-litre green bin for manual curbside collection. The accepted items for the program include food waste, food-soiled paper products, and other items like houseplants. Unaccepted items include plastic bags and packaging, pet waste, and yard waste. The organic material collected will be processed into compost.

Oxford will use money from its Landfill and Diversion Reserve Fund for capital costs in the beginning of the program and plan to cover operational costs with County's annual waste management budget, which includes the fees for the Oxford's bag tag program (see **Section 3.6.2.2**).

**Haldimand County**

Haldimand does not currently have an organic waste program. At the preparation of this SWMMP, Haldimand is in the final stages of preparing their own SWMMP. Based on public engagement during their preparation, it is anticipated that Haldimand is looking into the possibility of adding an organic program. The Haldimand SWMMP is expected to be presented to their council in the fall of 2025.

**Kawartha Lakes**

In January, 2025, Kawartha Lakes launched a new organics curbside manual collection program in the urban areas of Bobcaygeon, Fenelon Falls, Lindsay and Omemee. This program aims to help residents dispose of food and organic waste more sustainably, addressing that the 4,500 tonnes that Kawartha Lakes residents currently send to landfill annually. The initiative is expected to significantly reduce landfill use, aligning with provincial targets and the municipality's goal of diverting 70% of waste from landfills by 2048. Residents received a small seven litre kitchen cart for collecting organic waste and a larger 45 litre rollout curbside cart for weekly pickups. Households are not allowed to over-fill the carts; however, there is no limit to the amount of organic waste they can put out and can purchase extra carts for use ($10 for the kitchen cart and $30 for the rollout cart). Regular waste and recycling collection days remains unchanged. Those outside the designated urban areas are encouraged to compost at home, with composters available for purchase at Municipal Service Centres. The program is financed through City-wide taxes, although it is beginning with collection in urban areas only, to assess whether the 50% diversion target outlined in the province's Food and

Organic Waste Framework can be met. This is motivated with the fact that diverting organic material from the landfills and extending their lifespan benefits of all residents.

#### 3.6.2.2 Bag Tag Program

A bag tag program is a waste management strategy that encourages recycling and composting by requiring residents to purchase bag tags for their garbage bags in order to be collected from municipal waste services, Bag tags incentivize diversion by making it more cost-effective for residents to separate and reduce their waste. Of the jurisdictions reviewed, two of the five use a bag tag system as a key component of their waste management funding strategy. Oxford County requires a bag tag for all garbage collection while Kawartha Lakes require bag tags for excess garbage outside of collection limits. The City of Brantford, Norfolk County and Haldimand County do not use bag tags.

**Oxford County**

Oxford County implemented a bag tag program in January 2003 as part of its Waste Management Strategy in an effort to fund the total cost of the curbside garbage collection program and drive diversion of Blue Box Materials. Metrics after the first twelve months of the program identified an 11% increase to Blue Box recycling. The program rewards residents who minimize their household garbage, as well as by making use of various Oxford County diversion programs. Each bag tag is $2 and can be bought online or at one of various bag tag vendors located throughout the Oxford County. The Oxford County has had success with this program and has stably funded their garbage collection program in the past. However, as collection costs increase, reserves have been used to support the program with on-going discussion around raising the price of the bag tags to $3 per tag.

**Kawartha Lakes**

The City of Kawartha Lakes has a bag tag program to control the amount of garbage collected from each household. The city has a two-bag limit for residential garbage, and any bags beyond this limit must have a bag tag ($4 per additional bag) affixed to them. The program is a key component of the city's efforts to encourage residents to recycle and compost, thereby extending the life of its landfills. This user-pay system provides a direct incentive for residents to reduce their waste and make use of the city's diversion programs.

### 3.6.2.3 Diversion Programs

Diversion programs are targeted waste management initiatives designed to separate and redirect particular types of waste away from landfills and into recycling or reuse streams. These programs focus on materials that have significant environmental impacts or high potential for reuse, such as electronics, textiles, plastics, or hazardous waste. By implementing diversion programs, communities can reduce landfill use and conserve natural resources. The following scale highlights unique diversion programs in neighbouring municipalities that differ from those currently offered in the County, while also acknowledging similarities in core services. Oxford County offers specialized depot programs for plastics, Haldimand has attendant-operated reuse programs and Kawartha Lakes has specialized collection for mattresses and bulky waste that differs from the County's. The City of Brantford and Norfolk County have similar programs to the County at the time of this report. By comparing these programs, this scan identifies potential opportunities for Brant to consider.

**Oxford County**

In 2020, Oxford County launched a film plastic recycling program at three depot locations. Since then, an additional two drop-off locations have been added. With Oxford County's Blue Box program no longer accepting plastic film, these depots provide Oxford residents with a convenient, free of charge drop-off point for film plastics. While Oxford County encourages residents to reduce their use of film plastics, the program accepts clean, dry plastic types two and four, provided that bags are empty and free of food residue, Styrofoam, paper, receipts, stickers and rigid plastic. In 2023, residents dropped off nine tonnes of film plastic, marking a 29% increase from 2022. Additionally, Oxford County offers Styrofoam recycling at three depots (Tillsonburg Transfer Station, Oxford County Waste Management Facility and Woodstock EnviroDepot), generating 11 tonnes of recycled packaging material in 2023, which represents a 27% decrease from 2022. It's anticipated that film plastic and bulky Styrofoam will be collected as part of the Provincial common collection system and full EPR (December 31st, 2025) eliminating the need for municipal drop-off depots in the future.

In 2023, Oxford County also implemented a pilot program for agricultural plastics at the Oxford County Waste Management Facility. Local farmers can dispose of agricultural plastics, including silage bags, bunker covers, bale wraps, fertilizer bags and salt bags,

for $50 per tonne. Farmers sort and package for each category in bags supplied by the County and sent to Switch Energy Corp., a regional vendor, for end-market processing. In its first year, the pilot program successfully generated five tonnes of material. In 2024, an approximate total of eight tonnes was captured.

**Kawartha Lakes**

Kawartha Lakes created a permanent bulky plastics recycling program in April 2023 after a successful pilot of diverting over 100 tonnes of bulky plastics over a year and a half. Residents can bring bulky plastics such as milk crates, plastic drums, totes and plastic lawn furniture to the Lindsay landfill for recycling, free of charge. Kawartha Lakes have a contract with a processor in Oshawa.

Reuse programs are offered at two of their landfill sites, with reuse bins available for residents to drop acceptable items to be reused for the local Habitat for Humanity store.

In a recent customer service survey, over 80% of respondents were satisfied or very satisfied with the Kawartha Lake's diversion program.

**Haldimand County**

Haldimand County operates a Reuse Program at the Canborough Waste Management Facility. Residents can drop-off items in the Reuse Bin that may be useful to others. The Bin (**Figure 13**) is a 40 yard roll off bin. An attendant on site can help those determine if items are reusable and can be placed in the Bin. Attendants will also open the bin for those who wish to take something from it. This service is free of charge for residents and the amount of waste removed from the bin by residents has increased from 0.25 tonne in its first year to over 1.5 tonnes in 2023.

**Figure 13: Haldimand County Reuse Bin**




### 3.6.2.4 Bulky Waste Collection

Bulky waste collection programs are designed to handle large, cumbersome items that are typically not collected through regular waste disposal services. These items can include furniture, appliances, mattresses and other oversized household items. Providing a collection service for bulky waste in communities can prevent illegal dumping, reduce landfill congestion and promote the reuse of large items. Although the County currently offers this service as mentioned in **Section 2.2.3.4**, other jurisdictions were reviewed to determine potential efficiencies in curbside collection. Service models vary significantly among municipalities. Norfolk County, for example, charges higher fees and restricts collection to the last week of the month. Kawartha Lakes uses a user-pay sticker program for items left at the curb. In contrast, the City of Brantford and Haldimand County offer free collection twice a year, while Oxford County provides one annual free collection of large items through a schedule of different collection zones.

**Norfolk County**

Residents can book an appointment to remove bulky items placed at the curbside from their residence. The program operates on a user pay system, where residents currently pay $40 per appointment for up to two cubic metres of material for disposal. Bulky item

collection appointments are typically scheduled for the last week of each month throughout the year. In 2023, approximately 400 appointments were booked, collecting 50 metric tonnes (MT) of bulky items. The program was close to having a net $0 impact on the levy in 2023; however, after contract extensions the program is more of a user pay system.

Staff are recommending a partial pay appointment-based system where the user fee is priced with a 50% subsidization rate. Once the new collection contract is awarded, staff can provide an update to Council on a proposed subsidized user fee for bulky item collection. The partial user pay recommendation provides residents with an option to properly dispose of their bulky items if they are unable to access a transfer station and allows for disposal more often than biannually.

**Kawartha Lakes**

Large items and appliances, of a maximum of 100 kilograms, can be set out for collection with the purchase of the appropriate tag/sticker purchased online or in person at a municipal service centre and then calling the contractor to arrange a pick-up. Large item stickers are $15 and applies to furniture and appliances including couches, stoves, washers/dryers, etc. If the resident wishes to dispose of a Freon item (fridge, freezer, air conditioner etc.) a pre-paid Freon appliance sticker must be tagged on the item for $22 in addition to a large item sticker. Mattresses and box springs are also able to be collected with the appropriate sticker and are recycled by Kawartha Lakes, with mattress stickers costing $20 each. Since the introduction of the mattress recycling program in 2018 up to April 2024, over 31,000 mattresses have been diverted from Kawartha Landfills.

**Brantford**

The City of Brantford provides a curbside bulk item pick-up program, offered as a free service to residents, who must book in advance. The program is not currently offered to businesses or multi-residential buildings. Residents are able to request curbside pickup with seven days notice twice a year, once from January to June and once from July to December. Eligible bulk items include furniture, mattresses, appliances, fence material and carpet, with specific set-out instructions available on Brantford's website.

**Haldimand County**

Haldimand County provides a free of charge service to residents with bulky waste collection through scheduled appointments. Each household is allowed a maximum of two collections per year, with a limit of six items per collection. Residents are informed that items should be of a weight that can be lifted by two people and must be placed out for collection by 7:00 AM on the Monday of the scheduled week. The collection contractor is responsible for creating a schedule that includes four collection days per month, with each collection covering a specific zone of Haldimand County. The contractor must complete the collection within four weeks of the request date.

**Oxford County**

Oxford County provides an annual curbside collection for large household items, free of charge to its residents. This service takes place once per year during a designated week in the spring or summer, requiring participants to place eligible items at the curb by 7:00 AM on the Monday of their scheduled collection week. The program is designed specifically for oversized household furniture, mattresses, and bundled carpets weighing less than 45 kilograms. Importantly, this collection explicitly excludes all major appliances (such as fridges and stoves), electronics and any construction or demolition waste, which must be disposed of through alternative diversion programs or at an Oxford County waste management facility.

#### *3.6.2.5* Yard Waste Collection

YW collection programs are waste management services aimed at collecting organic debris such as leaves, grass clippings, small branches, and other garden waste. These programs help divert organic material from landfills. By collecting and processing YW, communities can produce valuable compost or mulch, which can be used to enrich soil and support local agriculture or landscaping projects. Although the County currently offers this service as mentioned in **Section 2.2.3.3**, other jurisdictions were reviewed to determine potential efficiencies in curbside pickup, designated drop-off sites or seasonal collection events to accommodate residents.

**Norfolk County**

Norfolk County provides curbside collection of YW material to 11 urban communities. Urban residents in these communities are split into three zones. During the spring each

zone receives four collections in April and May, one collection per zone per month in the summer (June – September) and six weeks of collection in the fall (October and November). Residents that do not receive curbside collection can drop-off their YW material at transfer stations free of charge, which also diverts additional waste from landfill. Residents have shown support for the program, with 71.5% favouring the current 14-week collection schedule. Residents who do not receive curbside collection, favour dropping off YW material at a transfer station, with 57% preferring this option. Staff recommend expanding the program to an additional nine hamlet communities, which would receive the same annual 14 weeks of collection. This recommendation will marginally increase the net levy requirement. Christmas tree depots are available in Norfolk County for drop-off for approximately two weeks after Christmas.

**Haldimand County**

Haldimand County provides urban area residents with unlimited curbside collection of YW, which can be placed in open topped reusable rigid containers or paper bags. This manual collection service is available for five weeks in April and May and six weeks in October and November. Haldimand County may extend collection periods in response to unpredictable weather events. YW from residential properties in non-urban areas can drop-off YW year-round at the Canborough Waste Management Facility free of charge, while commercial YW are subject to tipping fees of $148 per tonne. Temporary Christmas tree depots are available in Haldimand County for drop-off for approximately two weeks after Christmas along with drop-off at their waste management facility.

**Kawartha Lakes**

Kawartha Lakes provides limited curbside YW collection to low density residential locations and mobile home parks; however, they recently expanded services to high density residential locations (3+ units) and trailer parks. YW must be set out in paper bags or neatly bundled. One spring collection day is offered in June and two fall collection days are offered in November, with collection occurring on specific Friday's based on the residents' regular garbage collection day. The City of Kawartha Lakes does not provide Christmas tree collection; instead, they can be brought to the waste management facility for processing.

**City of Brantford**

The City of Brantford provides all curbside collection residents with curbside collection of YW, which can be placed in open rigid walled containers or kraft paper YW bags. Collection for spring and summer YW operates weekly from April to September with a 10 bag/container limit per household. Fall YW is collected from October to December with a 30 bag/container limit per household. Christmas tree collection is offered for the first two weeks of January.

**Oxford County**

Oxford County provides seasonal curbside YW collection programs for residents, offering a total of nine collections throughout the year. The service operates on a bi-weekly schedule during the designated periods in spring and gall. The program accepts leaves, grass clippings, plants and brush, with branches needing to be bundles and must be less than 1.2 metres long and weigh not more than 20 kilograms.

#### 3.6.2.6 Promotion & Education

P&E methods are used to raising awareness and encouraging community participation in waste management practices. These methods involve informing residents about the importance of waste reduction, recycling, and proper disposal techniques through various channels such as workshops, informational brochures, social media campaigns, and school programs. Effective P&E strategies help residents understand how to utilize waste management services effectively and the benefits of doing so. To identify innovative approaches, a jurisdictional scan focused on the P&E strategies of Oxford County, Kawartha Lakes and the City of Brantford was completed. These municipalities were selected for their unique engagement tactics. Other neighbouring jurisdictions, such as Norfolk and Haldimand counties, were not included in this specific review as their P&E programs largely mirror the current practices within Brant County.

**Oxford County**

Oxford County offers several resources to assist residents with waste management. Residents can download collection calendars from Oxford County's website or request a paper copy if needed. A waste management service booklet is mailed out to all residents which has information pertaining to collection and diversion programs. The website also features an education center with various tools and resources, including a garbage

diversion tool to help residents manage their waste more effectively. All of this information is available through the Wasteline mobile app while also providing notification of collection days and service alerts regarding collection interruptions. Additionally, Oxford County provides educational videos demonstrating proper waste set-out procedures and other waste management practices. Tours of the Waste Management and Education Center are available to further enhance residents' understanding of waste management processes. These tours can be booked by calling or emailing Oxford County Waste Management department.

**Kawartha Lakes**

Kawartha Lakes formulated its 2020 to 2024 Integrated Waste Management Strategy in 2019, where it developed a priority initiative of increased public awareness and education through a Waste Management Public Education and Communication Strategy. Some of these strategies include the promotion of programs on social media and the Recycle Coach mobile app, as well as various methods of advertising. Kawartha Lakes also offers various school education resources and posters on its website pertaining to waste management, prominently from third-party circular economy and waste management organizations. In a customer service survey, it was noted that residents rely heavily on the Kawartha Lakes calendar, website and Recycle Coach mobile app for waste management information. Additionally, road billboard signs are used to share information about upcoming programs, events and municipal change as tools to engage residents.

**Brantford**

The City of Brantford created the “Green Bin to Win” contest, which ran during the first month of the organics collection program. Residents were asked to participate in a different task each week to raise awareness about how to properly use the green cart for their organic waste. Brantford received almost 600 entries and awarded four weekly winners $100 City of Brantford Recreation gift certificates and one $500 City of Brantford Recreation gift certificate to a grand prize winner. Brantford accompanied this contest with an educational awareness campaign, including news releases and social media posts to help answer common organic waste questions and promote proper separation.

### 3.6.3 Best Practices Summary

This section summarizes best practices identified through a jurisdictional review of comparable municipalities. The analysis highlights effective strategies and solutions that could be adapted to enhance the County's waste management system.

**Organics Program**

- **Pilot programs can provide valuable insights; however, require significant staff time for planning, implementation and running the program.** Norfolk County's FoodCycler pilot demonstrated high participation and diversion rates; however, revealed unexpected coordination and maintenance challenges, ultimately shifting Norfolk County towards an organics curbside collection program.
- **Organics collection programs align with diversion targets and provincial policies.** The City of Brantford started their organic collection program in the fall of 2023 and Kawartha Lakes in the spring of 2025. Municipalities such as, Norfolk and Oxford are implementing curbside organic collection in 2026. Oxford will use a phased roll-out and is not going to have all municipalities included until May 2027. The overall driver behind the organic programs is to reduce landfill waste, with programs designed to meet long-term diversion goals.

**Bag Tag Program**

- **User-pay models can incentivize waste diversion.** Oxford County's bag tag program led to a decrease in garbage disposal, rewarding residents who minimize household waste. Simultaneously, there was an 11% increase in Blue Box recycling.
- **Accessible purchasing options** improve **participation.** Offering bag tags online and through multiple vendors offers ease of access and adoption.

**Diversion Programs**

- **Dedicated drop-off depots support material-specific recycling.** Oxford County’s film plastic recycling programs provided residents with alternatives as these materials were not part of the Blue Box program.
- **Pilot programs help assess viability before full implementation.** Oxford County’s agricultural plastics recycling pilot successfully scaled up, diverting increasing tonnages year over year.

- **Reuse depots provide sustainable opportunities for residents.** Haldimand County's Reuse Bin allows residents to drop-off and pick-up items that can be reused contributing to greater diversion.

**Bulky Waste Collection**

- **Item-Specific Fees to Enhance Diversion.** Kawartha lakes, successfully uses a sticker system in which specific items carry a different cost for disposal or reuse.
- **Consolidated Monthly Collection for Efficiency**. Shifting from current on-demand appointment system to a scheduled, once-per month collection could improve operational efficiency similar to Norfolk County.

**YW Collection**

- **Flexible collection schedules enhance participation.** Norfolk County and Haldimand County adjust collection based on seasonal demand, while Brantford offers higher bag limits in the fall.

**Promotion & Education**

- **Multiple communication channels increase program awareness.** Municipalities use websites, apps, booklets and road billboard signs to educate residents on waste management programs.
- **Gamification and incentives drive engagement.** Brantford's "Green Bin to Win" contest successfully encouraged participation through interactive tasks and prizes.

## 3.7 Public Engagement

As part of the development of the SWMMP, the County collected public feedback from May 12 to June 16, 2025, on the cost savings, curbside collection Transfer Station options being considered. Public engagement was completed through an online survey, an in-person engagement session and a broad awareness campaign.

The presentation boards from the engagement are available in **Appendix C**.

The engagement and survey was open from May 12 to June 16, 2025 and was promoted through a multi-channel awareness campaign to encourage widespread participation. Outreach included:

- Direct email to nearly 4,000 Engage Brant and Brant News subscribers;
- Paid and organic social media campaigns;
- Six print advertisements in local newspapers;
- Radio advertising throughout the engagement period; and
- Posters in high-traffic public areas, such as community centres.

The survey invited residents to provide input on topics such as:

- Opinions on potential service level changes for YW and Christmas tree collection;
- Preferences regarding collection methods, including manual versus automated systems, collection frequency and collection on rural roads;
- Support for new waste diversion policies, such as a ban on recyclables in garbage; and
- Priorities for the rollout of an organic waste collection program and other diversion support.

In total, 969 people viewed the engagement webpage, 172 survey responses were received, and an additional 10 residents participated in an in-person engagement session held on May 26, 2025. The survey responses are presented in **Table 12.** While the analysis primarily reflects the quantitative survey data, insights from all feedback channels were considered.

### Table 12: Survey Response Breakdown per Community

**Table Note:**

*The percentage of total participation does not add up to 100 % due to rounding.

| Community | Number of Survey Responses | Percentage of Total Participation |
|---|---|---|
| Burford | 31 | 18.0% |
| Burtch | 1 | 0.6% |
| Cainsville | 1 | 0.6% |
| Cathcart | 1 | 0.6% |
| Falkland | 1 | 0.6% |
| Glen Morris | 2 | 1.2% |
| Harley | 2 | 1.2% |

| Community | Number of Survey Responses | Percentage of Total Participation |
|---|---|---|
| Mount Pleasant | 5 | 2.9% |
| New Durham | 2 | 1.2% |
| Oakhill | 2 | 1.2% |
| Oakland | 1 | 0.6% |
| Onondaga | 4 | 2.3% |
| Paris | 79 | 45.9% |
| Scotland | 2 | 1.2% |
| St. George | 18 | 10.5% |
| Rural | 20 | 11.6% |
| **Total** | 172 | 100.2 |

### 3.7.1 Summary of Survey Findings

The public survey provided valuable insight into respondents' preferences and priorities regarding waste management services in the County of Brant. The findings in the following subsections summarize resident perspectives on key service adjustments, program changes and funding models.

#### 3.7.1.1 Service Level Adjustments

**YW Collection:** A majority of respondents (70.3%) support reducing the collection frequency from nine to six times per year to achieve an estimated annual savings of $100,000. This indicates strong public support for cost-saving adjustments when the financial benefits are clearly communicated.

**Christmas Tree Collection:** Respondents were nearly evenly divided on this service, with 53.8% preferring to eliminate curbside pickup in favour of a free drop-off option, while 46.2% wished to retain the current curbside collection. This division suggests that while many respondents are cost-conscious, curbside service remains a valued convenience, potentially due to barriers some may face in accessing drop-off facilities.

