



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

November 10, 2015

10:30 am

County Administration Centre

Keith Room

Members: Warden Bridge; Councillors McKay (Chair), Brianceau, Davidson, Williamson

	Pages
1. Call to Order	
2. Declaration of Pecuniary Interest	
3. Financial Statements as of October 31, 2015	2 - 3
4. 2016 SWS User Fees and Charges	4 - 5
5. Preliminary 2016-2020 Five-Year Plan	6 - 9
6. Tipping Fee Policy	10 - 12
7. Strategy Discussion Paper	13 - 16
8. Waste and Recycling Collection Contracts - Verbal	
9. Closed Session	
10. Rise and Report	
11. Adjournment	

Next meeting date January 12, 2016 or at the call of the Chair.



County of Wellington
Solid Waste Services
Statement of Operations as of
31 Oct 2015

	Annual Budget	October Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$717,700	\$0	\$318,764	44%	\$398,936
Licenses, Permits and Rents	\$12,900	\$3,819	\$12,887	100%	\$13
User Fees & Charges	\$2,225,000	\$222,182	\$1,972,084	89%	\$252,916
Sales Revenue	\$972,600	\$10,742	\$529,850	54%	\$442,751
Internal Recoveries	\$396,100	\$34,797	\$321,960	81%	\$74,140
Total Revenue	\$4,324,300	\$271,540	\$3,155,544	73%	\$1,168,756
Expenditures					
Salaries, Wages and Benefits	\$2,338,200	\$164,167	\$1,785,976	76%	\$552,224
Supplies, Material & Equipment	\$935,000	\$32,023	\$611,682	65%	\$323,318
Purchased Services	\$4,428,800	\$328,807	\$3,076,380	69%	\$1,352,420
Insurance & Financial	\$136,800	\$4,440	\$130,151	95%	\$6,649
Internal Charges	\$398,000	\$34,055	\$297,469	75%	\$100,531
Total Expenditures	\$8,236,800	\$563,492	\$5,901,657	72%	\$2,335,143
NET OPERATING COST / (REVENUE)	\$3,912,500	\$291,953	\$2,746,114	70%	\$1,166,386
Transfers					
Transfers from Reserves	\$(272,700)	\$0	\$0	0%	\$(272,700)
Transfer to Reserves	\$800,000	\$0	\$800,000	100%	\$0
Total Transfers	\$527,300	\$0	\$800,000	152%	\$(272,700)
NET COST (REVENUE)	\$4,439,800	\$291,953	\$3,546,114	80%	\$893,686



County of Wellington

04-November-2015

Solid Waste Services Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved	October	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Elora Transfer clsd Nichol LF	\$1,200,000	\$0	\$35,290	\$1,006,569	\$1,041,859	87 %	\$158,141
Aberfoyle Closed Site	\$200,000	\$0	\$12,397	\$148,500	\$160,897	80 %	\$39,103
Belwood Closed Site	\$360,000	\$0	\$0	\$6,411	\$6,411	2 %	\$353,589
Total Solid Waste Services	\$1,760,000	\$0	\$47,687	\$1,161,480	\$1,209,167	69 %	\$550,833



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Susan Aram, Manager of Financial Services
Date: Tuesday, November 10, 2015
Subject: **SWS 2016 User Fees and Charges**

Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2015 and any new or revised fees will come into effect on January 1st, 2016.

Recommendation:

That the attached 2016 User Fees and Charges for Solid Waste Services be approved.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Susan Aram'.

