

Unfortunately, the Provincial Announcement fell short of this mark when they announced that the Provincial assistance to be received by the City of Greater Sudbury would be in the amount of \$19.2 million, whereby \$17.1 million was to be applied against the cost of transition, and approximately \$2.1 million for interest payments to cover borrowing costs on the remaining \$9.2 million.

As a result of the Provincial Announcement, Council requested a Report outlining:

- What impact transition costs would have on the 2001 Budget, taxes and services;
- What payments the new City is legally committed to pay as a result of contracts entered into by the Transition Board; and
- What portion of transition spending can be deferred.

As a direct result of that request, we have prepared the following Report that outlines the state of the Transition Board Budget and expenditures made to date. However, we are unable at this time to determine what affect the Provincial Announcement will have on the City's 2001 Budget, nor are we able at this time, with any certainty, to determine what portion of the Transition Board's Budget could be deferred. However, we continue to work on these two outstanding issues and will be reporting back to Council during the first part of the 2001 Budget deliberations.

In the meantime, we have reviewed the Transition Board Budget and have divided it up into three (3) categories:

- a) Spent, contractually committed and/or legislatively required;
- b) Required to complete and take advantage of what has already been spent and/or contractually committed;
- c) Required to realize anticipated cost reductions and/or expected service levels.

- A. Spent, Contractually Committed and/or Legislatively Required to date is estimated at \$14,400,000.

Major items within this group include:

- Transition Board costs;
- VEP (Voluntary Early Exit Program) for Non-union Staff;
- Phase One of the construction of our Citizen Service Centres;
- Software, License Purchases, and a 20 percent down payment on installation charges for the ERP (Enterprise Resource Planning) Project;
- Fourth Floor of Tom Davies Square;
- Salary Review and Pay Equity requirements;
- Consultant costs related to year-end completion and consolidation of records;
- Delayed implementation costs;
- Fire Paging System;
- A Portion of the Emergency Services Communications Network;
- Harmonization of the Official Plan and Zoning By-Laws,

to mention a few.

- B. Required to complete and take advantage of what has already been spent and/or contractually committed equals \$6,650,000.

Major topics in this area are:

- Unionized VEP (Voluntary Exit Program);
- Completion of the ERP (Enterprise Resource Planning) Initiative;
- Finalization of Phase Two construction dealing with Citizen Service Centres;
- Finalization of the Emergency Services Voice Radio Communications Network;
- Continuing changes to the first, second and third floors of Tom Davies Square to accommodate the relocation of staff,

to mention a few.

- C. Required to realize anticipated cost reductions and/or expected service levels equals \$5,250,000.

Major topics include:

- Costs related to the closure, relocation and expansion of various Public Works depots, salt domes, etc.;
- Energy Retrofits at various facilities;
- Making the Council Chambers e-government ready;
- Harmonization of Fire equipment, Police issues, signage,

to mention a few.

In addition to the original \$26.3 million in estimated transition costs, a number of issues have come forward that could affect this upset limit. You will recall from Mr. Thomson's presentation at the last Council Meeting that there is the potential for an additional \$2.0 to \$4.5 million in delayed implementation and human resources costs.

In addition to this, we have recently received word that the Voice Radio System may cost an additional \$1.65 million to complete. This overage has not yet been factored in, and options are currently being discussed to either reduce the cost and/or pursue funding alternatives.

As it is our understanding that a Motion will be brought forward at the Council Meeting of February 27<sup>th</sup>, 2001 to pursue the Provincial Government for additional funds, we recommend that Council endorse that Resolution and take the appropriate actions.

## City Agenda Report

Report To: **CITY COUNCIL**

Report Date: February 2, 2001

Meeting Date: February 27, 2001

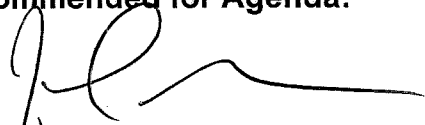
**Subject:** Waste Management Recommendations

**Department Review:**



D. Bélisle  
General Manager of Public Works

**Recommended for Agenda:**



J.L. (Jim) Rule  
Chief Administrative Officer

**Report Authored by:** Chantal Mathieu, Manager of Waste Management

**Recommendation:**

Information report requested by the City Council meeting of January 23, 2001.

## **Background:**

Council deferred the 3<sup>rd</sup> reading of the Waste Management By-law pending further information from staff. The information provided below summarizes the Transition Board recommendations and how staff is planning to implement the recommendations. Background reports/presentations/minutes are attached.

The new service level and its associated costs approved by the Transition Board were incorporated in the 2001 budget. Procedures to deal with these recommendations were incorporated in the revised Waste Management By-law.

### **LOW DENSITY RESIDENTIAL SECTOR**

**A four waste container limit to be implemented on May 1<sup>st</sup>, 2001, and reduced to a three waste container limit on January 1, 2002 -**

As detailed in the January 16, 2001, Waste Management By-law Report, staff is highly confident that residents will easily meet the four waste container limit. The majority of residents produce less than four containers per week and residents that require assistance in meeting the limits will be provided guidance and assistance by waste management staff.