**One-Side Collection on Rural Roads:** There is strong support (73.7%) for moving to single-side collection on low-volume rural roads. This measure is viewed favorably as a cost-saving and efficiency improvement. For successful implementation, road-specific safety conditions and potential accommodation needs should be considered.

### 3.7.1.2 Major Program and Policy Considerations

**Manual versus Automated Collection:** Opinion was closely split, with 51.2% of respondents favouring a switch to automated collection with standardized carts and 48.8% preferring to retain manual collection. This near-even division suggests that a potential transition to automated collection would require careful planning and public education to address resident concerns regarding accessibility and convenience.

**Ban on Blue Box Materials in Garbage:** A majority of respondents (75.0%) support a ban on placing Blue Box Materials in garbage containers. This reflects a high degree of community interest in improving waste diversion and promoting environmental sustainability. Successful implementation would require accessible education and clear enforcement guidelines.

**Rollout of Organic Waste Collection:** When asked to rank preferences (1 being most preferred and 3 being least preferred) for a provincially mandated organics program, respondents favoured a phased approach. The most preferred option (average rank of 1.66) was to introduce collection in urban areas with 500 or more people. A County-wide rollout received the lowest support (average rank of 2.50), likely due to its higher associated costs.

### 3.7.1.3 Collection Preferences and Program Support

**Composting Support:** In areas that may not receive curbside organics collection, there is strong interest in programs to support at-home composting. Many respondents support the County offering discounted composters, with 46.7% indicating a preference for a combination of discounted composters and free giveaway events while 36.7% support only discounted composters and 16.6% do not support either option.

**Preferred Waste Collection Schedules:** Respondents favoured flexible schedules tailored to community needs. The top-supported options were a hybrid model offering weekly garbage in rural areas and every-other-week garbage plus weekly organics in urban areas (42% support) and a model with weekly collection in urban areas and every-other-week collection in rural areas (41% support). Models with less frequent collection received minimal support, indicating that convenience and clarity are respondents' priorities.

**Paris Transfer Station Hours:** Most respondents (66%) are satisfied with the current hours of operation at the Paris Transfer Station. However, a portion of respondents expressed a desire for greater flexibility, including extended weekday evening hours (28% support) and more weekend hours (22% support).

#### *3.7.1.4* Waste Program Funding

Respondents were asked to rank (1 being most preferred and 3 being least preferred) their preferred methods for funding waste management services. The current tax levy model was the most preferred option, with an average rank of 1.65. An area-rated tax model that accounts for service level differences received moderate support (average rank of 1.85). There was low support for a user-pay model (average rank of 2.44), which may raise resident concerns about fairness and affordability.

# 4.0 Identification of Opportunities for Refinement and Future Planning for Long Term Growth

Through a comprehensive review of the County's historical and current waste management services, which included studies described in **Section 2.2.6** a analysis of comparable municipalities and collaborative consultation with County staff, a series of strategic options has been developed. This process was informed by an assessment of evolving statutory requirements and industry trends, such as EPR, potential new food and organic waste regulations and federal policies on plastics. The resulting opportunities align with the County's key waste management objectives and are intended to provide actionable pathways for improving curbside collection practices, optimizing transfer station functionality, enhancing waste diversion and bolstering overall program sustainability and adaptability. In addition, the options recommended align with many of the objectives of the County's Strategic Plan (2024), including but not limited to:

- Objective 1.1: "Foster a financially resilient corporation and ensure we have the resources to meet the growing and changing needs of our community";
- Objective 2.2: "Expand and support infrastructure to accommodate growth";
- Objective 3.2: "Provide effective, inclusive, and meaningful ways for the community to learn and engage with the County of Brant";
- Objective 4.1: "Bolster information sharing, capacity, transparency, and trust";
- Objective 4.2: "Build a workforce to support the growing needs and expectations of the community"; and
- Objective 5.1: "Become a leader in environmental sustainability practices and climate action".

The County's landfill capacity is expected to be reached by 2055, making it essential to begin planning for future garbage disposal by 2040. This is not presented as a new consideration in the SWMMP, as it has already been recognized by the County. Although not a detailed option in this plan, it has been added to the schedule of the implementation plan in **Appendix D**.

## 4.1 Options Evaluation Criteria

The options have been designed to align with the collection contracts over the short, medium and long term. This is to allow the County time to plan, consult and implement the different opportunities over time to shape the waste management system that will align with the County's needs and future objectives. The approach taken allows the options to be implemented in an order to create cost savings, improve collection methods and efficiencies, increase diversion and minimize environmental and landfill impacts.

The proposed options were assessed using a triple bottom line lens, considering their anticipated economic feasibility, social impact and environmental impacts compared to the current state (status quo). While no formal scoring or weighting was applied, this approach supported a review of each option's merits and implementation considerations.

**Economic Feasibility** assessment took into account the expected capital and operational cost impacts, along with potential risks. To gain a comprehensive understanding of the financial implications of the proposed options, capital and operating cost estimates were developed. These estimates were informed by the County's existing cost data, experiences from similar municipalities and market information.

For capital costs, the estimates included major expenses such as infrastructure development (such as, constructing new depots), procurement of equipment and vehicles (such as, carts, bins) and necessary upgrades to current assets. Where relevant, costs were adjusted for projected implementation timelines and inflationary trends.

Operating costs were estimated based on expected changes to service delivery models, including the introduction of new programs. These projections considered factors such as contractor service rates, ongoing maintenance, staffing needs and annualized lifecycle contributions where applicable.

In **Section 4.4.5**, the financial model integrates these estimates to offer a long-term perspective on system costs from 2024 through till 2051. Although these cost estimates are preliminary and will be refined through detailed design and procurement processes, they serve as a valuable planning-level foundation for assessing affordability and guiding decision-making.

The **Social Impact** assessment evaluated how practical and acceptable each option would be for residents. Information from **Section 3.6** was integrated into this section based on if other comparable municipalities have implemented similar programs. Key considerations included whether the option had been successfully implemented in other municipalities, the level of effort required for development, implementation, operation, maintenance and the degree of public acceptance.

The **Environmental Impact** was assessed by examining the potential for reducing GHG emissions and increasing waste diversion.

This triple bottom line approach enabled the County and the project team to gain a comprehensive understanding of each option's financial, social and environmental implications, as well as its potential to advance long-term community goals related to a sustainability, resilient waste management system that will meet the growing needs of the County.

## 4.2 Opportunities for Refinement

With a clear understanding of the County's current position and priorities, an initial set of 30 options was formulated. These options incorporate discussions from earlier sections, including curbside collection options in **Section 3.4**, considerations for Biggars Lane Landfill and Paris Transfer Station in **Section 3.5** and best practices in **Section 3.6**. These options are outlined below, categorized by theme.

- Modification to Curbside Collection Programs:
  - Weekly urban and biweekly rural curbside garbage collection;
  - Weekly rural curbside garbage collection and biweekly urban curbside garbage collection with weekly food waste collection;
  - County-wide biweekly curbside collection;
  - Six-day curbside collection cycle;
  - One side of the road rural curbside garbage collection;
  - Semi-automated curbside cart collection;
  - Automated curbside cart collection;
  - Discontinue curbside Christmas tree collection; and
  - Reduced curbside bag limits.

- Organics:
  - County-wide food waste curbside collection;
  - Urban-only food waste curbside collection;
  - Urban-only food waste curbside collection with areas greater than 500 people; and
  - Offer free or discounted composters.
- Curbside Collection Funding Strategies:
  - Bag tags / PAYT; and
  - Service area-based program funding (where areas getting the service pays for the service, such as yard waste collection in urban areas).
- YW:
  - Reduce frequency of YW curbside collection to peak periods;
  - County-wide YW curbside collection; and
  - Vacuum YW curbside collection.
- Bulky Waste:
  - Curbside exchange weekends;
  - Collection partnerships for bulky waste;
- Transfer Station and Landfill Enhancements and Opportunities:
  - Extend hours at public drop-off areas;
  - Implement scalehouse software;
  - Waste auditing curbside set out and drop-off depots; and
  - Additional material diversion (Agricultural plastics, bulky plastics, reuse containers, etc).
- Promotion and Education:
  - Develop educational videos and diversion tools;
  - Waste management facility tours; and
  - Waste education program for schools.
- Waste Bylaw:
  - Increase by-law staff; and
  - Blue Box Materials ban in garbage stream;

- Upgrade waste management by-law.

## 4.3 Preferred Options

To support a focused and actionable strategy, the initial long list of 30 potential options was narrowed down to a shortlist of 13 for further evaluation. This shortlisting process considered several factors, including alignment with the County's current waste management system, previous or ongoing initiatives and the feasibility of implementation within the planning horizon. Feedback received from municipal staff was instrumental in identifying which options had already been explored or implemented, and in highlighting areas where additional improvements or innovation could be most impactful. The rationale as to why certain opportunities were advanced to options can be reviewed in **Appendix E**. The resulting shortlist reflects a balance of practical considerations and strategic opportunities that merit detailed assessment in the next phase of the strategy.

For modifications of curbside collection options, some were integrated into an Optimization of Curbside Collection Study (refer to **Appendix E** and Option 7 in **Table 19**) proposed for 2028 in preparation for the 2034 collection contract. One option, one side of the road rural curbside garbage collection, received support in the 2025 engagement. However, due to public safety and accessibility concerns, it requires a more detailed study before consideration for implementation. Additionally, a major change such as this for the 2027 collection contract might not be compatible with the planned introduction of automated collection services for the 2034 collection contract, which should also be considered. Public feedback from engagement in both 2023 and 2025 shows that the option of a six-day collection cycle had very little support from residents. Furthermore, options with bi-weekly garbage collection were not advanced at this stage as they are typically only implemented with the introduction of an organics program, which is not suggested until the 2034 collection contract, meaning they should not be implemented with the 2027 collection contract.

Four options related to organics were considered:

- County-Wide Organics Program;
- Urban Areas Only Program;
- Urban Areas greater than 500 people; and

- Offer Free or Discounted Composters.

In addition to this, the option of status quo (no organics program) could be considered an alternative. At this point in time, it is difficult to determine the implications of not introducing an organics program. However, there are indications of Ontario moving forwards with its "Waste-Free Ontario" strategy, which does include a ban on organics in landfills. While the Resource Recovery and *Circular Economy Act*, 2016 gives the province and the RPRA the authority for oversight and enforcement, the specific "punishments" for a municipality failing to meet the Food and Organic Waste Policy Statement targets have at the time for this SWMMP, been less defined than for other areas of waste management.

For the SWMMP Strategic Implementation Plan, three options are recommended, depending on how regulations and policies shift in Ontario prior to the planned roll-out in 2034. One option would be the implementation of a county-wide organics collection program with the 2034 collection contract, which would align with a landfill ban of organics, if implemented by the province. The alternative options, if there is no introduction of a ban on landfilling organic waste, would be implementing an organic program in urban areas greater than 500 people in combination with the option that offers free or discounted composters to areas that are not offered the service. This option combination received support from residents in the engagement with the public.

The county's population is projected to increase, expected to reach the threshold for urban settlement areas as defined in The Food and Organic Waste Policy Statement around 2035, which would necessitate the County to implement a diversion program for these areas. Additionally, introducing an organics program can extend landfill lifespan by diverting a significant volume of waste, reducing GHG emissions and possibly delay new landfill development.

By timing the program with the 2034 collection contract, this allows for a simultaneous transition to automated collection for both garbage and organics, offering operational efficiencies and potential cost savings through bundled procurement and streamlined logistics.

Funding options were integrated into one option (refer to **Appendix E** and Option 8 in **Table 20**), a study to Evaluating Funding Strategies for the 2034 collection contract,

parallel to the Optimization of Curbside Collection Study. Some of the options for P&E were merged into the Development of a P&E Strategy (Option 11, **Table 23**).

The 13 advanced options were evaluated using the identified indicators and criteria in **Section 4.1**. Each of the options outlined is presented with a consistent structure to aid in comparison and understanding. This includes a description of the option, assumptions, the supporting rationale outlining the reasons for its consideration, supplemental tools required for implementation, compatibilities with the opportunity and the triple bottom line analysis, summarizing pros and cons for each of the three areas (if applicable). This standardized format allows for a clear overview of the potential impacts and requirements of each proposed initiative.

The 13 options are organized into the following categories:

- Cost savings options;
- Curbside collection and organics diversion options;
- Operational enhancement options;
- P&E; and
- Policy and regulation.

The implementation timeline will be further discussed in the strategic plan, see **Section 4.5**.

### 4.3.1 Cost Savings

In addition to enhancing services and modernizing infrastructure, this SWMMP identifies opportunities for operational adjustments that could potentially lead to cost reductions. As described in **Section 2.2.3**, the County's curbside collection contract extension saw an 85% budget increase compared to 2024 costs.

The following options focus on seasonal collection services that, while valued by some residents, represent specific and targeted expenditures within the waste management budget. By evaluating the options **Reduce Frequency of Curbside YW Collection** (Option 1, **Table 13**) and **Discontinue Christmas Tree Collection** (Option 2, **Table 14**), the County can consider strategies to optimize resource allocation and improve overall budget efficiency without impacting core, year-round waste services. These options explore the balance between service convenience and fiscal responsibility. Any decision

to implement these service level changes will be considered for the upcoming 2027 collection contract.

Additional opportunities for curbside collection cost savings (such as bi-weekly collection, six days collection and one side curbside collection) are considered in **Section 4.3.2** for the 2034 collection contract. However, for the 2027 collection contract these options are not advanced, refer to **Appendix E**.

**Table 13: Option 1 - Reduce Frequency of Curbside YW Collection**

| Category | Details and Analysis |
|---|---|
| Description | This option proposes decreasing the frequency of curbside YW collection within eligible urban areas of the County. The current schedule of nine collection events per year would be reduced to six: three collections in the spring and three in the fall. This change aims to optimize operational efficiency and reduce program costs while still providing service during peak YW generation periods. |
| Assumptions | • A reduction in the number of annual collection cycles is expected to result in direct cost reductions from the curbside collection contract.<br>• The revised six-collection schedule will be sufficient to meet the needs of most residents during peak YW generation seasons. It is assumed that residents generating YW outside of these periods will utilize the County's drop-off depots at the Landfill and Transfer Station, which accept this material free of charge.<br>• Residents will adapt to the new, less frequent collection schedule, provided there is adequate and timely communication from the County. |
| Supporting Rationale | • Provides a strategic response to escalating collection contract costs by optimizing the frequency of YW service, a seasonal and lower-tonnage waste stream, thereby contributing more efficient use of the overall budget. |

| Category | Details and Analysis |
|---|---|
| | • Offers the potential for a reduction in GHG emissions due to fewer collection vehicle routes and associated fuel consumption.<br>• Resident will still have access to a YW diversion program year round through the County's drop-off depots at the Landfill and Transfer Station, which accept this material free of charge. |
| Supplemental Tools Required and Dependencies | • Development and delivery of a targeted P&E campaign to clearly communicate the new collection schedule and remind residents of the available year-round drop-off options.<br>• Consideration of potential partnerships with local community gardens or agricultural groups to provide residents with alternative, productive disposal options for their YW.<br>• Establishment of a framework for monitoring and evaluating the program's effectiveness post-implementation, including tracking resident feedback and any changes in illegal dumping reports, to allow for continuous improvement. |
| Compatibilities | This service level change must be clearly specified in the 2027 curbside collection RFP for contract alignment. |
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br>• This change would be implemented starting with the new collection contract in 2027.<br>• Based on a 2023 curbside YW program cost of approximately $320,000, reducing the service from nine to six collections per year is estimated to result in a new annual collection cost of approximately $210,000 to $220,000.<br>• This represents a potential annual operating cost reduction of $100,000 to $110,000. |

| Category | Details and Analysis |
|---|---|
| | • A one-time P&E budget of approximately $10,000 would be required to communicate initial change. Ongoing communication is captured in existing budget. |
| | Capital costs<br>• Not applicable. |
| Social Impact | Proven or unproven<br>• Proven. Many municipalities operate with varied or less frequent YW collection schedules, demonstrating the operational feasibility of a reduced service model. However, the public reaction is highly dependent on the previous level of service provided. |
| | Level of effort to develop, implement, operate and maintain the option<br>• Moderate. Requires significant effort in:<br>  ○ Managing the public communication and political challenges associated with a service reduction.<br>  ○ Executing a robust P&E campaign to educate residents on the new schedule.<br>  ○ Making adjustments to the collection contract specifications. |
| | Public acceptance of the option<br>• Potential for public opposition is expected from some residents that use program during months that service will be discontinued, as this option represents a tangible decrease in an existing service. Managing this opposition and mitigating resident concerns through clear communication and justification will be important.<br>• Engagement results shows that 70 % of the respondents support a reduced service level. |

| Category | Details and Analysis |
|---|---|
| Environmental Impact | Climate change impacts<br>• A net reduction in fuel consumption and associated GHG emissions is anticipated due to fewer collection vehicle-kilometres travelled. However, this environmental benefit may be partially offset if a significant number of residents make individual car trips to drop-off depots. |
| | Potential for diversion<br>• This option presents a risk to overall diversion rates. While it does not directly eliminate a diversion stream, the reduced convenience could lead some residents to choose improper disposal methods, such as placing YW in their garbage, which would negatively impact diversion. There is also an associated risk of increased illegal dumping.<br>• Additionally, some residents may compost or choose not to clean up their YW. It is suggested that the County track the waste in kilograms per household to determine any annual changes. |

**Table 14: Option 2 - Discontinue Christmas Tree Collection**

| Category | Details and Analysis |
|---|---|
| Description | This option considers the discontinuation of the County's annual curbside collection service for natural Christmas trees. Under this option, residents would be directed to use alternative disposal methods, primarily by bringing their trees to designated YW piles at the Paris Transfer Station or Biggars Lane Landfill at no charge. |
| Assumptions | • The discontinuation of the dedicated curbside collection service is expected to generate a cost reduction by eliminating the labour and resources associated with the curbside collection portion of this seasonal program. |

| Category | Details and Analysis |
|---|---|
| | • The service change will be communicated to residents well in advance of the holiday season to allow for adequate planning of alternative disposal.<br>• Existing YW drop-off areas at County waste management facilities are sufficient to accommodate the volume of trees, and no new, designated drop-off infrastructure is required. |
| Supporting Rationale | • Provides an opportunity to reduce direct costs associated with a specialized, seasonal collection service, contributing to overall operational budget efficiency.<br>• Resident will still have access to a Christmas Tree diversion program through the County's drop-off depots at the Landfill and Transfer Station, which accept this material free of charge<br>• Residents that utilized Christmas Trees were able to transport the tree to their property prior to Christmas they would be able to transport to a drop off depot for diversion. Trees can be pruned down for ease of transport. |
| Supplemental Tools Required and Dependencies | Development and execution of a clear P&E campaign to inform residents of the discontinuation of curbside collection and to promote the alternative drop-off locations at County facilities. |
| Compatibilities | This option will require adjustments to the specifications within the 2027 curbside collection RFP to reflect the removal of Christmas tree collection from the scope of services. |
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br>• A reduction in annual operating expenditures, approximately $10,000, is anticipated due to the elimination of the curbside collection contract costs associated with this specific service. |
| | Capital costs<br>• Not applicable. |

| Category | Details and Analysis |
|---|---|
| Social Impact | Proven or unproven<br>• Proven. Many municipalities including Kawartha Lakes, Norfolk County and City of London do not offer curbside collection for Christmas trees and instead rely exclusively on a drop-off depot system, demonstrating the operational feasibility of this service model. |
| | Level of effort to develop, implement, operate and maintain the option<br>• Low to Moderate. Primary efforts include:<br>  ○ Executing P&E campaigns to inform residents of the service change.<br>  ○ Making necessary adjustments to the curbside collection contract.<br>  ○ Having staff at drop-off facilities are prepared for the potential increase in traffic during the post-holiday period. |
| | Public acceptance of the option<br>• Acceptance may be mixed. The change may be met with opposition from residents who value the convenience of the curbside service. However, residents who do not use the service or who already use drop-off facilities may be neutral or supportive of the cost-reduction measure. Effective communication will be crucial to manage expectations and mitigate concerns.<br>• Engagement results shows that half of respondents support the discontinuation, indicating that changes to this service should consider potential barriers to drop-off access. |
| Environmental Impact | Climate change impacts<br>• A reduction in GHG emissions is anticipated due to the elimination of dedicated collection vehicle routes for this program. |

| Category | Details and Analysis |
|---|---|
| | Potential for diversion<br>• While this option primarily changes the method of collection rather than the final disposal of the material, it may lead to unintended consequences. Although Christmas trees will still be diverted from landfills and managed as YW, overall diversion rates could decrease due to potential illegal dumping or residents opting for private contractors. Additionally, some residents might choose artificial trees, further reducing the volume of natural trees managed by the County. These changes could make tracking the exact tonnage challenging, as trees may become mixed with other YW drop-offs. |

### 4.3.2 Curbside Collection and Organics Diversion Options

Due to the limited amount of time before the start of the next collection contract in 2027 the options reviewed in this section would be for implementation in the 2034 collection contract.

These options are designed to be considered as an integrated package, addressing foundational components of the waste management system including the method of collection, service frequency and the potential introduction of a residential organics program.

A consideration for the 2034 collection contract is the potential transition from manual collection to an **Automated Curbside Collection** with a cart-based model (Option 3, **Table 15**), a shift intended to align with industry best practices and improve operational efficiency and safety.

Furthermore, the implementation of a **Residential Organic Waste Collection Program** either County-wide (Option 4, **Table 16**) or for **Areas Greater Than 500 People** (Option 5, **Table 17**) in combination with the **Offer of Free or Discounted Composters** (Option 6, **Table 18**) is presented as a cornerstone strategy for significantly increasing the County's waste disposal rate. Decisions regarding the collection method and service frequency are highly interdependent with the potential adoption of an organics

program, as it fundamentally changes the composition and volume of the residual garbage stream.

To support this and other strategic decisions, two critical studies are proposed: an **Optimization of Curbside Collection Study** (Option 7, **Table 19**) to evaluate service level efficiencies and a study for **Evaluating Funding Strategies** (Option 8, **Table 20**) to explore user-pay models that incentivize waste reduction.