Susan Aram, CPA, CGA
Manager Financial Services



COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service:	Solid Waste Services
Department:	Engineering Services
Governance:	Solid Waste Services Committee

Description	2015 fee	2016 fee	% change	HST (add/incl/ na)
Curbside User Pay Bags – large	\$1.75	\$1.75	0%	N/A
Curbside User Pay Bags – small	\$1.00	\$1.00	0%	N/A
Landfill site and transfer station tipping fees				
Tipping fees – landfills/transfer sites with scales *as of March 31, 2015	\$75.00 tonne	\$75.00 tonne	0%	N/A
	\$10.00 minimum	\$10.00 minimum	0%	N/A
Tipping fees – sites without weigh scales	\$15.00 carload	\$15.00 carload	0%	N/A
	\$30.00 pickup	\$30.00 pickup	0%	N/A
	\$30.00 trailer	\$30.00 trailer	0%	N/A
Appliances (freon removed & tagged)	\$10.00	\$10.00	0%	N/A
Appliances (with freon)	\$25.00	\$25.00	0%	N/A
Freon removal	\$15.00 unit	\$15.00 unit	0%	N/A
Bagged waste up to 10 bags (or unbagged equivalent)	\$1.00 per bag	\$1.00 per bag	0%	N/A
Waste reduction				
Desk top blue boxes	\$3.50	\$3.50	0%	Incl
Blue Boxes (additional)	\$5.00	\$5.00	0%	Incl
Composters	\$30.00	\$30.00	0%	Incl
Can Carts – new	\$95.00	\$95.00	0%	Incl
Can Carts – used	\$50.00	\$50.00	0%	Incl

Note:

Authority to impose fees and charges is set out in Part XII of the *Municipal Act, S.O. 2001, c. 25* and in by-law #5413-15 of the Corporation of the County of Wellington.



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Susan Aram, Manager of Financial Services
Date: Tuesday, November 10, 2015
Subject: Preliminary 2016-2020 Five-Year Plan: Solid Waste Services

Background:

The County prepares, in the fall of each year, a preliminary five-year budget forecast. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

Capital Budget Forecast

In accordance with the Capital Budget and Long Term Financing Policy, the list of capital works includes those initiatives that have a long-term benefit to the corporation and whose capital cost is at least \$25,000. Highlights of the Solid Waste Services capital forecast are as follows:

- A total of \$6.5 million in expenditures is projected over the five-year period
- Capital expenditures related to closed landfill sites totals \$100,000 for work at Elora Transfer closed Nichol Landfill. This work will be funded by the Landfill Closure and Post Closure Reserve Fund.
- A leachate collection system at the Riverstown landfill site is included in 2018 and 2019
- The equipment reserve will be used to fund both new and replacement equipment

Major Operating Budget Impacts

Staff are in the process of compiling the detailed 2016 operating budgets for each department. Major items expected to be reflected in the 2016 Solid Waste Services Operating Budget include the following:

- As reported to committee in September of 2015, SWS will be implementing a new HHW mobile unit in order to increase the quantity of and access to HHW materials diverted each year. This includes the addition of a part-time HHW technician in June of 2016. The cost of the part-time position would be fully offset by additional revenue from Waste Diversion Ontario as well as reduced costs associated with the elimination of 5 of the 7 the current HHW events each year.
- The 2016 estimate of blue box recyclables and scrap metal sales revenue has been decreased by \$200,000. Industry experts forecast the significant drop in recyclable markets have likely hit their floor, however there has been a substantial decrease to revenues in 2015 and this is now reflected in the 2016 budget.

The detailed 2016 operating budget and revised five-year plan will be presented to the Committee in January. Attached to the report is the current proposed five-year operating budget and five-year capital budget for Solid Waste Services.

Recommendation:

That the preliminary 2016-2020 Solid Waste Services capital budget forecast and major operating budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Susan Aram".

Susan Aram, CPA, CGA
Manager of Financial Services



COUNTY OF WELLINGTON

2016-2020 OPERATING

Programme/Service: **Solid Waste Services**
 Department: **Engineering Services**
 Governance: **Solid Waste Services Committee**

Description	Operating Budget (\$'000's)					
	2015	2016	2017	2018	2019	2020
Revenue						
Grants and Subsidies	\$ 718	\$ 734	\$ 734	\$ 734	\$ 734	\$ 734
Licenses Permits and Rents	\$ 13	\$ 13	\$ 14	\$ 14	\$ 15	\$ 15
User Fees and Charges	\$ 2,225	\$ 2,250	\$ 2,275	\$ 2,300	\$ 2,325	\$ 2,350
Sales Revenue	\$ 973	\$ 802	\$ 826	\$ 851	\$ 876	\$ 902
Internal Recoveries	\$ 396	\$ 408	\$ 420	\$ 433	\$ 446	\$ 459
Total Revenue	\$ 4,324	\$ 4,207	\$ 4,268	\$ 4,331	\$ 4,395	\$ 4,460
Expenditure						
Salaries, Wages and Benefits	\$ 2,338	\$ 2,345	\$ 2,432	\$ 2,522	\$ 2,615	\$ 2,712
Supplies, Materials and Equipment	\$ 935	\$ 963	\$ 992	\$ 1,022	\$ 1,052	\$ 1,084
Purchased Services	\$ 4,429	\$ 4,541	\$ 4,679	\$ 4,821	\$ 4,967	\$ 5,118
Insurance and Financial	\$ 137	\$ 142	\$ 148	\$ 154	\$ 160	\$ 166
Internal Charges	\$ 398	\$ 410	\$ 422	\$ 435	\$ 448	\$ 461
Total Expenditure	\$ 8,237	\$ 8,402	\$ 8,673	\$ 8,953	\$ 9,243	\$ 9,542
Net Operating Cost / (Revenue)	\$ 3,913	\$ 4,195	\$ 4,404	\$ 4,622	\$ 4,847	\$ 5,081
Transfers						
Transfer from Reserves	\$ (273)	\$ (281)	\$ (289)	\$ (298)	\$ (307)	\$ (316)
Transfers to Capital	\$	\$ 200	\$ 268	\$ 2,016	\$ 1,908	\$ 338
Transfer to Reserves	\$ 800	\$ 800	\$ 1,100	\$ 800	\$ 800	\$ 800
Total Transfers	\$ 527	\$ 719	\$ 1,078	\$ 2,518	\$ 2,401	\$ 822
Net Cost / (Revenue)	\$ 4,440	\$ 4,914	\$ 5,483	\$ 7,140	\$ 7,248	\$ 5,903
Year to Year Percentage Change		10.7%	11.6%	30.2%	1.5%	-18.6%



COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Solid Waste Services**
Department: **Engineering Services**
Governance: **Solid Waste Services Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves & Other	Development Charges	Debentures
Equipment											
1 Collection: Van	\$ 40					\$ 40			\$ 40		
2 General Ops: Pickup				\$ 80		\$ 80			\$ 80		
3 Collections Ops Pickup		\$ 40				\$ 40			\$ 40		
4 Disposal Ops: Pickup		\$ 40				\$ 40			\$ 40		
5 Transfer Ops: Backhoe			\$ 110			\$ 110			\$ 110		
6 Rolloff Ops: Lugger			\$ 200	\$ 200		\$ 400			\$ 400		
7 Disposal Ops: Compactor			\$ 600			\$ 600			\$ 600		
8 Transfer Ops: Pickup				\$ 40		\$ 40			\$ 40		
9 Disposal Ops: Loader				\$ 225		\$ 225			\$ 225		
10 Transfer Ops: Dump Truck					\$ 200	\$ 200			\$ 200		
						\$ -			\$ -		
Subtotal	\$ 40	\$ 80	\$ 910	\$ 545	\$ 200	\$ 1,775	\$ -	\$ -	\$ 1,775	\$ -	\$ -
Active Landfill Sites and Transfer Stations											
11 Leachate Collection System: Riverstown			\$ 1,700	\$ 1,700		\$ 3,400		\$ 3,100	\$ 300		
12 Riverstown - New Cell Development Phase 1		\$ 100				\$ 100		\$ 100			
13 Riverstown - Cell Development Phase 2			\$ 300			\$ 300		\$ 300			
14 Riverstown - Passive Methane System Study		\$ 60				\$ 60		\$ 60			
15 Site Improvements - road maintenance all sites	\$ 100					\$ 100		\$ 100			
16 Waste Management Strategy	\$ 100	\$ 100	\$ 100			\$ 300		\$ 300			
17 Site Improvements - buildings all sites					\$ 300	\$ 300		\$ 300			
18 Riverstown- Site Scale Replacement				\$ 95		\$ 95		\$ 95			
Subtotal	\$ 200	\$ 260	\$ 2,100	\$ 1,795	\$ 300	\$ 4,655	\$ -	\$ 4,355	\$ 300	\$ -	\$ -
Closed Landfill Sites											
19 Elora Transfer (closed Nichol LF)	\$ 100					\$ 100			\$ 100		
Subtotal	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ -	\$ -	\$ 100	\$ -	\$ -
TOTAL	\$ 340	\$ 340	\$ 3,010	\$ 2,340	\$ 500	\$ 6,530	\$ -	\$ 4,355	\$ 2,175	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 200	\$ 260	\$ 1,900	\$ 1,695	\$ 300	\$ 4,355
Reserves and Other	\$ 140	\$ 80	\$ 1,110	\$ 645	\$ 200	\$ 2,175
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 340	\$ 340	\$ 3,010	\$ 2,340	\$ 500	\$ 6,530