Collectively, these options provide a comprehensive framework for Council to undertake foundational planning now, making future services beyond 2027 efficient, sustainable, resilient and aligned with the County's long-term waste management objectives.

### Table 15: Option 3 – Automated Garbage Curbside Collection

| Category | Details and Analysis |
|---|---|
| Description | This option explores transitioning from manual to automated cart curbside collection for garbage management services in the County. This system utilizes specialized trucks equipped with mechanical arms to lift and empty standardized garbage carts provided to residents, enhancing efficiency and safety in waste collection. A number of steps are required for the transition. This may include conducting a market sounding (seeking input on the availability of collection services offering automated methods); the preparation of a collection contract; the purchase and delivery of carts; and the development of a roll out P&E plan. Note that this option could be combined with Option 4 (**Table 16**) or Option 5 (**Table 17**) and included in the same collection contract. |
| Assumptions | • The County will undertake the capital investment for standardized carts for all eligible curbside collection properties.<br>• Cost estimates provided are indicative and reflective of anticipated market conditions at the time of the 2034 collection contract procurement. |

| Category | Details and Analysis |
|---|---|
| | • An assessment of cart types and sizes will be determined before issuing the procurement for carts.<br>• A procurement lead time of approximately 24 months will be required for specialized collection vehicles and the manufacture/delivery of carts.<br>• The County will successfully secure a contract for the manufacture and delivery of carts for all eligible curbside collection properties.<br>• Existing service areas and collection routes may require optimization to maximize the efficiencies of the automated system. |
| Supporting Rationale | • The introduction of cart-based garbage collection would enable the use of automated collection vehicles, which are becoming standard across the industry. This transition could improve service efficiency and worker safety, reduce roadside litter and offer residents a more consistent and contained way to manage their waste. For the County, automated collection may also lead to more competitive pricing when procuring future collection contracts, as it aligns with the preferred service model of many contractors. |
| Supplemental Tools Required and Dependencies | • Market research to identify collection service providers with existing automated fleets or the capacity to invest in such vehicles and to understand their flexibility regarding different collection methods and technologies.<br>• Detailed market research on the procurement costs for high-quality, durable garbage carts, including options for warranties, recycled content and varying sizes if deemed necessary.<br>• A Council decision to proceed with automated collection will be required before any new collection contracts incorporating this system are developed. This decision will necessitate information from staff, including: |

| Category | Details and Analysis |
|---|---|
| | ○ A financial analysis, including capital and projected operating costs and lifecycle cost implications for carts.<br>○ A program design and logistics plan, outlining the implementation timeline, cart distribution strategy and integration with any other existing or planned collection services.<br>○ A community engagement and P&E Strategy to inform residents and manage the transition.<br>○ Proposed performance metrics and an evaluation framework for the new system.<br>○ A risk assessment covering financial, operational and public acceptance aspects, along with proposed mitigation measures.<br>• A project plan for the procurement of collection services and carts must be developed, considering the lead times required for successful vendors to:<br>○ Procure and commission new automated collection vehicles (post-contract award, prior to service commencement).<br>○ Manufacture the required number of carts to County specifications (post-contract award, prior to distribution).<br>○ Distribute carts to all eligible residential households according to a planned schedule (prior to service commencement). |
| Compatibilities | This option will have implications for how the 2034 collection RFP will be developed. Requirements in the RFP will need to be aligned with the County's needs, if the option is to be implemented. |

| Category | Details and Analysis |
|---|---|
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br>• Collection contract would begin in 2034, cart procurement in 2032.<br>• Households in 2034 is estimated to be 17,850.<br>• Like many municipalities, the County recently had a cost increase when renewing their current contract. Based on this, the County does not anticipate that a significant increase in the next collection contract costs.<br>• The County will explore options to obtain cost competitive bids such as not requiring new vehicles and instead allowing contractors to use older vehicles in a good state of repair and/or perform a market assessment prior to issuing a RFP to confirm that multiple contractors would be interested in bidding.<br>• Assuming weekly collection contract = $3.1 million annually, starting June 1, 2034.<br>• Additional ongoing operations costs starting in 2035, such as increased households, cart replacement and repairs, would be approximately $28,000 per year.<br>• P&E to residents to communicate changes = $35,000.<br>• If there are changes to the assumptions above and/or market conditions, this could result in higher costs than estimated. |
| | Capital costs<br>• Costs for carts = $100 per household excluding shipping & distribution, total capital for garbage carts would be approximately $1.8 million. |

| Category | Details and Analysis |
|---|---|
| Social Impact | Proven or unproven<br>• Proven. A study from the Continuous Improvement Fund, completed in 2016, found that automated collection was growing as a widely accepted collection practice. Since then, more than 30 municipalities across Ontario have or are currently transitioning to an automated collection system. Considering that the average length of a collection contract is between five and ten years, it is expected that more municipalities will transition as their contracts are up for renewal. |
| | Level of effort to develop, implement, operate and maintain the option<br>• While the formal procurement of a new collection contract is a standard County procedure regardless of the service model, the transition to an automated system represents a significant, one-time implementation project for the County requiring substantial resources.<br>• Level of effort will be considerable, as it will include:<br>  ○ Cart procurement.<br>  ○ Roll out planning.<br>  ○ Ongoing maintenance and planning (which may be included in the agreement for the production of carts; or become the responsibility of County staff).<br>  ○ Public communications:<br>  ▪ A review of sidewalk accessibility may be required to indicate whether an alternative is required in specific locations to meet standards for people with disabilities. This review would evaluate whether carts are likely to block access for people with disabilities in public spaces. |

| Category | Details and Analysis |
|---|---|
| | Public acceptance of the option<br>• Other municipalities that have a mix of rural and urban areas have implemented automated collection programs.<br>• Considerable effort is required to address residents' concerns with having carts on their property, particularly for townhouses with limited storage or downtown areas and densely populated areas. Concerns exist around where to place the cart at the curb when there are snowbanks, trees and parked cars.<br>• The engagement showed that 51% of respondents favours the switch to automated collection, indicating the need for careful planning and efficient P&E. |
| Environmental Impact | Climate change impacts<br>• To reduce emissions impacts related to the manufacture of carts:<br>  ○ The RFP for carts can require the manufacturer to include recycled content in its resin.<br>  ○ The RFP can include warranty and repair conditions (such as, the vendor may be asked whether they can take back broken carts for recycling and replace components such as wheels and lids rather than replacing the entire cart.<br>• To reduce emissions related to waste collection:<br>  ○ If biweekly garbage collection is introduced concurrently with a transition to carts, there would be a reduction in fuel consumption.<br>  ○ Routes are likely to be completed more quickly with automated collection, resulting in potential fuel consumption reduction. |

| Category | Details and Analysis |
|---|---|
| | Potential for diversion<br>• Limited: While carts may introduce collection efficiency, it is difficult to see what has been placed inside, making it difficult for the County to spot recycling in the garbage. |

**Table 16: Option 4 – Implement an Organic Waste Collection Program - County-Wide**

| Category | Details and Analysis |
|---|---|
| Description | This option involves the introduction of a County-wide curbside collection program for residential organic waste (for example, a Green Bin program).<br><br>This option would be implemented if the Province passes a ban on landfilling organics, if a ban is not passed Option 5 and 6 would be applicable.<br><br>This approach allows for the effective management of resources, including the deployment of collection vehicles, the distribution of organics carts and kitchen containers and the delivery of targeted resident communications for the launch. The successful execution of this option requires the procurement of new collection and processing contracts and the development of a detailed implementation plan. This option could be combined with Option 3 (**Table 15**) and included in the same collection contract. |
| Assumptions | • The organic waste collection program service level will be weekly.<br>• For easier management and greater efficiency, a staged rollout will be used to deliver organics carts and kitchen containers, servicing one collection zone at a time until the entire county is on the new system. |

| Category | Details and Analysis |
|---|---|
| | • The County will secure collection and processing contracts to begin the implementation of curbside organic waste collection in 2034, integrated with the 2034 collection contract cycle. The rollout is strategically planned to accommodate the County's projected population growth, which is expected to approach 50,000 by 2035. This timeline allows sufficient time for the program's development and implementation, allowing the County to meet the provincial Food and Organic Waste Framework and effectively manage increased organic waste volumes.<br>• The collection contractor will have access to a transfer station or local processing facility for organics.<br>• The County will successfully secure a contract for the manufacture and delivery of organics carts and kitchen containers for all residential households.<br>• Timing:<br>  ○ The County will secure services for collection of organic waste with the award of the collection contract.<br>  ○ A separate organic waste processing / composting contract could be issued or this work could also be included in the collection contract.<br>  ○ The manufacturing and distribution of organics carts and kitchen containers will be managed to align with the rollout. |
| Supporting Rationale | • Prepares the County for population growth.<br>• Reduces organic waste sent to landfill.<br>• Prepares the County in the event that the Province bans organic waste from disposal by enabling a proactive, staged implementation that minimizes operational risks, allows for focused resource deployment and avoids the logistical challenges of a single, County-wide launch. |

| Category | Details and Analysis |
|---|---|
| | • Turns organic waste into a beneficial product such as compost or soil amendment. |
| Supplemental Tools Required and Dependencies | • Market research to ascertain the capabilities of collection service providers, including existing fleet types (such as, co-collection vehicles) and their adaptability to different collection methodologies for organic waste.<br>• Market research on the procurement costs for organics carts and kitchen containers, including options for recycled content and extended warranties.<br>• The procurement will require comprehensive information from staff, including:<br>  ○ Cost analysis (capital and operating).<br>  ○ Program design and logistics plan (including implementation timeline, collection and processing strategies and integration with existing services).<br>  ○ Community engagement and education strategy.<br>  ○ Proposed performance metrics and an evaluation framework for the program.<br>  ○ Risk assessment and corresponding mitigation strategies<br>• A detailed project plan is required that outlines and communicates:<br>  ○ Timing for the procurement of collection services, processing services and containers.<br>  ○ Community engagement and education strategy.<br>  ○ Proposed performance metrics and an evaluation framework for the program.<br>  ○ Risk assessment and corresponding mitigation strategies.<br>• This plan must account for lead times required by successful vendors to: |

| Category | Details and Analysis |
|---|---|
| | ○ Procure and/or modify collection vehicles prior to program commencement.<br>○ Manufacture organics carts and kitchen containers<br>○ Distribute organics carts and kitchen containers to all residential households according prior to the collection start date.<br>• The procurement results are subject to approval by Council.<br>• An organic waste processing/composting contract will be required and should be secured in parallel with, or be part of, the waste collection contract. Potential for collaboration with other municipalities for organics processing should be explored. |
| Compatibilities | • Implementation of this option will necessitate significant revisions to the County's 2034 collection RFP. Compared to the 2027 RFP. Specific requirements for organics collection, handling and data reporting will need to be clearly defined and aligned with the County's objectives. The introduction of a residential organics diversion program provides a key mechanism to reduce garbage volumes, which can facilitate the successful implementation of other waste reduction policies, such as reduced garbage receptacle set out limits or a transition to biweekly garbage collection. |
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br>• Collection contract would begin in 2034, cart procurement would begin in 2032.<br>• The estimated number of households is approximately 17,850 in 2034.<br>• Assuming weekly organics collection, the cost of collection is approximately $106 to $127 per household by 2034. The |

| Category | Details and Analysis |
|---|---|
| | collection cost for organics is estimated to be $1.9 million to $2.3 million per year.<br>• Organic waste processing costs are estimated to range from $150 to $300 per tonne in 2034, assuming the County uses aerobic digestion as the costs are contingent on the type of processing facility (where anerobic digestion is more expensive) and market conditions. Assuming approximately 20% of the current garbage tonnage (an estimated 2,200 tonnes) could be diverted, annual processing costs could range from $0.3 million to $0.7 million.<br>• Additional transportation costs to the organics processing location for six collection vehicles is estimated at 100 km (2-hour drive) one way, resulting in an estimated cost for fuel and salaries of $580,000.<br>• Total annual operating costs at full implementation starting in 2034 are estimated to range from: $2.8 million to $3.5 million.<br>• Additional ongoing operations costs starting in 2035, such as increased households, cart replacement and repairs, would be approximately $28,000 per year.<br>• P&E to communicate program changes to residents: Estimated $35,000. |
| | Capital costs<br>• Organics Carts and Kitchen Containers: Costs include initial purchase, cart exchanges, assembly, delivery to residents and provisions for ongoing repairs/replacement parts and hot stamping.<br>  ○ Estimated cost per household (for one organics cart (automated collection) and one kitchen container): $95 to $120. |

| Category | Details and Analysis |
|---|---|
| | ○ Total estimated capital cost for organic carts and kitchen containers: $1.7 million to $2.1 million. |
| Social Impact | Proven or unproven<br>• Proven. Curbside residential organic waste collection is a well-established practice in many Ontario municipalities and is supported by the provincial policy framework aiming to increase organic waste diversion.<br>• Lessons learned from the experiences of similar jurisdictions can inform program design and implementation. |
| | Level of effort to develop, implement, operate and maintain the option<br>• Considerable. This option requires:<br>○ Inclusion of organic waste collection specifications in the 2034 collection RFP.<br>○ Securing a long-term organic waste processing solution.<br>○ Developing and implementing a P&E Strategy for the new program. |
| | Public acceptance of the option<br>• Residents specified wanting kitchen and organics waste collection in the 2023 Garbage and Recycling Program Survey. Engagement for the SWMMP showed interest in an organic option.<br>• Since other jurisdictions have organic waste programs, it is anticipated that public acceptance will be high. Some municipalities have struggled with low participation, especially during the roll-out of the program. Clear P&E will be needed to encourage residents to divert organics. Currently, the County is experiencing an influx of population and many new residents expect to be able to divert their organic waste. |

| Category | Details and Analysis |
|---|---|
| | • The number of complaints that the County receives about not offering organic waste collection will be reduced. However, it is anticipated that there may be complaints about the program during it's operation.<br>• The 2025 engagement showed less residential support for the county-wide option (see Section **3.7.1.2**) due to costs. |
| Environmental Impact | Climate change impacts<br>• There will be an increase in GHG emissions due to the potential addition of collection vehicles for organics if separately collected. Methane emissions will decrease at landfills in correlation with the quantity of organics that are diverted through the organics collection program.<br>• The RFP for organics carts can specify a minimum percentage of recycled content in the resin.<br>• The RFP can include requirements for extended warranties and repair/recycling programs for old or damaged carts (such as, component replacement like wheels/lids, take-back for recycling). |
| | Potential for diversion<br>• Implementing an organics collection program is anticipated to result in less waste being landfilled and an increase in waste diverted. The County's 2021 to 2022 curbside waste audit indicated that food waste represents about 40% of waste in the garbage stream. Studies from similar jurisdictions showed up to a 50% weight decrease of organic materials in garbage containers from long-term programs. |

### Table 17: Option 5 – Implement an Organic Waste Collection Program – Areas greater than 500 people

| Category | Details and Analysis |
|---|---|
| Description | This option is an alternative to Option 4 (**Table 16**) and involves the County introducing a curbside collection program for organic waste (i.e., Green Bin program) servicing Urban Areas greater than 500 people within the County. This may include the procurement of a collection contract, the purchase and distribution of organic carts and kitchen containers and the development and execution of a resident roll-out plan. This option should be rolled out simultaneously with Option 6 (**Table 18**).<br><br>This option would be considered if the Province does not pass a ban on landfilling organics. |
| Assumptions | • The organic waste collection program service level will be weekly.<br>• The County will secure a collection and organic processing contract and begin curbside collection of organic waste in 2034, integrated with the County's new collection contract cycle. This is due to County population projects approaching 50,000 in 2035 and needing time to roll-out program.<br>• The collection contractor will have access to a transfer station or local processing facility for organics.<br>• The County will successfully secure a contract for the manufacture and delivery of organics carts and kitchen containers for all residential households.<br>• Timing:<br>  ○ The County will secure services for collection of organic waste with the award of the collection contract. |

| Category | Details and Analysis |
|---|---|
| | ○ A separate organic waste processing / composting contract could be issued or this work could also be included in the collection contract.<br>○ The manufacturing and distribution of organics carts and kitchen containers will be managed to align with the rollout. |
| Supporting Rationale | • Prepares the County for population growth. Targeting area of larger growth and population density.<br>• Reduces organic waste sent to landfill.<br>• Turns organic waste into a beneficial product such as compost or soil amendment. |
| Supplemental Tools Required and Dependencies | • Market research to ascertain the capabilities of collection service providers, including existing fleet types (e.g., co-collection vehicles) and their adaptability to different collection methodologies for organic waste.<br>• Market research on the procurement costs for organics carts and kitchen containers, including options for recycled content and extended warranties.<br>• The procurement will require comprehensive information from staff, including:<br>○ Cost analysis (capital and operating).<br>○ Program design and logistics plan (including implementation timeline, collection and processing strategies and integration with existing services).<br>○ Community engagement and education strategy.<br>○ Proposed performance metrics and an evaluation framework for the program.<br>○ Risk assessment and corresponding mitigation strategies.<br>• A detailed project plan is required that outlines and communicates:<br>○ Timing for the procurement of collection services, processing services and containers. |

| Category | Details and Analysis |
|---|---|
| | ○ Community engagement and education strategy;<br>○ Proposed performance metrics and an evaluation framework for the program.<br>○ Risk assessment and corresponding mitigation strategies.<br>• This plan must account for lead times required by successful vendors to:<br>○ Procure and/or modify collection vehicles prior to program commencement.<br>○ Manufacture organics carts and kitchen containers.<br>○ Distribute organics carts and kitchen containers to all residential households according prior to the collection start date.<br>• The procurement results are subject to approval by Council.<br>• An organic waste processing/composting contract will be required and should be secured in parallel with, or be part of, the waste collection contract. Potential for collaboration with other municipalities for organics processing should be explored. |
| Compatibilities | • Implementation of this option will necessitate significant revisions to the County's 2034 waste collection RFP. Specific requirements for organics collection, handling, and data reporting will need to be clearly defined and aligned with the County's objectives.<br>• The introduction of a residential organics diversion program provides a key mechanism to reduce overall garbage volumes, which can facilitate the successful implementation of other waste reduction policies, such as reduced garbage receptacle limits or a transition to bi-weekly garbage collection. |

| Category | Details and Analysis |
|---|---|
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br>• Collection contract would begin in 2034, cart procurement would begin in 2032.<br>• The estimated number of households is approximately 11820 in 2034.<br>• Assuming weekly organics collection, the cost of collection is approximately $106 to $127 per household by 2034. The collection cost for organics is estimated to be $1.3 million to $1.5 million per year.<br>• Organic waste processing costs are estimated to range from $150 to $300 per tonne in 2034, assuming the County uses aerobic digestion as the costs are contingent on the type of processing facility (where anerobic digestion is more expensive) and market conditions. Assuming approximately 20% of the current garbage tonnage (an estimated 1,460 tonnes) could be diverted annual processing costs could range from $0.2 million to $0.4 million.<br>• Additional transportation costs to the organics processing location for four collection vehicles is estimated at 100 km (2-hour drive) one way, giving an estimated cost for fuel and salaries of $387,000.<br>• Total annual operating costs at full implementation starting in 2034 are estimated to range from: $1.9 million to $2.3 million.<br>• Additional ongoing operations costs starting in 2035, such as increased households, cart replacement and repairs, would be approximately $28,000 per year.<br>• P&E to communicate program changes to residents: Estimated $35,000. |

| Category | Details and Analysis |
|---|---|
| | Capital Costs<br>• Organics Carts and Kitchen Containers: Costs include initial purchase, cart exchanges, assembly, delivery to residents and provisions for ongoing repairs/replacement parts and hot stamping.<br>  ○ Estimated cost per household (for one organics cart (automated collection) and one kitchen container): $95 to $120.<br>  ○ Total estimated capital cost for organic carts and kitchen containers: $1.1 million to $1.4 million. |
| Social Impact | Proven or Unproven<br>• Unproven. Curbside residential organic waste collection is a well-established practice in many Ontario municipalities; however, Urban Area only organics waste collection is not an established practice and only certain Ontario municipalities are using this model on a pilot stage.<br>• Lessons learned from the experiences of similar jurisdictions can inform program design and implementation. |
| | Level of Effort to develop, implement, operate and maintain the option<br>• Considerable. This option requires:<br>  ○ Inclusion of detailed organic waste collection specifications in the next collection RFP.<br>  ○ Securing a long-term organic waste processing solution.<br>  ○ Managing the procurement, distribution, and ongoing maintenance/replacement of organics carts and kitchen containers.<br>  ○ Developing and implementing a comprehensive P&E strategy for the new program. |

| Category | Details and Analysis |
|---|---|
| | Public acceptance of the option<br>• Since other jurisdictions have organic waste programs, it is anticipated that public acceptance will be high. Currently, the County is experiencing an influx of population, specifically to urban areas, and many new residents expect to be able to divert their organic waste.<br>• Residents specified wanting kitchen and organics waste collection in the 2023 Garbage and Recycling Program Survey.<br>• Residents were positive to this option in the 2025 engagement, ranking it as the most preferred option for an organics program.<br>• The number of complaints that the County receives about not offering organic waste collection will be reduced. |
| Environmental Impact | Climate change impacts<br>• There will be an increase in GHG emissions due to the potential addition of collection vehicles for organics if separately collected. Methane emissions will decrease at landfills in correlation with the quantity of organics that are diverted through the organics collection program.<br>• The RFP for organics carts can specify a minimum percentage of recycled content in the resin.<br>• The RFP can include requirements for extended warranties and repair/recycling programs for old or damaged carts (e.g., component replacement like wheels/lids, take-back for recycling). |
| | Potential for diversion<br>• Implementing an organics collection program will result in less waste being landfilled and a significant increase in waste diverted. Studies from similar jurisdictions showed up to a 50% weight decrease of organic materials in garbage containers from long-term programs. |