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: Tuesday, November 10, 2015
Subject: **Tipping Fee Policy**

Background:

Periodically Solid Waste Services (SWS) and/or the SWS Committee receive requests to waive tipping fees for various reasons, functions or causes. There is value in having a policy which lays out under which circumstances tipping fees will or will not be waived. Having a tipping fee policy standardizes the process and provides fairness to the variety of individuals or organizations that make these requests.

By-Law #4547-03 is the by-law that outlines the operations of the County's solid waste facilities. The following sections of the by-law address who is charged tipping fees:

7.2 Disposal fees established by the County shall be applicable to all persons authorized to use the solid waste transfer and disposal facilities. These fees will be clearly posted at each facility.

7.3 Every person shall pay disposal fees in full by cash or cheque to the County before leaving the facility unless a charge account has been approved in accordance with County policy.

7.4 Notwithstanding Section 7.3, disposal fees shall be waived for wastes collected under County-recognized community-wide roadside cleanup programmes and Adopt-A-Road programmes, if run in accordance with County protocol.

As noted in Section 7.4, currently only County recognized roadside clean-up events and programmes are eligible to have tipping fees waived. However, there have been a few occasions where severe weather has caused substantial damage to trees and property, where the Council has waived tipping fees for a specific amount of time to assist residents in clean-up efforts.

In addition, the Manager of Solid Waste Services has waived tipping fees for specific materials, such as clay or clean fill, which could be used on landfill properties for daily cover and road-building. These are reviewed on a case by case basis.

Typical Requests to Waive Tipping Fees:

Based on past practices, previous committee resolutions and County By-Law #4547-03, staff recommends the following types of requests for waiving tipping fees be granted:

- Extreme weather events such as tornadoes or ice storms, at the direction of the CAO, County Engineer, or SWS Committee (brush only)
- Member municipalities' organized roadside clean-up days, as per By-Law #4547-03, Section 7.4
- County Adopt-A-Road programme, as per By-Law #4547-03, Section 7.4

Based on past practices, previous committee resolutions and County By-Law #4547-03, staff recommends the following requests be declined:

- Special events (fairs, festivals etc.)
- Charitable or not-for-profit organizations
- School events
- Providing complimentary User Pay bags for various purposes/clean-up events
- Debris from events that should involve insurance i.e. fires, floods, damage caused to structures from extreme weather events etc.

Staff discretion shall continue to be used for the following materials, depending on whether the material is required at landfill sites:

- Clay
- Top soil
- Clean fill

Additional Investigation

As directed in the October SWS Committee, staff investigated whether other municipalities waive tipping fees for various extreme weather events. Of the feedback received, none have a formal policy on waiving tipping fees due to major weather events, most operate on a case by case basis. None of the municipalities provides tipping fee relief for damage to buildings or structures as these situations would normally involve insurance claims.

One large urban municipality did offer residents the opportunity to apply for tipping fee relief after a major weather event, with specific time limitations, and to a maximum of \$200. This opportunity was made available to residents with physical limitations to compensate them for contractor costs to remove their tree limbs and brush following the 2013 ice storm. Receipts were required to receive compensation.

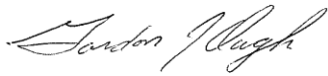
Regarding situations where there is "debris from events that should involve insurance", staff recommend continuing to decline these requests, as per County By-Law #4547-03. Determining whether the claims are legitimate and that full costs incurred from damages have not been covered could have a significant impact on staff time for both SWS and Treasury staff. Having County staff or County lawyers assess the merits of these requests could be challenging, time-consuming, confrontational, and costly.

By granting tipping fee relief requests, or in allowing more flexible discretion than the current by-law allows, may well result in these types of requests becoming more commonplace. There could be significant budget impacts the more commonplace the practice of waiving tipping fees becomes.

Recommendation:

That By-Law #4547-03, Section 7.4 be amended to include waiving tipping fees for brush material generated due to extreme weather events such as tornadoes or ice storms, at the direction of the CAO, County Engineer, or SWS Committee; and, to allow the Manager of Solid Waste Services the discretion to waive tipping fees on a case by case basis for specific materials, such as clay, topsoil and clean fill, that could be used on landfill properties for cover material and/or road-building.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Gordon Hughes".



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: Tuesday, November 10, 2015
Subject: **SWS Strategy - Discussion Paper**

Background:

Throughout 2015, the Solid Waste Services (SWS) Committee has been discussing the need to develop a short and long-term Strategy for provision of waste and diversion services in the County of Wellington. SWS staff have been directed to develop timelines and a plan to produce a Strategy Report under the guidance of the SWS Committee.

Strategy Report Structure

There are many steps in developing a strategy for the future of solid waste services in the County.

- Identify current practices, operations, services, and goals to establish a baseline.
- Identify the priorities, goals, guiding principles, parameters and evaluation criteria.
- Review all areas of service to meet those goals and priorities.
- Establish a timeline to achieve those goals and priorities.

As goals and priorities are evaluated, decisions will need to balance:

- Customer service
- Economic considerations
- Environmental stewardship
- Waste management hierarchy (reduce, reuse, recycle, recover, avoid, disposal)

Strategy Report Topics

The following list of topics was presented at the September Committee meeting for consideration for inclusion in the SWS Strategy Report. The list was accepted and has been sorted into three groupings.

- | | |
|------------|--|
| Grouping A | Provision of Waste Management Services in the County |
| Grouping B | Future of Waste Disposal in the County |
| Grouping C | Independent Topics |

Within the first two groupings, the topics cannot be investigated independently. A decision on one will affect one or more of the other topics within the grouping. The final grouping consists of topics that can be analyzed in isolation, as the relationships with other topics is relatively minimal.

A. Provision of Waste Management Services in the County

- Review of waste and recycling programmes
 - Rural curbside collection
 - Single stream vs two stream recycling
 - Cart Collection – household, multi-residential and Industrial, Commercial and Institutional (ICI)
 - Bulky item collection
 - Organics collection
 - Leaf and yard waste collection
 - Special event recycling
 - Collections and processing contracts – timing, length, best practices
 - Additional recyclable materials added to the programme
- Waste facility optimization
 - Optimal location and number of waste facilities
 - Vision of how best to utilize waste facilities (i.e. diversion centres etc.)
 - Hours and days of operation
- User fees
 - Optimum price at curb
 - Optimum price at sites
 - Minimum fees
 - Surcharges for unsorted loads
- Additional site diversion materials
 - Explore shingle, drywall, carpet, mattress, Styrofoam, film plastic recycling
 - ICI diversion programmes