### Table 18: Option 6 - Offer Free or Discounted Composters

| Category | Details and Analysis |
|---|---|
| Description | This option involves the County providing backyard composters to residents of Brant County at a significantly subsidized price. To further promote uptake, the County could host an annual giveaway event to residents in the areas that would not receive curbside organics collection, distributing a targeted number of composters (e.g., up to 500 units) to residents. This initiative would be supported by educational components, such as composting workshops and coaching, to enhance resident awareness, participation, and the effectiveness of home composting efforts, ultimately aiming to reduce organic waste sent to landfill. This option should be rolled out simultaneously with Option 5 (**Table 17**).<br><br>This option would be considered if the province does not pass a ban on landfilling organics. |
| Assumptions | • The County will procure a sufficient inventory of approved backyard composters to meet the anticipated demand from sales and to support the proposed annual giveaway event.<br>• Offering composters at a low cost or free of charge, coupled with an annual giveaway, will effectively incentivize more residents to adopt home composting practices.<br>• Annual composter giveaway event will be effectively publicized through various County communication channels to maximize resident participation and community engagement.<br>• Comprehensive educational resources, including workshops and guidance materials on effective composting techniques and troubleshooting, will be developed and made accessible to residents. |

| Category | Details and Analysis |
|---|---|
| Supporting Rationale | • Promotes sustainable, at-source organic waste management by empowering and encouraging residents to compost their organic waste at home.<br>• Has the potential to reduce the volume of organic waste collected and transported to landfills, thereby decreasing associated disposal costs and mitigating the environmental impact of landfilled organics.<br>• Engages the community directly in environmental stewardship activities, fostering greater awareness about waste reduction and the benefits of composting. |
| Supplemental Tools Required and Dependencies | • Development and dissemination of P&E materials to inform residents about the composter program, giveaway events, workshop schedules, and best practices for home composting.<br>• Potential collaboration with local environmental organizations, horticultural societies, or master gardener groups to assist in delivering composting workshops or providing expert resources to residents.<br>• Establishment of a monitoring and evaluation framework to assess the program's impact on organic waste diversion and community participation levels. This could involve seasonal waste audits (to detect changes in organic content of curbside waste) and resident surveys to gauge uptake and satisfaction. |
| Compatibilities | • This program can be strategically targeted towards residential areas that are not, or may not be, included in any future curbside organic waste collection service areas, providing an alternative for organic waste diversion.<br>• Complements existing waste reduction and recycling programs by providing an additional avenue for residents to manage a significant portion of their household waste stream. |

| Category | Details and Analysis |
|---|---|
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual Operating Costs<br>• Staffing/Event Support (Salaries and event day logistics): $3,000.<br>• P&E materials: $7,000.<br>• Composting Workshops (Materials, facilitators if external): $7,000.<br>• Monitoring and Evaluation (Surveys, audit analysis support): $3,000.<br>• Total Estimated Annual Operating Costs: $20,000. |
| | Capital Costs<br>• Initial Purchase of Composters (e.g., 600 units at $60 each): $36,000, in 2034.<br>• Initial Purchase of Green Cones (e.g., 100 units at $200 each): $20,000, in 2034. |
| Social Impact | Proven or Unproven<br>• Proven Concept with Variable Outcomes. Many municipalities have implemented backyard composter distribution programs with generally positive experiences in promoting waste diversion. However, the level of sustained, effective use by residents can vary, with some instances of improper use or waning interest over time. |
| | Level of Effort to develop, implement, operate and maintain the option<br>• Moderate. Requires:<br>  ○ Initial procurement and ongoing management of composter inventory, including storage and distribution logistics for sales and giveaway events.<br>  ○ Development and delivery of educational resources, including organizing and staffing workshops. |

| Category | Details and Analysis |
|---|---|
| | ○ Dedicated staff time for program administration, promotion, and ongoing monitoring and reporting. |
| | Public acceptance of the option<br>• High, particularly as the program is voluntary for residents. Offering composters at a subsidized rate or free of charge is generally well-received and viewed as a positive environmental initiative by the community. |
| Environmental Impact | Climate change impacts<br>• Properly managed backyard composting is primarily an aerobic process, which generates carbon dioxide ($CO_2$) rather than methane ($CH_4$). While $CO_2$ is a GHG, methane (produced from anaerobic decomposition of organic waste in landfills) has a significantly higher global warming potential. Thus, diverting organic waste to well-managed backyard composting typically results in a net reduction of GHG emissions compared to landfilling.<br>• Some emissions of nitrous oxide ($N_2O$), another potent GHG, can occur from backyard composting, but overall impacts are generally less than landfilling. |
| | Potential for diversion<br>• Moderate. As this type of program is already be offered by the County to some extent, the additional impact on waste diversion will depend on the degree to which the enhanced offerings (free/discounted units, giveaways, workshops) increase the number of residents actively and effectively composting. Significant increases in participation beyond current levels would be needed to achieve substantial new diversion tonnages. |

### Table 19: Option 7 - Optimization of Curbside Collection Study

| Category | Details and Analysis |
|---|---|
| Description | This option is to commission a Curbside Collection Optimization Study to evaluate strategies for enhancing the efficiency, cost-effectiveness and sustainability of the County's collection services. The study's primary objective is to provide data-driven recommendations to inform the development of the County's 2034 curbside collection RFP.<br><br>At a minimum, the study will analyze and provide recommendations on the following collection strategies:<br><br>• Feasibility of co-collecting garbage and organic waste.<br>• Transition to County-wide biweekly collection schedule.<br>• Hybrid model of biweekly garbage collection in areas that may receive organics collection and weekly collection in areas that do not.<br>• Impact of further garbage receptacle reduction set out limits.<br>• Operational impacts of one side of the road collection in rural areas.<br>• Viability of transition to a 6-day collection cycle to optimize routes and fleet usage. |
| Assumptions | • The study will be undertaken on the condition that its findings will inform the specifications of the 2034 collection contract.<br>• This study will be conducted by a qualified external consultant.<br>• The analysis will include the development of potential exception policies and accommodation measures for residents who may have difficulty complying with proposed service changes (such as, changes to collection frequency or bag limits due to medical waste). |

| Category | Details and Analysis |
|---|---|
| | • The study will provide an analysis of the potential financial, operational, social and environmental impacts and benefits of each collection strategy evaluated. |
| Supporting Rationale | • Enables the tailoring of collection services to meet the distinct needs of different service areas and residents within the County, potentially enhancing overall service delivery and satisfaction.<br>• Identifies opportunities to reduce GHG emissions through the implementation of more efficient collection practices, such as route optimization or reduced collection frequency.<br>• Supports the County's commitment to long-term sustainable waste management, fiscal responsibility and resource optimization by grounding future service levels in robust analysis. |
| Supplemental Tools Required and Dependencies | • The study's scope must consider the needs of all residents who would be impacted by potential changes to collection services.<br>• A P&E Strategy will be required to communicate the outcomes of the study and any subsequent changes to collection services to residents. |
| Compatibilities | This study is fundamentally dependent on prior decisions regarding the implementation of a residential organics collection program and/or the transition to automated collection, as these decisions will define the core parameters for the optimization analysis.<br><br>The findings and recommendations from this study will provide input into the 2034 collection RFP, aligning the RFP document with the County's strategic operational goals and community needs. |
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br><br>• Not applicable. |
| | Capital costs<br><br>• Will come before the next RFP in 2034. |

| Category | Details and Analysis |
|---|---|
| | • Estimated one-time cost for external consultant to conduct the study is approximately $30,000 to $40,000. |
| Social Impact | Proven or unproven<br>• Proven. It is a standard municipal best practice to conduct similar optimization studies to inform data-driven decisions on waste collection services prior to entering new, long-term contracts. |
| | Level of effort to develop, implement, operate and maintain the option<br>• Moderate. While the study will be conducted by an external consultant, it will require dedicated staff time to manage the contract, provide necessary County data, review draft reports and prepare final recommendations for Council. |
| | Public acceptance of the option<br>• The study itself is an internal/administrative process with no direct public impact. However, the outcomes of the study (for example, potential changes to collection services) may be met with resident concerns. Effective communication, transparency and public engagement regarding the study's findings and rationale will be important to mitigate concerns and build support for any subsequent service changes.<br>• The engagement showed residential interest in options such as one-sided collection on rural roads and changes in waste collection schedules (see Section **3.7.1.3**) which should be included in the study. |
| Environmental Impact | Climate change impacts<br>• The study itself has no direct climate change impact. However, it is intended to identify opportunities that, if implemented, could lead to a reduction in fuel consumption and associated GHG emissions from the collection fleet. |

| Category | Details and Analysis |
|---|---|
| | Potential for diversion<br>• The study has the potential to positively impact waste diversion. Recommendations such as reduced bag limits or biweekly garbage collection (contingent on organics service) are proven strategies that incentivize residents to increase their use of curbside Blue Box and organics collection programs. |

**Table 20: Option 8 - Evaluating Funding Strategies**

| Category | Details and Analysis |
|---|---|
| Description | This option is to commission a Funding Strategy Study to explore and evaluate various curbside collection service level funding models for the County. The study will assess the financial, operational and social implications of implementing user-pay and service area rated strategies designed to incentivize waste reduction.<br>The primary goal is to provide Council with a data-driven analysis to guide the selection of a sustainable and equitable funding model for the County's waste management programs. Key strategies to be evaluated include, but are not limited to:<br>• PAYT systems (such as, bag tags).<br>• Variable rate models based on garbage cart size.<br>• Differentiated funding models based on service area (such as, property tax, special area-rating for areas that receive service, for example, urban YW program). |
| Assumptions | • The study will be predicated on the final service level decisions made for curbside collection, including the program structure (such as, introduction of organics), collection methodology (such as, automated carts) and frequency, as determined through the Curbside Collection Optimization Study. |

| Category | Details and Analysis |
|---|---|
| | • The study will analyze existing waste management infrastructure, resources and administrative systems to evaluate the feasibility and implementation requirements of each new funding model.<br>• The study will serve as a key decision-making tool for the County, providing a comparison of funding options that can be adapted to the diverse service levels across the County.<br>• The consultant's findings and recommendations will be presented to Council in a report to facilitate an informed decision-making process. |
| Supporting Rationale | • Provides information on financial mechanisms and policy instruments that have been proven to encourage residents to reduce the amount of waste set out at the curb.<br>• Supports an evidence-based decision-making process for Council by offering data-driven insights and a comparative analysis of potential funding models.<br>• Aims to create a more equitable system where the cost of waste disposal is more closely aligned with the amount of waste generated by a household or eligible business that currently receives curbside collection. This can be achieved through user-pay mechanisms such as:<br>  ○ PAYT for garbage disposal (such as, bag tags, fees based on cart size).<br>  ○ Differentiated tax or fee structures based on the level of service provided to a specific area. |
| Supplemental Tools Required and Dependencies | The study will be conducted by a qualified external consultant specializing in municipal finance and waste management.<br>The consultant will review and leverage findings from existing County resources, including:<br>• The 2012 Curbside Solid Waste User Pay Implementation and Administration Plan.<br>• The 2023 Garbage and Recycling Survey. |

| Category | Details and Analysis |
|---|---|
| | • The 2023 Municipal Comprehensive Review.<br>• The 2025 SWMMP (including Engagement study)<br><br>**Key Dependency:** The scope and parameters of this funding study are directly dependent on the outcomes and recommendations from the "Optimization of Curbside Garbage Collection Study," as the service levels defined in that study will form the basis for the funding model analysis, the two studies could be combined into one assignment. |
| Compatibilities | The recommendations from this study may have implications for the administrative and enforcement clauses within the County's 2034 collection RFP. For example, if a bag tag system is chosen, contractor responsibilities for managing tagged waste would need to be defined.<br><br>The viability and structure of any proposed funding model will be directly influenced by changes to service levels or service areas resulting from other SWMMP options. |
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br><br>• Not applicable. |
| | Capital costs<br><br>• Will come before the next RFP in 2034.<br>• Estimated one-time cost for external consultant to conduct the study is approximately $30,000 to $40,000. |
| Social Impact | Proven or unproven<br><br>• Proven. Many municipalities have conducted similar financial studies to make data-driven decisions on waste management funding, demonstrating the feasibility and value of this approach |

| Category | Details and Analysis |
|---|---|
| | Level of effort to develop, implement, operate and maintain the option<br>• Moderate. Commissioning the study requires dedicated staff time to prepare the RFP for consulting services, manage the contract, provide the necessary background data and staff support to the consultant and review all deliverables. |
| | Public acceptance of the option<br>• While the study itself is an administrative process, any proposed changes to the funding model (especially user fees such as bag tags) are likely to generate significant public interest and concern. The study must include an evaluation of public opinion and potential acceptance levels. Considerable P&E and interested party engagement will be crucial to build support for any new funding model that is ultimately selected.<br>• The engagement showed a majority support for keeping the current funding method (tax levy). |
| Environmental Impact | Climate change impacts<br>• The study itself has no direct environmental impact. However, the implementation of user-pay funding models is anticipated to reduce the total amount of waste sent to landfill by incentivizing diversion. This reduction in landfilled waste, particularly if an organics program is in place, leads to a corresponding moderate reduction in landfill GHG emissions. |
| | Potential for diversion<br>• User-pay funding models create a direct financial incentive for residents to reduce waste and increase their participation in diversion programs. The implementation of recommendations from this study is expected to positively impact garbage disposal rates. |

### 4.3.3 Operational Enhancements Options

This section outlines initiatives aimed at improving the efficiency and data-driven management of the County's waste facilities. These strategic improvements support the entire waste management system and are not tied to specific collection contract timelines.

Key options include the implementation of modern **Scalehouse Software** (Option 9, **Table 21**) to enhance operational efficiency and data collection and the establishment of a regular **Waste Audit Program** (Option 10, **Table 22**) to provide critical insights for future diversion strategies. These actions are designed to equip the County with the necessary tools and information for continuous improvement and effective, evidence-based planning.

**Table 21: Option 9 - Implement Scalehouse Software at the Transfer Station and Landfill**

| Category | Details and Analysis |
|---|---|
| Description | This option involves the procurement and implementation of scalehouse software at both of the County's waste management sites (Paris Transfer Station and Biggars Lane Landfill). The software will upgrade current systems to automate transaction processing, enhance the accuracy and efficiency of tracking inbound and outbound waste volumes and provide real-time data for streamlined site operations. |
| Assumptions | • The implementation will require a one-time capital investment for software licensing, hardware and professional installation services.<br>• All relevant County employees will require comprehensive training to utilize the new software for a smooth integration into daily operations.<br>• The software will improve data accuracy and operational efficiency, which is likely to lead to better reporting, decision-making and resource management. |

| Category | Details and Analysis |
|---|---|
| | • An ongoing operating budget will be required for annual software subscriptions, technical support and periodic maintenance or updates. |
| Supporting Rationale | • Enhances accuracy and reliability in tracking waste volumes by type and source, leading to more robust data for financial reporting, operational analysis and regulatory compliance.<br>• Improves operational efficiency by automating transaction processes, reducing manual data entry, minimizing errors and decreasing vehicle processing time at the scale.<br>• Provides valuable, accessible data and insights into site usage patterns, supporting more effective strategic planning and resource allocation for waste management services.<br>• Supports the County's commitment to modernizing its infrastructure and improving the customer service experience by reducing wait times for residents and commercial haulers. The new software is designed to be more user-friendly, allowing weight scale staff to operate it more efficiently, thereby streamlining processes and minimizing transaction times. |
| Supplemental Tools Required and Dependencies | • A procurement process (such as, RFP) to select and acquire a scalehouse software solution that meets the specific operational and reporting needs of the County.<br>• Development and execution of a structured training program for all scalehouse and administrative staff to create an understanding regarding how to use the new system.<br>• Establishment of a service level agreement for ongoing technical support and maintenance from the software vendor to address any technical issues and keep the system functional and up to date.<br>• Planning for the integration of the new software with other existing County systems (such as, financial software) to streamline reporting and administrative workflows. |

| Category | Details and Analysis |
|---|---|
| Compatibilities | The software can complement all other waste management initiatives by providing accurate and timely data to measure program effectiveness, support financial decision-making and guide future strategic planning.<br><br>Can be integrated with other site technologies, such as security cameras or gate access systems, to create a more comprehensive site management platform. |
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br><br>• Annual costs for software subscriptions, licensing, maintenance and updates are estimated to be between $5,000 to $20,000.<br>• One-time cost for initial employee training: Approximately $5,000. |
| | Capital costs<br><br>• One-time cost for professional installation, system integration and project management are estimated to be between $75,000 to $125,000. (Note: This is a preliminary estimate; detailed quotes may vary). The capital cost range is determined by the complexity of the system and the specific operational needs of the facility. These can include traffic controls (automated gates, lights, sensors), license plate recognition, number of scales, customization and site preparation. |

| Category | Details and Analysis |
|---|---|
| Social Impact | Proven or unproven<br>• Proven. The use of scalehouse software is a standard and widespread practice in municipalities throughout Ontario and North America to increase transactional efficiency and improve data collection accuracy. |
| | Level of effort to develop, implement, operate and maintain the option<br>• Moderate. Requires dedicated staff time to manage the procurement process (such as, developing an RFP and evaluating proposals), oversee the installation and integration project and coordinate employee training. |
| | Public acceptance of the option<br>• Expected to be positive. The implementation is primarily an internal operational improvement and is unlikely to be of major concern to the general public. However, resulting improvements in service delivery, such as reduced wait times and faster transaction processing at the sites, will likely be positively received by customers. |
| Environmental Impact | Climate change impacts<br>• While there is no direct, major reduction in GHG emissions, the software can contribute to minor reductions by improving the efficiency of the scalehouse, thereby decreasing vehicle idling times for customers waiting in line. |
| | Potential for diversion<br>• No direct impact on diversion rates. However, the improved data accuracy and tracking capabilities are a critical tool that can be used to better measure the effectiveness of existing diversion programs and inform the development of future waste diversion strategies and initiatives |

**Table 22: Option 10 – Waste Audit Program (Curbside and Facilities)**

| Category | Details and Analysis |
|---|---|
| Description | This option involves establishing a regular program of conducting waste composition audits at both municipally collected curbside materials and materials delivered to the Biggars Lane Landfill and Paris Transfer Station. The objective is to gather data on the types and quantities of materials being disposed of by residents and businesses. The audit findings will be used to identify trends, inform the development of new targeted waste diversion programs, evaluate the potential for landfill bans on specific materials and measure the effectiveness of existing curbside collection programs. |
| Assumptions | • A recurring budget will be required to fund the waste audit program, covering costs for either specialized consultants or internal resources, personnel, equipment and data analysis.<br>• The audit program will be designed to occur periodically (such as, a multi-season audit conducted every four years) to provide actionable, up-to-date insights into the County's waste stream.<br>• The audit process will be planned to minimize disruption to routine operations at the waste management facilities and curbside collection routes while still collecting statistically representative samples. |
| Supporting Rationale | • Provides a data-driven foundation for developing new waste diversion policies, curbside program changes and drop-off programs that are targeted to the specific materials present in the waste stream.<br>• Identifies and quantifies the presence of specific materials, which can be used to build a business case for potential landfill bans and promote a circular economy. |

| Category | Details and Analysis |
|---|---|
| | • Supports evidence-based decision-making so that future waste management strategies and investments are aligned with actual disposal trends and community behaviour.<br>• Enhances the County's ability to proactively respond to emerging waste management challenges and identify new diversion opportunities. |
| Supplemental Tools Required and Dependencies | • Development of a detailed and replicable audit plan and methodology by a qualified consultant or trained internal staff to have consistent and reliable data collection across all audit events.<br>• If any portion of the audit is conducted by County staff, they would require specific training on safety protocols and material sorting/identification procedures.<br>• Engagement of a consultant or use of internal staff with expertise in data analysis and reporting tools to interpret audit findings and effectively communicate them to County staff, Council and other interested parties. |
| Compatibilities | Data generated from the waste audits can be integrated with data from the scalehouse software to provide a more complete understanding of waste generation and disposal trends.<br><br>The findings will directly inform the need for and potential success of other options related to new diversion programs or changes in service level. |
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br><br>• Not applicable. |
| | Capital costs<br><br>• **Consulting/ Program Fees:** Costs vary depending on the scope and whether work is completed by a consultant or County staff. This would be budgeted as a one-time capital |

| Category | Details and Analysis |
|---|---|
| | or special project expenditure on a cyclical basis (such as, every four years).<br>• External consultant cost is approximately $90,000 to $100,000 per audit. Trained County staff could complete the facility-based audit to reduce external costs. |
| Social Impact | Proven or unproven<br>• Proven. Conducting periodic waste audits is a standard best practice in the waste management industry and has been effectively used by municipalities across the province to support data-based planning and decision-making. |
| | Level of effort to develop, implement, operate and maintain the option<br>• Moderate. Requires staff effort to manage the procurement process (such as, RFP for consulting services), coordinate with the selected consultant during on-site audit activities and review the final report to develop actionable recommendations. |
| | Public acceptance of the option<br>• Generally indifferent. As waste audits are primarily an internal, technical process conducted at County facilities, they are not highly visible to the public. However, any new and convenient diversion programs developed as a result of the audit findings would likely be positively received. |
| Environmental Impact | Climate change impacts<br>• No direct reduction in GHG emissions results from the audit itself. However, the program supports broader environmental goals by identifying opportunities for increased waste diversion, which in turn reduces landfill methane emissions. |

| Category | Details and Analysis |
|---|---|
| | Potential for diversion<br>• High. The primary purpose of the audits is to identify materials currently being landfilled that could be targeted for new diversion programs. The data can also be used to tailor P&E campaigns to address specific contaminants in existing streams, thereby enhancing overall waste management effectiveness and increasing diversion. |

### 4.3.4 Promotion and Education

This section outlines key P&E initiatives designed to support the successful implementation of the County's waste management programs. These options focus on building public awareness and fostering positive behaviour change, which are essential for maximizing waste diversion.

The proposals include the **Development of a P&E Strategy** (Option 11, **Table 23**) to modernize communication tools and establish school programming, alongside a new **Facility Tour Program** (Option 12, **Table 24**) to provide residents with transparent, first-hand insight into County operations. These complementary initiatives will facilitate keeping the community well-informed and engaged as the recommendations of this SWMMP are implemented.

**Table 23: Option 11 - Promotion & Education Strategy**

| Category | Details and Analysis |
|---|---|
| Description | This option involves the development and implementation of a P&E Strategy for the County. This strategy would encompass two key components:<br>• **Public Outreach:** Creation and distribution of modern educational tools—such as informational videos, a waste sorting app, brochures, e-newsletters and social media |

| Category | Details and Analysis |
|---|---|
| | campaigns—to inform residents about effective waste management practices and the journey of their waste.<br>• **School-Based Programming:** Development and delivery of age-appropriate educational programs focused on waste management for schools within the County, aiming to instill sustainable habits in students from a young age. |
| Assumptions | • The development of a multi-faceted P&E Strategy will require a dedicated budget to support content creation, material production and potential consulting fees.<br>• All educational content will be designed to be accessible across multiple platforms (such as, County website, social media, print, in-person events) to reach the broadest possible audience.<br>• Effective implementation of the school program will require collaboration with local school boards, teachers and educational authorities to integrate waste management education into existing curriculum or extra-curricular activities.<br>• This strategy will be updated every seven years before a new collection contract so that the update P&E aligns with any new changes to curbside collection. |
| Supporting Rationale | • Provides residents of all ages with valuable, accessible information on waste diversion, empowering them to make informed decisions and fostering positive behaviour change.<br>• Enhances community-wide awareness of the environmental impact of waste and the importance of sustainable practices by reaching both households and the next generation.<br>• Instills lifelong, sustainable waste management habits in students, who can act as environmental advocates within their homes, schools and the broader community. |

| Category | Details and Analysis |
|---|---|
| Supplemental Tools Required and Dependencies | • Development of a detailed communication and implementation plan that outlines key messages, target audiences, delivery channels and timelines for both public and school-based initiatives.<br>• Engagement of an external consultant may be required for specialized tasks such as professional video production or the development of curriculum-aligned educational materials.<br>• Establishment of an evaluation framework, using metrics and feedback (such as, website analytics, resident surveys, teacher feedback), to assess the effectiveness of P&E materials and programs to guide future refinements.<br>• The development of all P&E content must be timed to align with decisions made on other waste management options so that all information provided to the public is accurate and relevant. |
| Compatibilities | A P&E Strategy is an important component for the successful rollout of any other major change to waste management services (such as, new collection programs, changes to frequency). The development timeline for P&E materials must be coordinated with the implementation of new contracts or services. |
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br>• Activities can be completed by existing staff. |
| | Capital costs<br>• The development of the P&E Strategy will be done by internal County staff at an estimated cost of $20,000. |

| Category | Details and Analysis |
|---|---|
| Social Impact | Proven or unproven<br>• Proven. The use of multi-channel educational campaigns and targeted school programming are both well-established and effective methods for informing residents and influencing positive waste management behaviours. |
| | Level of effort to develop, implement, operate and maintain the option<br>• Moderate. While some aspects can be managed by existing staff, a P&E Strategy requires dedicated time for planning, content creation, collaboration with school boards, managing consultants (if used) and ongoing delivery and program updates. |
| | Public acceptance of the option<br>• High. Providing clear, accessible information and investing in youth education are widely supported public initiatives. P&E is generally viewed as a core, positive service provided by the municipality. |
| Environmental Impact | Climate change impacts<br>• While a P&E Strategy does not have a direct, calculable impact on GHG emissions, it successfully encourages behaviours that increase waste diversion and reduce contamination in recycling/organics streams. The program indirectly contributes to the reduction of landfill methane emissions. |
| | Potential for diversion<br>• The direct impact of P&E on diversion rates can be challenging to isolate and measure. However, a positive impact is anticipated as informed and engaged residents and students are more likely to participate correctly and consistently in all available waste diversion programs |

### Table 24: Option 12 - Develop and Host Waste Management Facility Tours

| Category | Details and Analysis |
|---|---|
| Description | This option involves the development and implementation of a program offering organized, guided tours of the County's primary Waste Management Facilities for the public, school groups and community organizations. The tours are intended to provide a first-hand look at waste management operations, enhance public understanding of diversion efforts and foster greater community engagement in sustainable waste practices. |
| Assumptions | • The program will require the allocation of staff resources, including trained tour guides, to provide an informative and engaging experience for participants.<br>• Safety protocols and guidelines will be established and strictly enforced for the well-being of all tour participants at the active industrial sites.<br>• Tours will be scheduled at times that maximize public and school group accessibility while minimizing disruption to core facility operations.<br>• The tour content will be designed to be adaptable for various age groups and levels of technical interest aiming for broad community appeal. |
| Supporting Rationale | • Educates the public on the complexities and importance of modern waste management processes, enhancing understanding and appreciation for the County's programs and infrastructure.<br>• Fosters direct community engagement by providing residents with transparent, first-hand insights into recycling, composting and disposal operations.<br>• Builds support for sustainable waste management practices by visually demonstrating the environmental and economic benefits of effective waste handling and diversion. |

| Category | Details and Analysis |
|---|---|
| Supplemental Tools Required and Dependencies | • Development of a communication and promotion plan to advertise the tour program and manage registration.<br>• Creation of supporting educational materials (such as, handouts, safety information) to complement the on-site tour experience.<br>• Establishment of feedback mechanisms to evaluate the effectiveness of the tours and gather participant input for continuous improvement.<br>• Coordination and collaboration with local school boards and community organizations to promote the program and expand outreach. |
| Compatibilities | This program serves as a practical, hands-on component of the County's broader P&E Strategy, reinforcing key messages delivered through other channels.<br><br>Can be integrated with school-based programming to provide students with a tangible link to the waste management concepts learned in the classroom. This program can be developed in collaboration with the Grand Erie District School Board to align with existing school curriculum, enhancing educational opportunities and fostering environmental awareness among students. |
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br><br>• The program could be delivered by existing staff or through the addition of a part-time educator/coordinator to manage tour logistics and delivery.<br>• Annual costs associated with P&E and marketing materials for the tour program are estimated between $5,000 and $15,000. |

| Category | Details and Analysis |
|---|---|
| | Capital costs<br>• A one-time investment of approximately $10,000 to $20,000 may be required for the initial development of educational resources and safety equipment (such as, high-visibility vests, hard hats) to enhance the tour experience. |
| Social Impact | Proven or unproven<br>• Proven. Facility tours are a widely used and effective public outreach tool in the waste management sector, proven to enhance public understanding and foster community engagement. |
| | Level of effort to develop, implement, operate and maintain the option<br>• Moderate. Requires dedicated staff time for initial program development, scheduling, promotion and the ongoing delivery of tours. Coordination between facility operations staff and communications staff is essential for successful implementation. |
| | Public acceptance of the option<br>• High. Offering public access and transparency into municipal operations is generally well-received. The opportunity to see waste management processes first-hand is often met with positive interest from the community. |
| Environmental Impact | Climate change impacts<br>• No direct GHG reductions are associated with this option. However, the tours support broader environmental goals by promoting public awareness and encouraging behaviours that align with sustainable waste management practices. |

| Category | Details and Analysis |
|---|---|
| | Potential for diversion<br>• The program has the potential to indirectly increase waste diversion. By witnessing the scale of waste disposal and the importance of sorting, participants may be motivated to improve their own recycling and composting habits or pursuing a career in waste management. |

### 4.3.5 Policy and Regulation

Effective policy and regulation are essential for steering the County's waste management system towards its long-term sustainability and diversion goals. This section outlines one key policy option designed to reinforce the use of existing and future diversion programs by restricting specific materials from the garbage stream.

The primary option presented is the implementation of a phased-in **Curbside Disposal Ban** (Option 13, **Table 25**) on materials for which convenient diversion pathways exist. This includes materials managed under the provincial EPR Blue Box Regulation and other streams, such as organics. Such a policy serves as a regulatory tool to maximize material capture and preserve valuable landfill capacity.

The County is well-position with its recently updated Solid Waste Control By-law (By-law 124-24), passed in 2024.This by-law is a modern legal instrument, comparable with neighboring municipalities and provides a strong foundation for the recommendations in this SWMMP. The successful implementation of many recommendations within this SWMMP will necessitate corresponding updates to this by-law. This process would involve initiating a review triggered by specific events, such as a scheduled cyclical review (e.g., every four years), the implementation of a new waste program or service level change, new provincial legislation or a significant operational change like a collection contract. A key part of this process would be to draft amendments using flexible language, for example, by referencing fee schedules or material lists on the County website rather than embedding them in the by-law test. This practice allows for minor updates without requiring a full by-law amendment. This keeps the by-law a

relevant, clear and enforceable tool that reflects the current state of the County's waste management services.

### Table 25: Option 13 - Implement a Curbside Disposal Ban on Blue Box EPR and Other Divertible Materials from the Garbage Stream

| Category | Details and Analysis |
|---|---|
| Description | This option involves implementing a by-law to ban the disposal of key divertible materials in the garbage stream within the County. This ban would be phased in and target materials for which a convenient diversion program exists. The ban would apply to:<br>1. Blue Box Materials: Materials managed under the provincial EPR framework.<br>2. Other Divertible Materials: This could include, but is not limited to, materials such as source-separated organic waste (food and YW), textiles or mattresses, contingent on the implementation of corresponding County-run diversion programs for each material.<br>The goal is to maximize the use of all available diversion programs and reduce the volume of valuable resources being sent to landfill. |
| Assumptions | • The provincial EPR framework will continue to govern the management of Blue Box recyclables.<br>• A disposal ban on any specific material (such as, organic waste) would only be implemented after a convenient curbside or depot collection program is established and operational for that material.<br>• Effective enforcement mechanisms (such as, curbside inspection, non-collection notices, potential fines) will be established to monitor compliance. |

| Category | Details and Analysis |
|---|---|
| | • The County will consult with its legal representatives to confirm the scope and enforceability of the disposal ban by-law for each material included. |
| Supporting Rationale | • Reduces landfill waste by restricting materials with established diversion pathways from being disposed of in the garbage stream, thereby reducing environmental impact.<br>• Encourages residents and businesses to adopt more sustainable waste management practices and fully participate in all available diversion programs.<br>• Supports the County's commitment to sustainability by promoting the efficient use of resources and reducing the long-term burden on landfill capacity.<br>• Aligns with potential future provincial regulations mandating stricter waste diversion targets |
| Supplemental Tools Required and Dependencies | • A P&E campaign to clearly communicate which materials are banned from the garbage stream, the rationale for the ban and how to properly use the corresponding diversion programs.<br>• Training for waste collection and by-law enforcement personnel on the identification of banned materials and the procedures for handling non-compliance.<br>• Development of a monitoring system to track compliance and measure the impact of the ban on waste diversion for each targeted material |
| Compatibilities | The enforcement methodology (such as, visual inspection, use of clear bags) will be dependent on the curbside collection system in place (such as, manual bag versus automated cart collection).<br><br>The success of this option is directly dependent on the operation of both the producer-run Blue Box program and any other County-run diversion program for materials included in the ban. |

| Category | Details and Analysis |
|---|---|
| Triple-Bottom Line Analysis | |
| Economic Feasibility | Annual operating costs<br>• Staff time to draft and update the waste management by-law (can be accommodated by existing staff).<br>• P&E budget for communicating the changes to residents (such as, mail-outs, social media): Approximately $10,000.<br>• A temporary or part-time By-law Officer for initial enforcement and education blitz (such as, 4 months/year, can be accommodated by existing By-law staff). (Note: a broader ban covering multiple materials may require more intensive enforcement). |
| | Capital costs<br>• Not applicable. |
| Social Impact | Proven or unproven<br>• Proven. This approach has been implemented in other jurisdictions. Disposal bans on recyclables are a common and proven tool. Bans on other materials such as organic waste are also a proven strategy in progressive municipalities with mature diversion programs. |
| | Level of effort to develop, implement, operate and maintain the option<br>• Moderate to High. Requires initial effort for by-law revisions, public consultation and P&E. Ongoing effort is required for consistent enforcement and continued public education to maintain compliance. |
| | Public acceptance of the option<br>• Acceptance will likely be mixed. While many residents may support the environmental goals, there is potential for opposition from those who view the ban as an |

| Category | Details and Analysis |
|---|---|
| | inconvenience. Acceptance is dependent on the quality of communication and the ease of use of the alternative diversion programs |
| Environmental Impact | Climate change impacts<br>• The impact on GHG emissions depends on the materials banned. Diverting organic waste from landfill reduces GHG by preventing the generation of methane. Diverting recyclables also contributes to GHG reduction through reduced virgin material extraction and manufacturing. |
| | Potential for diversion<br>• High. The 2021-2022 curbside audit showed that recyclable materials make up approximately 12% of the materials found in the garbage stream. A successful ban could capture a significant portion of this, estimated at a 3% to 6% reduction in total landfilled waste. The diversion potential for other materials, such as organics which makes up approximately 40% of the garbage stream, could potential increase diversion potential up to 20%. |

## 4.4 Future State Cost of Service

Based on the opportunities identified in **Section 4.3**, the Cost-of-Service financial model in **Section 3.3.4** and **3.3.5** is updated for the future state to layer on the incremental costs. The following Cost-of-Service review provides an analysis of the future state of the County's costs to provide solid waste services.

### 4.4.1 Capital Infrastructure

The required capital over the forecast period to 2051 was based on the recommended identified opportunities. The capital expenditures are in addition to the capital projects identified in the current state (status quo) financial model. Of the options identified, not all options require capital expenditures as seen in **Table 26**.

### Table 26: Future State - Summary of Estimated Solid Waste Capital Expenditures (Inflated $)

| Description | Total 2025 to 2051 (CAD) |
|---|---|
| Reduce Frequency of YW Collection | N/A |
| Discontinue Christmas Tree Collection | N/A |
| Automated Curbside Garbage Collection<br>• Purchase of carts for distribution at beginning of service;<br>• Purchase of carts for replacements and distribution for growth after 1st year | $4,071,855 |
| Implement an Organic Waste Collection Program County-wide<br>• Purchase of carts for distribution at beginning of service;<br>• Purchase of carts for replacements and distribution for growth after 1st year | $4,216,100 |
| Implement an Organic Waste Collection Program – Areas greater than 500 people<br>• Purchase of carts for distribution at beginning of service;<br>• Purchase of carts for replacements and distribution for growth after 1st year | $2,773,700 |
| Offer Free or Discounted Composters | $1,199,000 |
| Optimization of Curbside Garbage Collection Study | $35,000 |
| Evaluating Funding Strategies | $35,000 |
| Implementing Scalehouse Software at the Transfer Station and Landfill | $100,000 |
| Waste Audit Program (Curbside and Facilities) – assuming external consultant utilized for audits | $854,003 |
| Promotion & Education (P&E) Strategy | $20,000 |
| Develop and Host Waste Management Facility Tours | $15,000 |
| Implement a Curbside Disposal Ban on Blue Box EPR and Other Divertible Materials from the Garbage Stream | N/A |

The current state capital expenditures identified from 2025 to 2051 forecast period total approximately $22.28 million. The additional capital expenditures identified for the future state total approximately $5.13 million (excluding the organics options (options 4, 5, and 6)). The addition of a County-wide organics program adds an additional $4.22 million in capital expenditures over the forecast period, and the addition of an urban-area (areas greater than 500 people) organics program with free or discounted composters for the remaining areas adds an additional $3.97million in capital expenditures over the forecast period. Below is a summary of capital expenditures depending on the options implemented:

- Current State: $22.28 million;
- Future State: 10 options (excluding organics): $27.41 million;
- Future State: 10 options plus a County-wide organics waste collection program: $31.63 million; and
- Future State: 10 options plus the two options: areas greater than 500 people organics option and free or discounted composters for the remainder of the County: $31.38 million.

### 4.4.2 Lifecycle Costs

Based on the capital identified, the County will need to allocate costs for the future replacements of these assets over the forecast period. Based on the assets' estimated average useful lives and replacement costs. The organics collection and automated curbside collection both would need to have annual life cycle costs set aside as seen in **Table 27**. Note, the savings for an Organic Waste Collection program are dependent on the program selected by the County (County-wide program or urban areas greater than 500 people program). The County tracks the useful lives of solid waste assets and maintains a schedule of replacement costs which were incorporated above into the capital expenditures. It is recommended that the County add the assets into the existing schedule of replacement costs beginning in 2035.

**Table 27: Future State – Lifecycle Costs**

| Option/Asset | Useful Life (Years) | Replacement Value | Year to Begin Savings | Annual Savings Required |
|---|---|---|---|---|
| Implement an Organic Waste Collection Program County-wide - Carts | 10 | $1,900,000 | 2035 | $190,000 |
| Implement an Organic Waste Collection Program – Areas greater than 500 people – Carts | 10 | $1,250,000 | 2035 | $125,000 |
| Automated Curbside Collection - Carts | 10 | $1,835,000 | 2035 | $183,500 |

For the purposes of this analysis, it is assumed that the County will establish a solid waste lifecycle reserve to allocate costs for the future organics and garbage cart replacements. The lifecycle reserve would be funded from the property tax levy in the operating budget. The annual addition into this reserve will fund the capital expenditures for cart replacements in 2035, therefore not requiring any debt or large fluctuations in the cost of service and levy requirements in any given year.

### 4.4.3 Recommended Capital Financing Approach

**Table 28** identifies the proposed funding strategies for the total capital identified in **Section 4.4.1**. It presents the funding summary assuming the County were to implement a County-wide organics program.

**Table 28: Future State – Capital Funding Summary 2025 to 2051 (Inflated $) – County-Wide Organics Program**

| Funding Summary | Current State Total $ 2025 to 2051 | Future State Total $ 2025 to 2051 |
|---|---|---|
| Development Charges Reserve Fund | $50,000 | $50,000 |
| Non-Growth-Related Debenture Requirements | $4,400,000 | $4,400,000 |

| Funding Summary | Current State Total $ 2025 to 2051 | Future State Total $ 2025 to 2051 |
|---|---|---|
| Corporate Fleet Replacement Reserve | $137,719 | $137,719 |
| Lifecycle Reserve Fund | $0 | $2,236,855 (Increases to $4,552,955 with a County-wide organics collection program or $3,760,555 with an urban area organics collection program) |
| Public Works/Operations Capital Reserve | $17,691,281 | $20,585,281 (Increases to $22,485,281 with a County-wide organics collection program or $23,034,281 with an urban area organics collection program) |
| **Total** | **$22,279,000** | **$27,409,855 (Increases to $31,625,954 with a County-wide organics collection program or $31,382,554 with an urban area organics collection program)** |

### 4.4.4 Operating Expenditures and Revenues

**Table 29** outlines the additional operating expenditures needed from now until 2051, based on 13 identified options. These costs are in addition to those previously noted in **Section 3.3.4**. Not all options require operating expenditures. Bracketed amounts indicate operating cost reductions.

### Table 29: Future State - Summary of Estimated Solid Waste Operating Expenditures (Inflated $)

| Future State – Expenditures | Total $ 2024 to 2051 |
|---|---|
| Reduce Frequency of YW | ($3,201,900) |
| Discontinue Christmas Tree Collection | ($316,600) |
| Automated Curbside Collection | -$13,536,540 |
| Implement an Organic Waste Collection Program County-wide | $68,485,600 |
| Implement an Organic Waste Collection Program – Areas greater than 500 people | $45,401,141 |
| Offer Free or Discounted Composters | $428,300 |
| Optimization of Curbside Garbage Collection Study | N/A |
| Evaluating Funding Strategies | N/A |
| Implementing Scalehouse Software at the Transfer Station and Landfill | $425,886 |
| Completion of Waste Audits at Waste Management Facilities | N/A |
| P&E Strategy | N/A |
| Develop and Host Waste Management Facility Tours | $300,700 |
| Curbside Disposal Ban on Blue Box EPR and Other Divertible Materials from the Garbage Stream | $300,700 |
| **Total with County- Wide Organics** | **$52,018,184** |
| **Total with Urban Area Organics (500+ people) a Free or Discounted Composters** | **$29,801,688** |

The current state operating expenditures for 2025 to 2051 are estimated at $196.58 million. The additional operating expenditures identified for the future state range from approximately $29.80 million to $52.02 million. Therefore, the total operating expenditures range from approximately $226.38 million to $248.60 million with the addition of the options identified and the expenditures included in the County budget currently as identified in **Table 30**.

**Table 30: Future State – Solid Waste Operating Expenditures 2025 to 2051 (Inflated $)**

| Operating Expenditures | Current State Total $ 2025 to 2051 | Future State Total $ 2025 to 2051 (County-Wide Organics) | Future State Total $ 2025 to 2051 (Urban Area Organics |
|---|---|---|---|
| 462000 Solid Waste Admin | $20,411,599 | $21,012,999 | $21,012,999 |
| 464000 Waste Collection | $119,349,035 | $170,339,933 | $148,123,436 |
| 466000 Paris Landfill | $13,779,517 | $13,992,460 | $13,992,460 |
| 467000 Burford Landfill | N/A | N/A | N/A |
| 468000 Biggars Lane Landfill | $43,038,811 | $43,251,754 | $43,251,754 |
| **Total Operating Expenditures** | **$196,578,962** | **$248,597,146** | **$226,380,650** |

#### 4.4.4.1 Solid Waste Operating Revenues

To be conservative, no additional revenues have been estimated for the 13 options. However, the County could receive revenues from the sale of organics in the future.

### 4.4.5 Future State Total Cost of Service

The Future State Cost-of-Service analysis integrates the current model with 13 new options to estimate the total future costs of solid waste services in the County through 2051. This analysis accounts for capital needs, lifecycle savings and operating expenditures and revenues. The net Cost-of-Service for 2025 is projected at $4.47 million, rising to approximately $12.97 million by 2051 with implementing County-wide organics collection. The total 2051 cost of service decreases to $11.42 million if the County implements an urban area greater than 500 people organics collection program with offering free or discounted composters. The total cost of service is broken down by the County's budget categories in **Table 31**. The costs are outlined by waste stream in **Figure 14**. **Table 32** compares the current and future Cost-of-Service, resulting from the 13 identified options. By 2051, the Cost-of-Service indicates a 20% to 36% increase from

the current state, primarily due to the addition of an organics collection program. **Table 33** shows the various cost components (i.e. operating, capital-related operating, lifecycle, and capital expenditures) contributing to the overall future state cost of service, assuming the County-wide organics collection program is selected.