B. Future of Waste Disposal in the County

- Disposal considerations
 - Riverstown expansion (i.e. Phase III)
 - Other landfill siting
 - Landfill mining
 - Buffer land acquisition
 - Use of closed landfill properties
- Alternative technologies
 - Explore technologies for managing waste (i.e. Energy from Waste (EFW), gasification, “Dirty Materials Recycling Facilities (MRF)” etc.)
- Landfill bans
 - Mandatory recycling

C. Independent Topics

- Co-operative arrangements with other municipalities
 - Involvement in regional waste management systems (i.e. MRF, landfills, EFW plants etc.)
 - Co-operative contract procurement
- Food waste management
 - Master Composter programme
 - Education on reducing food waste

- Partnerships (i.e. composting, community gardens etc. with Green Legacy, U of G, horticultural societies, County Housing)
- Endorse and or/comply with Extended Producer Responsibility and other waste minimization legislation
- Outreach
 - Tours and presentations to provide education related to waste reduction
 - Working with ICI sector to reduce waste
 - Meeting outreach Green Strategy initiatives
 - Partnerships with schools, Environmental Non-Governmental Organizations (ENGOS)
 - New outreach tools (i.e. Waste App, Technology)
- Event Days
 - Spring clean-up support
 - Earth Day or other Event Days
- Goals
 - Diversion targets, “Zero Waste”

Work Plan and Timelines

There is significant value in investigating the “Grouping A - Provision of Waste Management Services” topic first. This grouping contains the issues and services that residents are most familiar with and have formed opinions about. It is about what services SWS provides, how they are delivered, how they are financed and how they impact the environment.

By tackling this critical topic grouping first, it simplifies determining the direction for SWS to take with the other topics and issues. There is also value in exploring this topic grouping first because the decisions and conclusions reached will be very useful for developing the next curbside collection contract which will need a tender issued by early summer in 2018.

As Grouping A involves the services the public utilize, it would be prudent to seek public feedback at the start of the process. By incorporating public feedback into the process early, it provides a good starting point for this task. Public input should be sought throughout the project which will allow SWS Staff and Committee to guide and re-focus the project as required.

A suggested timeline for establishing the project parameters and studying the three topic groupings is provided below;

Project Timelines	2016				2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish current baseline, set goals, guiding principles, parameters, evaluation criteria for project	■											
Grouping A		■	■	■	■	■	■	■				
Grouping B							■	■				
Grouping C									■	■	■	

Grouping A contains the most complex topics and involves difficult decisions and potential trade-offs. It may take a 12-18 months to:

- Review current systems and best practices.
- Engage in public consultation.
- Evaluate and analyze the results, and make draw conclusions, and incorporate public feedback into the development of options for achieving the optimal waste system for the County.
- Analyze and cost the various options.
- Make recommendations.

Grouping B involves determining the future of waste disposal in the County. It will take approximately 6 months to:

- Study how best to utilize existing County landfill resources. Determine whether landfill expansion or siting a new landfill would be the optimal outcome.
- Assess whether there is potential for the use of alternate technologies in the future.
- Analyze and cost the various options.
- Make recommendations.

Grouping C includes various topics that are relatively independent of each other and of other topics in Grouping A and B. It will take approximately 6 months to:

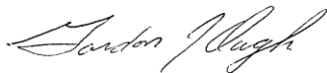
- Assess the desirability of the different policies and programmes that are complementary to the delivery of solid waste services.
- Analyze and cost the various options.
- Make recommendations.

There is time built-in throughout the life of the project to provide progress reports and receive direction from Committee.

Recommendation:

That the County staff, with the assistance of consultants as required, initiate the process of creating a report, to outline the County's direction in Solid Waste issues in future years.

Respectfully submitted,



Gordon J. Ough, P. Eng.
County Engineer