**Table 31: Cost of Service Allocated to the County's Budget Categories**

| Budget Category | Total Cost of Service (2025 to 2051) County-Wide Organics | Total Cost of Service (2025 to 2051) – Urban Area Organics |
|---|---|---|
| 462000 Solid Waste Admin | $20,910,399 | $20,910,399 |
| 464000 Waste Collection | $176,353,318 | $152,811,621 |
| 466000 Paris Landfill | $8,942,605 | $ 8,942,605 |
| 467000 Burford Landfill | N/A | N/A |
| 468000 Biggars Lane Landfill | $38,473,258 | $38,473,258 |
| **Cost of Service** | **$244,679,580** | **$221,137,883** |

**Figure 14: Total Future State Net Cost of Service**

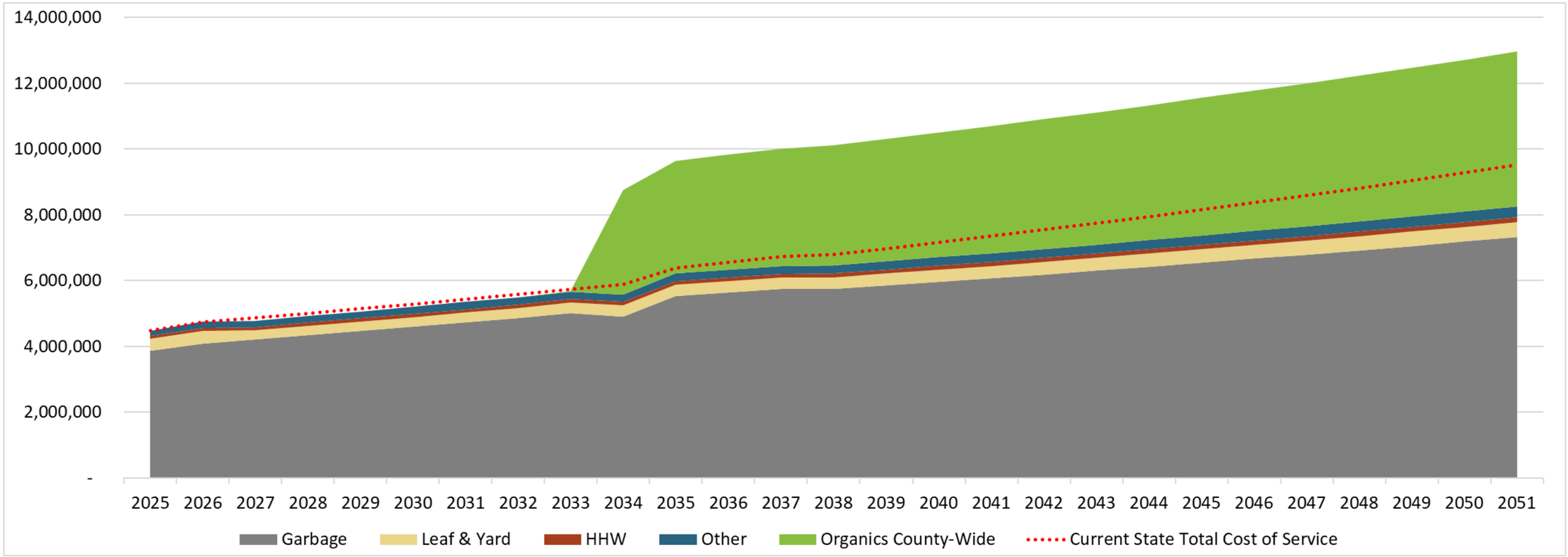


**Table 32: Current State versus Future State Net Cost-of-Service for Recovery Comparison**

| Year | Current State | Future State | Percentage Change |
|---|---|---|---|
| **2025** | $4,472,458 | $4,472,458 | **0%** |
| **2026** | $4,742,044 | $4,759,544 | **0%** |
| **2027** | $4,872,345 | $4,775,095 | **-2%** |
| **2028** | $5,005,946 | $4,926,751 | **-2%** |
| **2029** | $5,143,147 | $5,062,412 | **-2%** |
| **2030** | $5,284,248 | $5,201,878 | **-2%** |
| **2031** | $5,428,649 | $5,344,650 | **-2%** |
| **2032** | $5,578,850 | $5,493,127 | **-2%** |
| **2033** | $5,732,851 | $5,680,410 | **-1%** |
| **2034** | $5,891,052 | $8,742,698 | **48%** |
| **2035** | $6,385,371 | $9,645,210 | **51%** |
| **2036** | $6,551,372 | $9,829,100 | **50%** |
| **2037** | $6,721,873 | $10,016,220 | **49%** |
| **2038** | $6,797,084 | $10,107,443 | **49%** |
| **2039** | $6,976,485 | $10,302,250 | **48%** |
| **2040** | $7,160,186 | $10,500,653 | **47%** |
| **2041** | $7,348,787 | $10,703,054 | **46%** |
| **2042** | $7,543,188 | $10,910,155 | **45%** |
| **2043** | $7,742,489 | $11,121,258 | **44%** |
| **2044** | $7,946,690 | $11,336,366 | **43%** |
| **2045** | $8,156,191 | $11,555,779 | **42%** |
| **2046** | $8,371,092 | $11,779,500 | **41%** |
| **2047** | $8,590,393 | $12,007,832 | **40%** |
| **2048** | $8,815,194 | $12,240,577 | **39%** |
| **2049** | $9,045,795 | $12,478,036 | **38%** |
| **2050** | $9,281,996 | $12,720,013 | **37%** |
| **2051** | $9,524,497 | $12,967,109 | **36%** |

### Table 33: Future State Cost of Service Components

**Table Note:**

*Capital Expenditures are assumed to be funded through the general tax levy, therefore do not contribute to the solid waste cost of service

| Year | Operating Expenditures | Capital related Operating Expenditures | Lifecycle Expenditures | Cost of Service | Capital Expenditures* |
|---|---|---|---|---|---|
| **2025** | $4,372,568 | $99,890 | $0 | **$4,472,458** | $312,000 |
| **2026** | $4,659,654 | $99,890 | $0 | **$4,759,544** | $952,000 |
| **2027** | $4,675,205 | $99,890 | $0 | **$4,775,095** | $4,552,000 |
| **2028** | $4,826,861 | $99,890 | $0 | **$4,926,751** | $36,000 |
| **2029** | $4,962,522 | $99,890 | $0 | **$5,062,412** | $3,643,000 |
| **2030** | $5,101,988 | $99,890 | $0 | **$5,201,878** | $15,000 |
| **2031** | $5,244,760 | $99,890 | $0 | **$5,344,650** | $1,172,800 |
| **2032** | $5,393,237 | $99,890 | $0 | **$5,493,127** | $6,131,750 |
| **2033** | $5,580,520 | $99,890 | $0 | **$5,680,410** | $933,750 |
| **2034** | $8,642,808 | $99,890 | $0 | **$8,742,698** | $7,073,500 |
| **2035** | $8,835,602 | $432,308 | $377,300 | **$9,645,210** | $303,300 |
| **2036** | $9,011,921 | $432,308 | $384,870 | **$9,829,100** | $0 |
| **2037** | $9,191,298 | $432,308 | $392,613 | **$10,016,220** | $0 |
| **2038** | $9,374,593 | $332,418 | $400,432 | **$10,107,443** | $0 |
| **2039** | $9,561,405 | $332,418 | $408,426 | **$10,302,250** | $299,500 |
| **2040** | $9,751,636 | $332,418 | $416,599 | **$10,500,653** | $130,000 |
| **2041** | $9,945,685 | $332,418 | $424,951 | **$10,703,054** | $197,000 |
| **2042** | $10,144,253 | $332,418 | $433,484 | **$10,910,155** | $0 |
| **2043** | $10,346,640 | $332,418 | $442,199 | **$11,121,258** | $379,400 |
| **2044** | $10,552,948 | $332,418 | $450,999 | **$11,336,366** | $149,000 |
| **2045** | $10,763,375 | $332,418 | $459,985 | **$11,555,779** | $4,552,955 |
| **2046** | $10,977,923 | $332,418 | $469,159 | **$11,779,500** | $0 |
| **2047** | $11,196,892 | $332,418 | $478,522 | **$12,007,832** | $141,200 |
| **2048** | $11,420,082 | $332,418 | $488,077 | **$12,240,577** | $21,000 |
| **2049** | $11,647,794 | $332,418 | $497,824 | **$12,478,036** | $164,000 |
| **2050** | $11,879,828 | $332,418 | $507,767 | **$12,720,013** | $253,000 |
| **2051** | $12,116,785 | $332,418 | $517,906 | **$12,967,109** | $213,800 |

## 4.5 Strategic Plan

A Strategic Plan outlining implementation considerations for each of the 13 recommended options is included in **Appendix D**. This includes contract awards, potential risks, mitigation measures and key timing dependencies. It provides guidance on contract development, policy updates and operational planning to support a coordinated transition to the future state solid waste management system. A timeline to identify key milestones in the implementation of the options over the next 25 years has also been provided.

### 4.5.1 Education and Outreach Strategy

An effective education and outreach strategy is important for enhancing public understanding and increasing waste diversion in the County. This initiative will include educational videos, facility tours and school programs tailored to both urban and rural communities. The first step is to develop a plan targeting various demographics, addressing unique community needs and outlining the budget and resources for creating video content and promotional materials. The plan should also identify potential partners and local leaders for collaboration, which is important for community support and program promotion. Additionally, it should incorporate feedback mechanisms to continuously improve content and delivery. Steps for each recommended option are detailed in the following subsections

#### 4.5.1.1 Promotion and Education

Following the selection of Option 11: Promotion & Education Strategy and Option 12: Waste Management Facility Tours in **Section 4.3.4**, as preferred options, this section details how to execute these initiatives effectively. The specific concepts outlined below stem directly from proven strategies from other municipalities that have successfully increased waste diversion.

This section is designed as a toolkit to help the County build out its communications. For both the P&E Strategy and the Facility Tours, we provide a deeper dive into the necessary components, from core content development and multi-platform distribution to methods for fostering community engagement and feedback. Following this guide

will allow the County to roll out a P&E program that is responsive to resident needs and drives the success of its waste management programs.

The P&E strategy should contain the following sections and information:

**Introduction**

- Importance of waste management education and outreach in the County;
- Background on waste management challenges and opportunities; and
- Purpose and scope of the education and outreach strategy.

**Key Audience Mapping**

- Demographic analysis and overview of key audiences; and
- Strategies for communicating to each key audience.

**Communications Objectives**

- Define desired outcomes in education, outreach and behaviour change.

**Education and Outreach Components**

- Development of Educational Videos and Tools:
  - Content creation and promotion strategies;
- Facility Tours:
  - Content creation and promotion strategies; and
- School Programs:
  - Curriculum integration and educator training.

**Resource Allocation**

- Budget considerations for content creation and promotional materials; and
- Allocation of resources for site tours and school program development.

**Partnerships and Collaboration**

- Identification of potential partners and local leaders;
- Strategies for building and maintaining partnerships; and
- Role of partners in program promotion and community engagement.

**Communication and Promotion Strategy**

- Diverse approach for reaching diverse audiences:
  - Use of social media, websites, newsletters, brochures, booklets and advertisements.

**Feedback and Evaluation**

- Mechanisms for gathering and analyzing feedback such as monitoring engagements (clicks, likes, etc. on social media) and participant surveys.

#### 4.5.1.2 Educational Videos and Tools

This section outlines strategies for creating and distributing educational videos and tools to improve public understanding of waste management practices. It covers content development, distribution methods, and engagement techniques to effectively reach and inform both rural and urban audiences.

**Content Development**

- Identify key messages, topics and waste management processes to highlight in the video;
- Develop scripts and storyboards for educational videos; and
- Produce high-quality videos through filming and editing.

**Distribution**

- Create a plan to disseminate videos via social media platforms, the County's website and printed options for rural residents such as mail outs and flyers; and
- Make content accessible and appealing to both rural and urban audiences.

**Engagement and Feedback**

- Monitor views and engagement on videos to evaluate reach and engagement; and
- Encourage viewer interaction and feedback to assess video effectiveness and use feedback to refine and improve future video content.

### 4.5.1.3 Facility Tours

This section outlines the organization of facility tours to enhance public understanding of waste management operations. It covers planning and coordination, staff training and safety and P&E to facilitate informative and successful tours.

**Tour Planning and Coordination**

- Identify waste management facilities suitable for public tours; and
- Develop a schedule that minimizes disruption to regular operations.

**Staff Training and Safety**

- Train staff to lead informative and engaging tours; and
- Establish safety protocols for participant safety.

**Promotion and Engagement**

- Create a communication plan to promote tours and encourage participation; and
- Gather participant feedback to continuously improve the tour.

### 4.5.1.4 School Programs

This section outlines the integration of waste management education into school programs. It covers curriculum development, educator training and program evaluation to create engaging and age-appropriate learning experiences.

**Curriculum Development**

- Collaborate with schools to integrate waste management education into existing curriculum; and
- Develop age-appropriate educational materials and resources, with materials customized to different age groups.

**Educator Training**

- Provide training for educators to effectively deliver waste management content, or train staff to deliver training.

**Program Evaluation**

- Collect feedback from students, teachers and schools to assess program effectiveness; and
- Use insights to refine and expand educational offerings.

# 5.0 Conclusion

The County's SWMMP is the culmination of a multi-phase planning process. Tasks included an assessment of existing infrastructure, programs and service delivery, a jurisdictional scan of comparable providers, a review of statutory requirements and emerging policy trends at the local, provincial and federal levels and interviews with County staff. It is common practice to update a SWMMP every five to ten years to confirm that waste management strategies remain effective and sustainable and aligned with environmental regulations, technological advancements and changing community needs.

In this SWMMP, a set of 13 strategic options aimed at improving long-term service delivery, enhancing diversion and providing financial and environmental sustainability have been developed. These options reflect a system-wide approach to refining waste management services and preparing for future demands, particularly in the context of population growth, evolving regulatory frameworks and emerging service expectations. The options are organized into five core areas:

- Cost savings options;
- Curbside collection and organics diversion options;
- Operational enhancement options;
- P&E; and
- Policy and regulation.

# Appendix A

## Interview Questions



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1. What do you think are the main strengths of the County's current waste management and collection system, and are there any specific programs or initiatives that have proven particularly effective?
2. Do you see any weaknesses in the current system that you would like to describe? (What are your most prominent concerns regarding the existing waste management and collection system, and how do these concerns impact operational efficiency and environmental outcomes?)
3. Can you identify any strategic opportunities for enhancing the current waste management and collection system, particularly in terms of technology adoption, community engagement, or policy development?
4. Are there any specific local challenges you encounter in the realm of waste management and collection specific to Brant, such as geographic constraints, population density, or variations in waste generation?
5. What key performance indicators (KPIs) are presently used to measure the effectiveness of the waste management and collection system, and how are these KPIs tracked and reported, if at all?
6. Are the current KPIs adequate for evaluating the future requirements of the waste management system? (Please elaborate on any additional metrics that you think could provide a more comprehensive evaluation of the current waste management system.)
7. Are there any areas where the collaboration between County staff and contractors could be optimized, such as through enhanced technologies or working processes?
8. Could you describe how county staff and contractors currently operate within the waste management system, and what are the dynamics of their interaction in terms of communication, accountability, and performance monitoring?
9. How has the upcoming Blue Box EPR transition influenced Brant's waste management and collection system, and have adequate measures been taken with Circular Materials (CMO) to allow for a proper transition?

10. Is there anything you would like to point out regarding the County's waste management (transportation, landfills, transfer stations, etc.) or the services available to residents (locations for hazardous waste, construction/demolition material disposal, electronics, etc.)?
11. Are there any existing Environmental Compliance Approvals that have a significant impact on the waste management practices within the municipality?
12. How do you anticipate future legislative or regulatory changes will affect the waste management system, and can you identify any proactive measures to mitigate potential challenges and leverage new opportunities?
13. Are there any other municipalities that Brant's waste management programs are frequently compared to, and is any benchmarking data or analyses available to inform our practices?
14. What specific elements of these other municipalities' waste management programs should be considered in our jurisdictional analysis, particularly in terms of any innovative practices, cost-effectiveness, and community engagement?
15. Do you have any ideas, insights or recommendations on how you would like to advance the waste management and collection system in the County? (Including potential pilot projects, partnerships, or funding opportunities that could drive improvement of Brant's waste management system).
16. Has there been any Council discussion on future diversion targets and if so, methods to reach them? What are the Council's perspective when it comes to residents being willing to spend money on increased diversion?
17. With the EPR transition, have there been any council discussions on how to access information on diversion rates?
18. Do you have any thought on how an organics program could or should be funded? What if the program is only available for the urban areas?

# Appendix B

## Curbside Collection Opportunities



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| Opportunity | Pro | Cons |
|---|---|---|
| Weekly Urban Garbage Collection, Bi-weekly Rural Garbage Collection | **County:**<br>• Reduces costs, encourages waste diversion, optimizes resources.<br>**Residents:**<br>• Reduces urban odour/pest issues. | **County:**<br>• Complex scheduling, potential illegal dumping.<br>**Residents:**<br>• Inconvenient for rural, medical waste not weekly. |
| Bi-weekly Garbage Collection (County wide service) | **County:**<br>• Reduces costs, encourages diversion, lowers environmental impact.<br>**Residents:**<br>• Promotes waste reduction. | **County:**<br>• Potential illegal dumping, holiday excess waste.<br>**Residents:**<br>• Inconvenient for large households, odour/pest issues. |
| Six Day Collection Cycle | **County:**<br>• Flexible scheduling, better resource allocation.<br>**Residents:**<br>• Decreases traffic congestion. | **County:**<br>• Complex logistics, potential labour costs.<br>**Residents:**<br>• Confusing schedule, increased complaints. |
| Reduce Bag Limits | **County:**<br>• Encourages diversion, extends landfill lifespan.<br>**Residents:**<br>• Promotes waste reduction. | **County:**<br>• Potential illegal dumping, enforcement needed.<br>**Residents:**<br>• Inconvenient for large households, increased complaints. |

| Opportunity | Pro | Cons |
|---|---|---|
| One-sided Road Collection | **County:**<br>• Reduces time, fuel, emissions.<br>**Residents:**<br>• Environmentally friendly, less traffic/noise. | **County:**<br>• Infrastructure changes needed.<br>**Residents:**<br>• Inconvenient, unsafe, seasonal challenges. |
| Organics Program | **County:**<br>• Reduces landfill waste, promotes sustainability.<br>**Residents:**<br>• Environmentally friendly, reduces odours. | **County:**<br>• Implementation costs, resource needs.<br>**Residents:**<br>• Requires handling/separation effort. |
| Community Partner for Bulky Waste | **County:**<br>• Leverages resources, reduces dumping.<br>**Residents:**<br>• Convenient disposal. | **County:**<br>• Coordination needed, limited availability.<br>**Residents:**<br>• Requires scheduling/transport. |
| Curbside Exchange Weekends | **County:**<br>• Reduces waste, promotes reuse.<br>**Residents:**<br>• Encourages community sharing. | **County:**<br>• Requires organization, promotion.<br>**Residents:**<br>• Unclaimed items need disposal, increased traffic. |

| Opportunity | Pro | Cons |
|---|---|---|
| Discontinue Christmas Tree Collection | **County:**<br>• Reduces costs, encourages alternative disposal.<br>**Residents:**<br>• Potential reduction in taxes associated with waste management. | **County:**<br>• Potential illegal dumping, P&E efforts needed.<br>**Residents:**<br>• Inconvenient, increased complaints. |
| Reduce Frequency of YW Collection | **County:**<br>• Reduces costs, encourages composting.<br>**Residents:**<br>• Promotes sustainable practices. | **County:**<br>• Potential illegal dumping, P&E efforts needed.<br>**Residents:**<br>• Inconvenient for large yards, increased complaints. |
| Semi-Automated Cart Collection | **County:**<br>• Standardizes containment, reduces litter.<br>**Residents:**<br>• Easier waste management. | **County:**<br>• Resource needs for maintenance.<br>**Residents:**<br>• Requires space, transition complaints. |
| Automated Cart Collection | **County:**<br>• Standardizes containment, increases efficiency.<br>**Residents:**<br>• Easier management. | **County:**<br>• Resource needs for maintenance.<br>**Residents:**<br>• Requires proper placement, space, transition complaints. |

# Appendix C

## Engagement Presentation Boards



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*Welcome to the*

# Solid Waste Management Master Plan Open House

**We're gathering public input on the proposed items being considered for implementation in the Solid Waste Management Master Plan and offering residents an opportunity to discuss the project with County of Brant staff.**

SCAN ME

**Please sign in and take a survey form, or visit EngageBrant/SolidWaste (or scan the QR code) to fill out the online survey.**

**EngageBrant.ca/SolidWaste**

COUNTY OF Brant Simply Grand

# Solid Waste Management Master Plan



**The County of Brant (the County) has initiated the development of a new Solid Waste Management Master Plan (SWMMP).** The SWMMP will serve as a roadmap for the County's solid waste management programs and practices over the next 25 years. The plan aims to assess the currents state of the County's programs while also laying the foundation for a sustainable and resilient waste management system that meets the needs of the growing community.

## Steps to completing a Solid Waste Management Master Plan

1. **Review the current state of the Solid Waste Programs** (Curbside Collection and Solid Waste Facility Operations)
2. **Review past studies completed** (Organic Pilot Project, Waste Recycling Strategy and the 2023 Solid Waste public engagement)
3. **Review similar Ontario municipalities programs/practices**
4. **Review Industry Best Management Practices and Legislation/Policy Framework**
5. **Identify Opportunities for Refinement and Future Planning**
6. **Public Engagement** — we are here!
7. **Finalize SWWMP and gain approval from Council**

SCAN ME

**EngageBrant.ca/SolidWaste**

# Project Timeline

### 2024 – Program and Best Practices Review

We're taking a close look at how waste is currently managed in the County, reviewing past studies and public input, exploring what other Ontario municipalities are doing, and identifying industry best practices to help shape future improvements.

### Engage with us – May 12 to June 6, 2025

we are here!

- Complete the online survey.
- Attend an Open House on May 26, 2025.

### Engagement is closed. Thank you for participating!

Engagement is now closed for evaluation and review.
The project team will compile all input gathered and will report back on key outcomes.

### Final Plan Presented to the Administration and Operations Committee – September 16

- September 16, 2025 – The final plan will be presented to the Administration and Operations Committee at 9:00 am.
- Meetings are open to the public and can also be viewed on the County of Brant YouTube Channel at **brant.ca/Live**.
- An update summary and copy of the report will be available on this page after the meeting.

**EngageBrant.ca/SolidWaste**



# Blue Box

## Recycling Program Transition

As of January 1, 2025, the Blue Box program in the County of Brant is managed and operated by Circular Materials, who has contracted Emterra Environmental for Blue Box collection. For more information, visit **circularmaterials.ca/brant**.

**Producer Responsibility**
The County of Brant is no longer involved in the residential curbside collection Blue Box program, and therefore this service is not considered in the Master Plan.

# Solid Waste Master Plan

## 25-year road map to guide solid waste management

**Non-timeline proposed opportunities**
- Offer Discounted and/or Free Composter Giveaway Event
- Ban Blue Box Material in garbage
- Review hours of Paris Transfer Station

### Planning for 2027 collection contract

Cost Savings Options
- Yard Waste Reduction
- Christmas Tree Collection

### Planning for 2034 collection contract

- Collection Method (Manual vs Automated)
- Organic Collection Program
- Collection Frequency
- Funding Strategy

**2035**

**The County's population projected to be over 50,000**

**Short Term**
**2025-2027**

**Medium Term**
**2027-2040**

**Long Term**
**2041-2050**

**2027**
Award Spring 2026

**2034**
Award Spring 2032

**2041**
Award Spring 2039

**2048**
Award Spring 2046

**2055**



**Did you know?** Every **7 years**, the County signs another collection contract. This is the average lifespan of a collection truck!



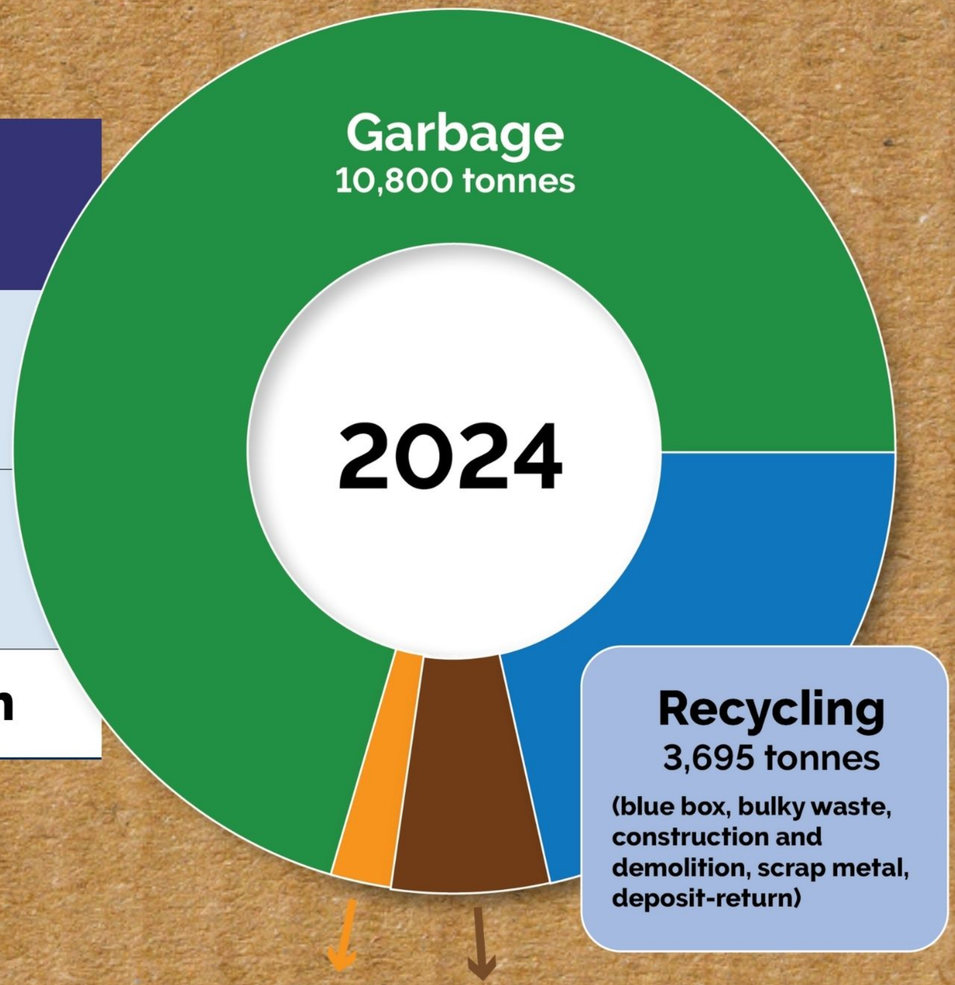

EngageBrant.ca/**SolidWaste**

# Waste Generation in the County of Brant

| Residential Garbage and Recycling Waste | Total Tonnes (2024) | Per Person (2024) |
|---|---|---|
| **Diverted** (Recycling, Organics, Other) | 5,420 **(33%)** | 127 kg/person |
| **Landfilled** (Garbage) | 10,800 **(67%)** | 252 kg/person |
| **Total** | **16,220** | **379 kg/person** |



**EngageBrant.ca/SolidWaste**



# Current County Garbage and Recycling Services

- Weekly curbside collection and disposal of garbage.
- Yard Waste collection in urban areas (twice a month in May and November; once a month June-to-October).
- Curbside collection of Christmas trees in January.
- Curbside bulky waste collection by call-in request (Maximum 2 collections per year).
- 8 Household Hazardous and Special Waste collection event (Partnership with City of Brantford.
- Subsidized sale of backyard composters.
- Operation of the Biggars Lane Landfill site and Paris Transfer Station.

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## Diversion Programs offered at Landfill and Paris Transfer Station

- **Blue Box materials**
- **Textiles** (clothes)
- **Cardboard**
- **Electronic waste**
- **Tires**
- **Batteries**
- **Brush and yard waste**
- **Clean white Styrofoam**

**Construction and demolition material:**

- **Rubble (i.e. asphalt, concrete and masonry)**
- **Metal** (i.e. iron, steel, brass, aluminum, copper, bath tubs, hardware)
- **Wood**
- **Drywall**
- **Asphalt shingles**
- **Porcelain/toilets**
- **Electrical wiring**
- **Floor tiles**
- **Windows/doors**






The 2024 program costs $4,400,000

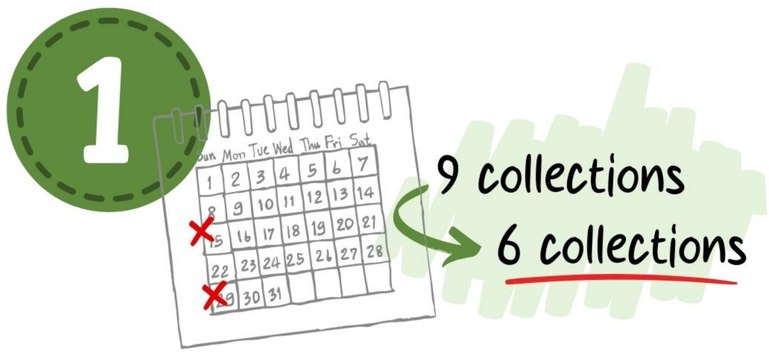
**Services are funded by municipal taxes**

# Cost Saving Options

Please provide your input through the survey

SCAN ME

**Options being considered for implementation** in the Solid Waste Management Master Plan.




## Reduction of Urban Yard Waste Collections

- Reduce the number of annual collections from nine to six, with three in spring and three in fall.

**Estimated Cost Savings: $100,000 annually**




## Discontinuing the Christmas Tree Collection Program

- Christmas Tree collection (which currently occurs in the first 2 weeks of January) would no longer take place.
- Christmas Trees would continue to be accepted free of charge at the Biggars Lane Landfill and Paris Transfer Station.

**Estimated Cost Savings: $10,000 annually**




## Curbside Collection on One Side of Road

*(for select rural roads only)*

- In selected rural areas, residential waste would be collected from one side of the road only (these would be roads with minimal traffic).
- Roads would only be selected where the practice can be done safely.
- Users would need to set out their set out materials on the designated collection side of the road.

**Estimated Cost Savings: Potential 2-5% savings compared to requirement of two-way collection on all roads**

# Collection/Organics Options

Provide your input through the survey

SCAN ME

**Options being considered for implementation** in the Solid Waste Management Master Plan.

## Collection Method Options

**1. Manual Collection** - This method relies on workers manually collecting waste from curbside. This practice typically has a higher employee injury rate than automated collection, but a lower initial capital cost for the equipment required.

**2. Automated Collection** - Automated vehicles equipped with mechanical arms would collect garbage, and organics if implemented, from standardized curbside carts. Residents would place their carts at the curb and the collection vehicle's automated system would handle the collection process. This method increases efficiency and speed of waste collection, reducing labour costs and potential for worker injuries. The use of automated collection vehicles is becoming a standard across the industry.

## Collection Frequency

**1.** Weekly urban and biweekly rural garbage collection, no organic collection in any areas

**2.** County-wide biweekly garbage collection, no organic collection in any areas

**3.** Weekly rural garbage collection and biweekly garbage with weekly organic waste collection in urban areas

**4**. Biweekly garbage with weekly organic waste collection in entire county

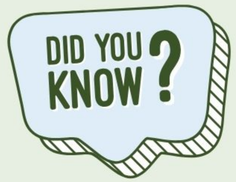
**5.** Six-day collection cycle (43 Collections per year) - The six-day collection cycle shifts from a five-day Monday-to-Friday schedule to a six-day rotating schedule, this would advance the collection day by one day each week.



## Organics Collection Options

Proposed to be implemented with 2034 contract

1. **County Wide Collection**
2. **Urban Areas Only**
3. **Urban Areas with greater than 500 people**




***When the County reaches a population of 50,000, it will be required by the Province to provide a curbside organic collection program to urban areas at a minimum. based on population predictions, this will happen in 2035.***

## Reduced Cost/Free Composter

Offer composters at a reduced price or host free giveaway events in areas without access to an organics curbside collection program.






## Ban Recyclable/Divertible Material in Garbage

A ban would help reduce unnecessary landfill waste and support the County's sustainability goals.

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## Review of operating hours for the Paris Transfer Station




### Current Hours

**Tuesday and Thursday**: 9:30 am to 2:00 pm

**Saturday Hours**
(April-to-November): 8:00 am to 4:00 pm
*Starts second weekend of April*

(November-to-April): 9:00 am to 3:00 pm
*Starts second weekend of November*

Closed on statutory holidays

**Options being considered for implementation** in the Solid Waste Management Master Plan.

# Waste Collection Program Funding Strategy

**1. Tax Levy** – Property Taxes *(current method)*

**2. User Pay** - Residents pay based on how much waste they produce. This could include things like bag tags or annual fees based on bin size *(if automated collection is used)*

**3. Area Rated Tax** - Only people who receive a service pay for it through their property taxes.
*(For example, if organics collection is only offered in urban areas, only those areas would pay for that service)*

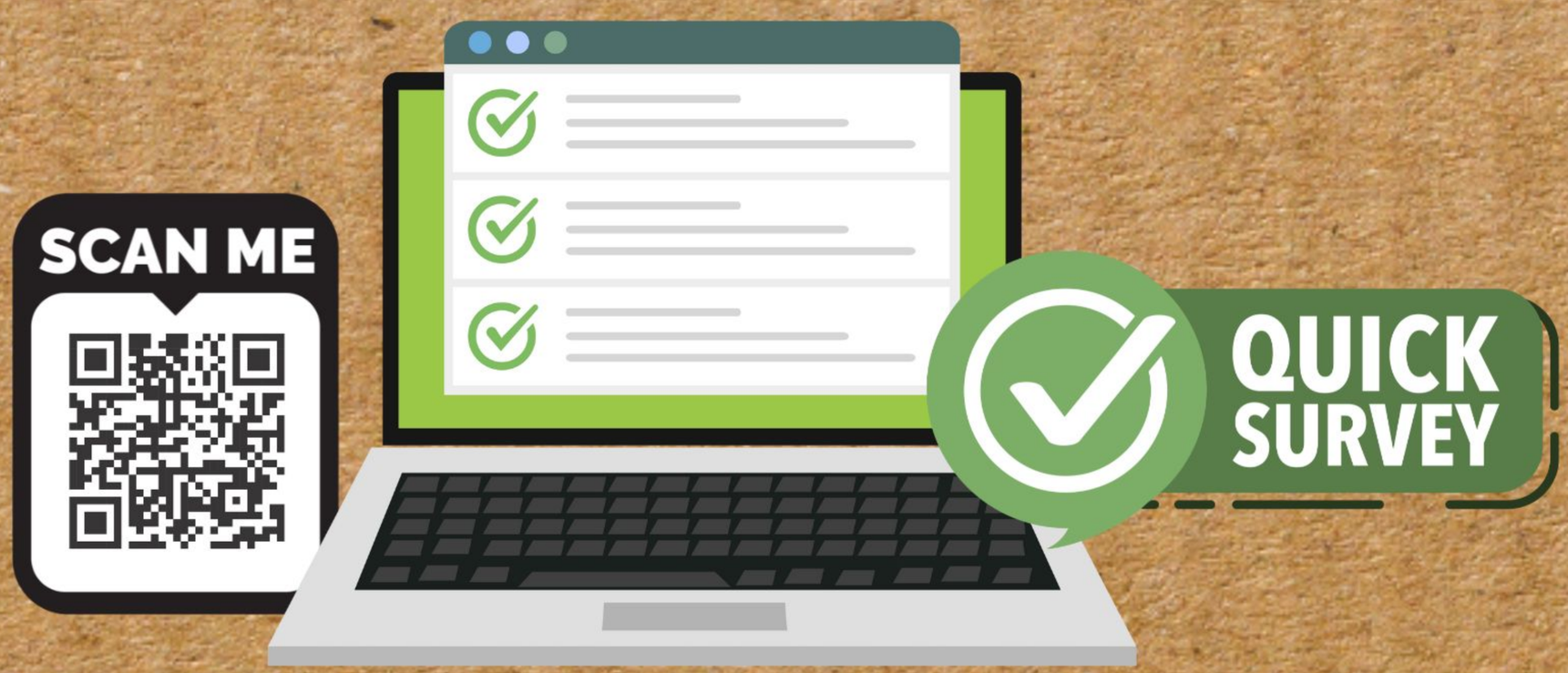






Please provide your input through the survey

SCAN ME




# Thank you for your participation!

Please submit your completed survey by **June 6, 2025**, using one of the following methods:

**Drop-off:** Place it in the “Survey Box” on the front table

**Mail:**
Corporation of the County of Brant
26 Park Avenue, P.O. Box 160
Burford, ON N0E 1A0

**Email**: **operations@brant.ca**

For more information or to complete the survey online, please visit **EngageBrant.ca/SolidWaste**.




**EngageBrant.ca/SolidWaste**

# Appendix D

## Strategic Plan



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# Strategic Plan

The SWMMP offers an assessment of the County's current waste management services, including the administration of programs and management of contracts to facilitate service delivery. This evaluation, based on the County's operational context, facilitates the planning for future demands, especially as population growth and increased waste generation add pressure to the system including the County owned landfill.

Creating the SWMMP is a strategic move for the County, as it will guide the enhancement of current practices and bolster financial and environmental sustainability over the long term. This perspective may enable prioritization and a more efficient allocation of resources through modifications and improvements to waste management contracts, operational practices, programs and service delivery.

The SWMMP outlined 13 options for enhancing the County's waste management system. While all options address the County's needs and align with its priorities, careful consideration is needed regarding their feasible implementation. This Strategic Plan evaluates the desired outcomes and risks associated with implementing these options, offering guidance on progressing towards the future state of waste management.

### Cost Savings Options

Two of the options are direct cost reduction options by changing the level of service. These are:

- Reduce Frequency of YW Curbside Collection; and
- Discontinue Christmas Tree Collection.

The opportunity of cost reductions should be included in the collection contract starting in 2027.

The following risks and mitigation measures should be noted in relation to the cost-reduction options:

| Risks | Mitigation Measures |
|---|---|
| • Decreased resident satisfaction as those who rely on these services may feel inconvenienced and perceive a reduction in services without a corresponding decrease in taxes, leading to negative public sentiment and potential political backlash. | • Clear communication announcing changes well in advance with clear, concise and repeated messaging through multiple channels.<br>• Emphasize and provide information on alternative solutions such as backyard composting.<br>• Establish a system to actively monitor social media, emails and phone calls for feedback and address concerns promptly and respectfully. |
| • Illegal dumping might increase as residents may resort to dumping YW in natural areas, vacant lots or even on roadsides. They might also choose to burn waste in their backyards, leading to air quality issues and fire hazards. | • Clear communication of the reasons for the changes and disposal options available for the residents. |

To implement these options accordingly, Council decisions will be required. This includes, but is not limited to:

- Adoption of by-law amendments, or a decision to revoke and adopt a new waste by-law, reflecting changes based on Council decisions;
- Direction, in accordance with Council procurement policies, on the development and execution of the collection contract.

### Collection and Organics Diversion Options

Six options for collection and organics focus on the longer-term future of curbside collection, providing a strategic pathway for modernization for the contract period commencing in 2034 and beyond:

- Automated Curbside Collection;
- County-wide Residential Organic Waste Curbside Collection Program (to be implemented if Provincial ban on landfill organics passed);
- Residential Organic Waste Curbside Collection Program for Areas Greater than 500 people (to be implemented if Provincial ban on landfill organics is not passed);

- Offer Free or Discounted Composters to areas not receiving curbside organics collection; (to be implemented if Provincial ban on landfill organics is not passed);
- An Optimization of Curbside Garbage Collection Study; and
- Study to Evaluate Funding Strategies.

Opportunity exists for the County to implement these options strategically. It is important that the approach to the 2034 collection contract is carefully considered, in part due to the County's estimated population growth.

The following risks and mitigation measures should be noted in relation to the curbside-collection options:

| Risks | Mitigation Measures |
|---|---|
| • The potential impact of tariffs from the United States regarding the availability of new collection vehicles and replacement parts remains currently uncertain. | • Monitor the market and procure the new collection contractor as early as reasonably possible. |
| • Residents, and commercial units on collection routes may disagree with County decisions based on information from the studies. For example, selected factors such as implementing receptacle limits and / or changing collection frequency. | • Council will need to discuss the proposed changes and amend or revoke and replace the by-law. Changes to the by-law will need to include enforcement measures.<br>• P&E will be needed to inform users on collection routes of the changes. The County will need to allow sufficient time for communications / key messages to be prepared and for information to be posted and/or distributed. |
| • The successful waste collection service proponent will require at least two years, following the contract award date, to secure collection vehicles. | • Award the collection RFP at least two years prior to the end date for the current collection contract (for example, 2032). |

| Risks | Mitigation Measures |
|---|---|
| • Garbage and organic carts will need to be procured early enough that they can be manufactured and distributed before the start date of the new collection contract (in 2034). However, if the procurement of the collection contract fails, the County may need to rethink a decision on transitioning to carts. | • Need to have responses to the collection contact by 2032 so that the carts can be manufactured and distributed after the County is aware of the outcome of their collection contract. |
| • Organic waste processing services will be required upon the start date for either of the Organic Waste Programs; however, the County will need to know market availability and per tonne processing costs prior to executing a contract for the manufacture of carts. | • Award the collection and organic processing RFP at least two years prior to the end date for the current collection contract (i.e., 2032).<br>• Use County audit data to provide an estimated quantity in the procurement for an organic waste processor. |
| • Collection contract proponents may have questions about the RFP if it does not identify the destination of organic waste (such as, transfer station or processing facility) if processing is not part of the collection contract. | • In preparing the collection RFP, the County will need to identify potential transfer and processing options so that proposals can be priced and evaluated. Language will need to be included to indicate that the actual destination is subject to change, or a price per kilometre (assuming no transfer location) would need to be included on the price form. |
| • For the organic program that targets Urban Areas greater than 500 people, residents in rural areas or smaller settlements within the County who are excluded from the program might feel unfairly treated, leading to public complaints or political pressure. | • Clearly articulate the rationale for targeting urban areas (population density, requirements in provincial regulations, cost-effectiveness, preparing for growth) in all public communications. Communicate a long-term vision for potential program expansion to other areas as population density increases or as economic feasibility improves. |

| Risks | Mitigation Measures |
|---|---|
| • Despite offering free/subsidized composters and giveaways, not enough residents may choose to participate or claim a composter, limiting the program's overall impact on waste diversion. This could be due to lack of interest, perceived effort or space constraints. | • Utilize targeted P&E through, for example, social media ads, community group outreach, local events, and direct mailers to reach specific demographics who might benefit most or be hesitant. Clearly articulate the personal benefits of composting (for example, free soil amendment, reduced garbage smell/volume, environmental contribution) in all communications. |
| • Residents may acquire composters but not use them effectively, leading to issues like odors, pests, slow decomposition, or simply abandonment of the composter. This would reduce the actual diversion impact and could lead to negative public perception. | • Provide easy-to-understand troubleshooting guides (physical and online) for common issues like odors, pests, or slow decomposition. Procure composter models that are user-friendly and relatively forgiving for beginners. |
| • Inaccurate or incomplete data for the curbside collection study. The study relies heavily on accurate data regarding current collection routes, vehicle capacities, crew sizes, disposal sites, traffic patterns, and existing service levels. Incomplete or inaccurate data could lead to flawed optimization models and recommendations that are not practical or effective. | • Implement a robust data collection and validation process. This includes, but is not limited to, cross-referencing data from multiple and conducting field audits to verify route configurations and collection times. Staff and service provider interviews should be held to gather qualitative insights and validate quantitative data. |
| • External factors such as unexpected population growth, changes in waste generation patterns, significant road construction projects or new environmental regulations could emerge after the study is completed but before or during implementation. | • Incorporate flexibility and proceed with an option with parameters that can be adjusted to account for changing conditions. Develop a contingency plan for major changes during procurement of services. |

| Risks | Mitigation Measures |
|---|---|
| • The Funding study relies on accurate projections of revenue generated by proposed funding strategies and reliable estimations of the true cost of waste management services. Underestimating costs or overestimating revenue could lead to funding shortfalls, impacting service quality or requiring further adjustments in the future. | • Utilize established financial modeling techniques, drawing on historical data, economic forecasts, and industry benchmarks. Conduct sensitivity analysis to understand how changes in key variables (for example, waste generation rates, inflation, compliance rates) impact revenue and costs. |

To implement these options accordingly, Council decisions will be required. This includes, but is not limited to:

- Adoption of by-law amendments, or a decision to revoke and adopt a new waste by-law, reflecting changes based on Council decisions;
- Direction, in accordance with Council procurement policies, on the development and execution of the collection contract, organic waste processing contract and carts / in-unit containers contracts.

### Operational Enhancement Options

Two of the options aim at improving the efficiency and data-driven management of the County's waste facilities and operation:

- Implementing Scalehouse Software at the transfer Station and Landfill; and
- Waste Audit Program (Curbside and Facilities).

Both options should be implemented short-term and could be implemented independently from any collection contract.

The following risks and mitigation measures should be noted in relation to the depot-related options:

| Risks | Mitigation Measures |
|---|---|
| • Transferring existing customer data, pricing structures, account balances, and historical transaction records from the current manual system to the new software can lead to errors, missing information, or corrupted data. This can cause significant operational disruptions, incorrect billing, and loss of historical insights. | • The County should confirm comprehensive backups of all existing data before migration.<br>• Develop a clearly defined rollback plan in case of data failure.<br>• Assign a dedicated team or engage external experts specializing in data migration to oversee the process. |
| • Scalehouse operators and other staff accustomed to existing workflows may resist learning a new system. | • Provide hands-on training sessions that are relevant to each user's role and offer follow-up refreshers.<br>• Clearly articulate how the new software will simplify their tasks, reduce manual effort and improve accuracy. |
| • Without standardized procedures, trained personnel and quality control, waste audit data can be inconsistent, inaccurate and unreliable. | • Develop the RFP with clear evaluation criteria and confirm that the contractor selection process is appropriate. |

To implement these options accordingly, Council decisions will be required to approve budgets for the options.

### Promotion and Education Options

Two options are related to building public awareness and fostering positive behaviour change:

- Develop a P&E Strategy (for public outreach and school programming); and
- Develop a Facility Tour Program.

The development of a P&E Strategy is recommended to, at a minimum, include public outreach and school-based programming, and to be undertaken in 2026 with updates as needed. In identifying key parties (such as, residents, local businesses, community groups etc.) who have an interest in the options, the County can plan when and how to communicate key messages effectively. This option will mitigate several risks (such as

resident confusion and poor participation in waste programs) associated with the implementation of the other ten options.

| Risks | Mitigation Measures |
|---|---|
| • The P&E materials may not resonate with residents, leading to low awareness of new programs, poor adoption of desired behaviours and a lack of interest in participating in facility tours. | • Use historical data in the County and / or conduct preliminary research to understand the current knowledge, attitudes, preferred communication channels and motivations of different segments of the community.<br>• Utilize a multi-faceted approach including traditional media (local newspapers, radio), digital channels (social media, County website, email newsletters), community events and partnerships with local schools and community groups. |
| • Waste facilities are active industrial sites with inherent safety risks (for example, heavy machinery, uneven surfaces, moving vehicles, dust and odors). Hosting tours without safety protocols and operational considerations can lead to accidents, injuries to visitors or staff or disruptions to facility operations. | • Implement mandatory pre-tour safety briefings for all visitors, covering rules, hazards and emergency procedures. Require or offer appropriate personal protective equipment for all participants.<br>• Develop clearly marked, safe and accessible tour paths that keep visitors away from active operational areas and machinery.<br>• All tour guides should be fully trained in facility operations, safety protocols, first aid and emergency procedures.<br>• Maintain appropriate guide-to-visitor ratios.<br>• Schedule tours during non-peak operational hours to minimize disruption to facility workflow and enhance safety.<br>• Conduct a risk assessment of the facility, identify potential hazards and |

| Risks | Mitigation Measures |
|---|---|
| | place clear warning signs in hazardous areas.<br>• Consider a waiver of liability for participants. |

The P&E Strategy and the Facility Tour Program can be brought to Council for information and to support budget deliberations.

### Policy and Regulation Option

The final option is designed to reinforce the use of existing and future diversion programs by restricting specific materials from the garbage stream:

- Implement a Curbside Disposal Ban on Blue Box EPR and Other Divertible Materials from the Garbage Stream.

| Risks | Mitigation Measures |
|---|---|
| • Residents may perceive the ban as an inconvenience, an additional burden or a reduction in service without corresponding benefits. This can lead to widespread public complaints, negative media coverage and decreased trust in the County's waste management efforts. | • Engage residents early in the process through town halls, online surveys and information sessions to explain the rationale for the ban, its environmental and financial benefits, and to gather feedback.<br>• Emphasize the positive outcomes of the ban, such as extended landfill life, reduced GHG emissions and the County's commitment to sustainability.<br>• Keep the County's customer service channels (phone, email, social media) adequately staffed and trained to handle increased inquiries and complaints respectfully and accurately.<br>• Continuously share updates on the progress of the ban and celebrate successes (for example, increased diversion rates, reduction in landfill waste) to maintain public support. |

| Risks | Mitigation Measures |
|---|---|
| • If residents are unclear about what is accepted in the diversion programs (for example, recyclables or organics), they may attempt to dispose of banned items in these streams, leading to high contamination rates. This increases processing costs, reduces the value of recyclables and can lead to loads being rejected and sent to landfill. | • Develop clear, concise and visual guides on what goes where. Use consistent terminology across all communication channels.<br>• Implement a system where collectors can leave non-compliance notices on bins with contaminated materials, providing specific reasons for rejection and directing residents to correct information.<br>• Based on waste audits, identify the most common contaminants and launch targeted educational campaigns addressing those specific items.<br>• Recruit and train community volunteers or ambassadors to engage with residents, answer questions and provide sorting guidance at community events or door-to-door. |

To implement this option accordingly, Council decisions will be required. This includes, but is not limited to:

- Adoption of by-law amendments to include the curbside ban.

### Implementation Timeline

The following table provides a timeline to identify key milestones in the implementation of the options over the next 25 year.

County of Brant - Solid Waste Management Master Plan - Implementation Plan

| | | Short Term | | Medium Term | | | | | | | | Long Term | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Option Number | Option Name | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2040 | 2045 | 2050 |
| 1 | **Reduced Frequency of Urban YW Collection from 9 to 6 Events per year**<br>**Financial** = cost reduction compared to status quo of $100,000 annually<br>**Service Level** = Decrease<br>**Impact to Resident** = Resident would need to; hold on to materials until next collection event, transport to solid waste facility for free disposal for residential only, commercial user are charged, use a backyard composter.<br>**Public Feedback = 70.3% supported reduction** There is strong support for cost-saving adjustments to leaf and yard waste collection, particularly when savings are clearly communicated | RFP for New Collection Contract | 2027 Collection Contract | | | | | | | | | | | |
| 2 | **Discontinue Christmas Tree Collection**<br>**Financial** = cost reduction compared to status quo of $10,000 annually<br>**Service Level** = Decrease<br>**Impact to Resident** = Resident would need to; transport to solid waste facility for free disposal, Trees can be pruned down for ease of transport<br>**Public Feedback = 54% support discontinuation**, feedback indicates that curbside collection is still meaningful for a larger portion of the population, not just due to convenience but also potentially due to barriers some residents may face in accessing drop-off facilities | RFP for New Collection Contract | 2027 Collection Contract | | | | | | | | | | | |
| 3 | **Automated Curbside Collection**<br>**Financial** = Operation Budget anticipated to be similar to current contract or with a potential cost reduction compared to status quo due to competitive pricing but adjusted for 2034 (3.1 million)<br>Capital Cost = $1.8 million (Garbage Carts)<br>**Service Level** = Neutral<br>**Impact to Resident** = Resident would be given a County supplied wheeled bin. Some residents may have a concern on storage location of bins.<br>**Public Feedback = 51% support automated collection** While efficiency and safety are clear advantages, concerns around accessibility, convenience, and property limitations due to the use of carts must be reviewed to ensure equitable and successful implementation. | | | | | | | RFP for Collection Contract and Carts | Collection Contract and Cart Planning | Distribute Carts/ New collection contract begins June 1 | Ongoing Program Review and Monitoring | | | |

County of Brant - Solid Waste Management Master Plan - Implementation Plan

| | | Short Term | | Medium Term | | | | | | | | Long Term | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Option Number | Option Name | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2040 | 2045 | 2050 |
| 4 | **Organic Waste Collection Program - County-wide**<br>(Implement if Provincial Ban on Organics Landfilling)<br>**Financial** = Operation Annual Budget $2.8 to 3.5 million<br>Capital 1.7 to 2.1 million (Carts and Kitchen Containers)<br>**Service Level** = Increase<br>**Impact to Resident** = Typically garbage set out limits are reduced when organics program implemented to encourage the use of the organics program. Resident would be given a County supplied wheeled bin. Some residents may have a concern on storage location of bins.<br>**Public Feedback** = **52% support urban areas (500+ people), 29% Urban Areas, 19% County Wide**. The results suggest strong support for expanding organic collection over time, paired with robust composting education, and support for rural residents through at-home composting incentives (option 6) | | | | | | | RFP for Collection Contract and Carts | Collection Contract and Cart Planning | Distribute Carts/ New collection contract begins June 1 | Ongoing Program Review and Monitoring | | | |
| 5 | **Organic Waste Collection Program - Urban Areas greater than 500 ppl**<br>(Implement if No Provincial Ban on Organics Landfilling)<br>**Financial** = Operation Annual Budget $1.9 to 2.3 million<br>Capital $1.1 to 1.4 million (Carts)<br>**Service Level** = Increase<br>**Impact to Resident** = Same as option 4<br>**Public Feedback** = Organics options feedback discussed Option 5 section | | | | | | | RFP for Collection Contract and Carts | Collection Contract and Cart Planning | Distribute Carts/ New collection contract begins June 1 | Ongoing Program Review and Monitoring | | | |
| 6 | **Offer Free or Discounted Composters to Rural Areas**<br>(Implement if No Provincial Ban on Organics Landfilling)<br>**Financial** = Operational Annual Budget - $20,000, Capital Budget - $56,000 (purchase of composters)<br>**Service Level** = Increase<br>**Impact to Resident** = Rural residents would compost on their property<br>**Public Feedback** = 47% of people supported free and discounted composter and 37% of people supported only discounted composters. | | | | | | | | | Purchase and offer composters for eligible residents at events | | | | |

County of Brant - Solid Waste Management Master Plan - Implementation Plan

| | | Short Term | | Medium Term | | | | | | | | Long Term | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Option Number | Option Name | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2040 | 2045 | 2050 |
| 7 | **Optimization of Curbside Collection Study**<br>**Financial** = $30-40K<br>**Service Level/Impact to Residents** = The study would review options that could change service levels and resident impacts such as collection frequency, bag limits, automated cart options, co-collection of materials, collection routing, etc.<br>**Public Feedback** = Feedback was requested on collection frequency and one sided collection on low volume rural roads, Highest support 77% was given for biweekly garbage/weekly organics and weekly garbage for area that do not get organics collect, Every Other week and 6 day collection cycle received less than 16% and 11% support. One sided collection 74% support (only 12% of respondents were rural residents) | | | | | RFP for Study | Study | | | | | | | |
| 8 | **Funding Strategies Study**<br>**Financial** = $30-40K<br>**Impact to Residents** = The study would review program funding strategies such as User Pay (Bag Tags), Area Funding (Urban Yard Waste Collection), Tipping Fees, etc. which could increase or decrease residents contribution to the programs.<br>**Public Feedback =**Feedback was requested on preference of programs funded through tax levy, Area Rating or User Pay. Residents prefer that waste services continue to be funded through the current tax levy model, with some openness to area-based taxation that reflects service differences such as areas that may receive organics. There is low support for a user-pay model, which may raise concerns about fairness and affordability, disproportionately impacting lower-income or vulnerable households, as well as a potential increase in illegal dumping. | | | | | RFP for Study | Study | | | | | | | |
| 9 | **Implement Scale House Software at the Transfer Station and Landfill**<br>**Financial** = Operation Annual Budget $20,000 (potential Staffing reduction savings)<br>Capital $100,000<br>**Service Level** = Neutral<br>**Impact to Resident** = Will improve traffic flow at sites, less wait times | RFP for Scale House Software & Selection of Service Provider, Install New Software | | Use of Scale House Software | | | | | | | | | | |
| 10 | **Completion of Waste Audits**<br>**Financial** = Capital $100,000 (every 4 years for 4 season audit, potential we could do in house a modified version)<br>**Service Level** = Neutral<br>**Impact to Resident** = Data will enable P&E to better focus on areas for improvement | | Waste Audit | | | | Waste Audit | | | | Waste Audit | Waste Audits performed every fourth year | Waste Audits performed every fourth year | Waste Audits performed every fourth year |

County of Brant - Solid Waste Management Master Plan - Implementation Plan

| | | Short Term | | Medium Term | | | | | | | | Long Term | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Option Number | Option Name | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2040 | 2045 | 2050 |
| 11 | **Develop a P&E Strategy (Public Outreach, Facility Tours and School Presentations)**<br>**Financial** = Completed with Existing County Staff ($20K)<br>**Service Level** = Increase<br>**Impact to Resident** = Residents will be better informed on the use of programs and the benefits of participating in the diversion programs. | Plan and Develop Educational Material & Outreach Schedule | | Ongoing Review and Monitoring. Updates as Necessary, Including New Material and Schedules | | | | | | | | | | |
| 12 | **Develop and Host Waste Management Facility Tours**<br>**Financial** = Operations Annual $5K<br>**Capital** $10K<br>**Service Level** = Increase<br>**Impact to Resident** = Residents/group will be given the opportunity to tour the landfill and be educated on the design of the landfill and diversion program | | | Plan and Develop Educational Tours | Ongoing Tours, Review and Monitor Participations, Update Tours as Necessary | | | | | | | | | |
| 13 | **Curbside Ban on Blue Box EPR and Divertible Materials in the Garbage Stream**<br>**Financial** = $10K for P&E and additional Bylaw enforcement<br>**Service Level** = Neutral<br>**Impact to Resident** = many residents may support the environmental goal of he ban, but there is potential for opposition from those who view the ban as an inconvenience.<br>**Public Feedback** = 75% support ban | | | Plan Curbside Ban, Develop P&E Plan | Introduce Curbside Ban | | | | | | | | | |
| | Planning for Garbage Disposal after current Landfill Capacity Reached in 2055 | | | | | | | | | | | Develop Plan for disposal of Waste Step may involve Future Waste Needs Study, Environmental Assessment, Tendering, Construction of new landfill, etc. | | |

# Appendix E

## Long List of Options Rationale



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| Opportunities name | Screening Result | Rationale |
|---|---|---|
| **Organics** | | |
| **County-wide food waste curbside collection** | Advanced for detailed analysis | Provides the highest potential diversion tonnage and aligns with the Provincial Food and Organic Waste Policy Framework and the possible introduction of a organics to landfill ban in Ontario. A single, unified program is the most operationally efficient model for the County. Would extend the landfill lifespan and delay the need for landfill expansion. |
| **Urban-only food waste curbside collection** | Not advanced | Not as favoured by residents in engagement as the program for areas greater than 500 people. Undermining the goal of a unified, equitable service level. Would support the Food and organic waste framework. See discussion in Section 4.3. |
| **Urban-only food waste curbside collection with areas greater than 500 people** | Advanced | Would be an alternative to the County-wide program if no ban on organics to landfill is introduced in Ontario. Would support the Food and organic waste framework. See discussion in Section 4.3. |
| **Offer free or discounted composters** | Advanced | This option is linked to urban-only food waste curbside collection in areas greater than 500 people as an alternative to those who would not receive curbside collection service. See discussion in Section 4.3. |

| Opportunities name | Screening Result | Rationale |
|---|---|---|
| **Modifications to Curbside Collection Programs** | | |
| **Weekly urban and biweekly rural curbside garbage collection** | Integrated into Optimization of Curbside Collection Study | This requires an organics program to manage odorous waste. Its viability and structure will be considered as part of the 2034 collection contract. |
| **Weekly rural curbside garbage collection and biweekly urban curbside garbage collection with weekly food waste collection** | Integrated into Optimization of Curbside Collection Study | This requires an organics program to manage odorous waste. Its viability and structure will be considered as part of the 2034 collection contract. |
| **County-wide biweekly curbside collection** | Integrated into Optimization of Curbside Collection Study | This requires an organics program to manage odorous waste. Its viability and structure will be considered as part of the 2034 collection contract. |
| **Six-day curbside collection cycle** | Integrated into Optimization of Curbside Collection Study | Public feedback received during the 2023 Service Review and during the SWMMP preparation indicated resident opposition to this model. |
| **One side of the road rural curbside garbage collection** | Integrated into Optimization of Curbside Collection Study | While offering potential efficiencies, this initiative has significant public safety and accessibility concerns that require a dedicated study and public consultation before it can be considered for implementation. |
| **Semi-automated curbside cart collection** | Not advanced | Opted for a fully automated solution to maximise operational efficiency and consistency. A semi-automated system would not fully resolve long-term labour and efficiency challenges |

| Opportunities name | Screening Result | Rationale |
|---|---|---|
| **Automated curbside cart collection** | Advanced for detailed analysis | Offers the greatest potential to maximize operational efficiency, improve worker safety, and provide a consistent, modern service level for residents. |
| **Discontinue curbside Christmas tree collection** | Advanced for detailed analysis | Represents a potential cost savings and optimization of resources. |
| **Reduced curbside bag limits** | Integrated into Optimization of Curbside Collection Study | Dependent on the automated cart collection program and organics program to determine cart size or bag reduction. |
| **Curbside Collection Funding Strategies** | | |
| **Bag tags / PAYT** | Integrated into Evaluating Funding Strategies | The viability and structure of a PAYT system will be evaluated as a component of the Funding Strategy review for the 2034 collection contract. |
| **Service area-based program funding** | Integrated into Evaluating Funding Strategies | The viability and structure of a service area-based program funding will be evaluated as a component of the Funding Strategy review for the 2034 collection contract. |
| **Yard Waste** | | |
| **Reduce frequency of YW curbside collection to peak periods** | Advanced for detailed analysis | Optimizes resource allocation by aligning collection service with periods of peak seasonal demand, generating potential cost savings while maintaining service for the majority of material generated. |
| **County-wide YW curbside collection** | Not advanced | County-wide YW program costs significantly outweighs the potential increase in diversion tonnage. |

| Opportunities name | Screening Result | Rationale |
|---|---|---|
| **Vacuum YW curbside collection** | Not advanced | This method requires residents to rake/place YW loose at frontage of property along curb/ditch. Highly specialized equipment and carries a prohibitive cost of service relative to its diversion potential. This service also can result in the clogging of stormwater infrastructure and user issue due to windy weather. |
| **Bulky Waste** | | |
| **Curbside exchange weekends** | Not advanced | Logistical challenges and low potential for impact in a municipality with the County's geographic size and population density. |
| **Collection partnerships for bulky waste** | Not advanced | The County will promote existing, successful community-based programs and private sector services rather than introducing a new, duplicative municipal service. |
| **Transfer Station and Landfill Enhancements and Opportunities** | | |
| **Extend hours at public drop-off areas** | Deferred for Future Study | A future resident satisfaction survey is required to determine if there is a demonstrated need and willingness to fund extended hours of operation. |
| **Implement scalehouse software** | Advanced for detailed analysis | Increase operational efficiency, improving data accuracy for reporting and planning, and enhancing controls at drop-off facilities. |

| Opportunities name | Screening Result | Rationale |
|---|---|---|
| **Waste auditing curbside set out and drop-off depots** | Advanced for detailed analysis | Provides data to measure program performance, identify target materials for future P&E campaigns, and inform long-term strategic planning. |
| **Additional material diversion (Agricultural plastics, bulky plastics, reuse containers, etc.)** | Not advanced | Past pilot programs for these materials have shown insufficient collected quantities to be viable or have suffered from a lack of stable end markets. Future opportunities will be monitored via waste audits. |
| **Promotion & Education** | | |
| **Develop educational videos and diversion tools** | Integrated into Promotion & Education Strategy | This will be an activity within the P&E Strategy, designed to support programs and initiatives. |
| **Waste management facility tours** | Advanced for detailed analysis | An effective method to educate the public on waste management operations and the importance of diversion through direct, firsthand insight. |
| **Waste education program for schools** | Integrated into Promotion & Education Strategy | This will be an activity within the P&E Strategy, designed to support programs and initiatives. |
| **Waste By-law** | | |
| **Increase by-law staff** | Not advanced | Enforcement requirements and associated staffing needs will be determined by the policies that are ultimately implemented. |

| Opportunities name | Screening Result | Rationale |
|---|---|---|
| **Curbside Disposal Ban** | Advanced for detailed analysis | A disposal ban is a proven policy tool to enforce and increase participation in established diversion programs (e.g., Blue Box Recycling, future Organics). |
| **Upgrade waste management by-law** | Not advanced | The by-law will be updated as a required step to enact any of the advanced options, rather than as a standalone initiative. |