The four waste container limit is for regular non-hazardous domestic garbage. There will be no limit on the amount of blue box recyclables placed at the curb/roadside, no limit on the amount of leaf and yard waste placed at the curb/roadside during the designated collection weeks and all low-density residential residents will now have access to year round bulk item collection.

A preliminary education plan has been developed and the theme will be,

### **FOUR FOR YOU, BUT LESS WILL DO!**

Our goal is to encourage maximum waste reduction and diversion. An average family of four should be able to limit garbage to one bag per week. This involves reducing waste at the source (i.e. bulk purchases, avoiding single-servings and over-packaged goods, using canvas or reusable grocery bags/boxes etc.), reusing (i.e. donating clothing and other reusable items to reuse organizations) composting (kitchen and yard waste), recycling and handling household hazardous wastes properly.

An insert providing residents with the specifics of the waste limits and waste reduction/diversion information will be sent with the next Leisure Guide (scheduled for distribution in April).

There will also be advertising with the various local newspapers, a selection of 15 second radio ads during the month of April and May and news releases. Detailed information will also be accessible on our website. Residents will be encouraged to call the Waste Hotline for further information and if required, specific information sheets will be mailed to the residents detailing procedures and/or processes.

Many of the above activities will be coordinated with Earth Day (April 22<sup>nd</sup>, 2001) promotions and a special focus on recycling will be developed to celebrate the 10<sup>th</sup> Anniversary of the Blue Box Recycling Program.

## **HIGH DENSITY RESIDENTIAL SECTOR**

**The provision of a waste container collection system to the High Density Residential sector provided they actively participate in waste diversion and recycling activities-**

Staff will be contacting owners of High Density Residential buildings regarding the new system and the requirements to receive the services. All details regarding the program will be outlined in a registration agreement (service terms and conditions).

Equivalent waste container limits will be imposed and owners will be required to participate in waste diversion and recycling programs. Recycling services can either be arranged privately or with the City for a fee (\$15/unit/year + cost of recycling carts). Owners will be responsible for the provision of leaf & yard waste removal and bulk items. Educational material will be provided as required.

## COMMERCIAL SECTOR

**The provision of curbside waste collection (maximum of six containers) to the category of small businesses provided they actively participate in waste diversion and recycling activities -**

The recommendation from the Waste Management Task Force was to discontinue municipal collection to the commercial sector. However, the Waste Management Working Group and the Transition Board recommended that municipal collection for the category of small businesses continue, with a waste limit and provided that the businesses actively participate in waste diversion and recycling activities. The intent was to provide a small stand-alone office that produces relatively small amounts of garbage with a curbside collection program.

For implementation purposes, staff has defined small businesses as "a small retail store, or office, which is located in a building which is separately assessed for the purposes of property taxes and where the sum total of garbage generated per building normally does not exceed six garbage containers per week".

Notification to the commercial businesses currently receiving municipal collection must commence immediately. Certain businesses will be required to make their own private collection arrangements and the others that are included in the category of small businesses will be required to implement waste diversion and recycling programs (a limited curbside collection program will be available from the City for \$45/year).

Collection services in the Central Business District (CBD) will continue on a twice weekly schedule. The only change in the CBD is that discussions with downtown merchants and the Metro Centre has been recommended to develop a fair and equitable assessment of their total waste management costs (the CBD is currently assessed waste collection costs and not waste disposal costs).

# TRANSITION BOARD

## TRANSITION BOARD FOR THE CITY OF GREATER SUDBURY

*For Action*

Date: September 11, 2000

**SUBJECT: WASTE MANAGEMENT RECOMMENDATIONS**

**RECOMMENDATION:**

That the recommendations outlined in the Waste Management Report from the Transition Manager and CAO dated September 11<sup>th</sup>, 2000 be approved by the Transition Board.

  
\_\_\_\_\_  
Gary Polano  
Transition Manager

  
\_\_\_\_\_  
Jim Rule  
CAO



## 1.0 BACKGROUND

The report and recommendations of the Waste Management Working Group have been reviewed by the Transition Manager and CAO. We generally concur with the recommendations put forward by the Working Group. The Chair and members of the Working Group will present the highlights of their report to the Transition Board at the Tuesday meeting. We do however recommend some changes and they are detailed in this report.

Waste Management issues are unique to each community. It is essential that we design a system that best suits the needs, objectives and goals of the City of Greater Sudbury.

The amalgamation of seven lower tier area municipalities with individualized waste collection systems, along with the centralized upper tier municipality that is solely responsible for all waste diversion and waste disposal programs; provides us the opportunity to create a harmonized efficient waste management system that will efficiently service the new community for many years.

This is the opportunity to resolve long standing inequities and to harmonize service within the Low Density Residential, High Density Residential and Commercial sectors. This is also the opportunity to introduce container limits, a policy which will help to divert waste from the current landfill site thus extending its life. The longer the current site can be extended, the capital cost (estimated to be at least \$47 million) for a new site can be avoided.

There is not a present harmonized level of service for the Low Density Residential, High Density Residential or Commercial sectors. Some Commercial establishments have their garbage collected by the Municipality and some have it collected by Private firms. The same situation exists with respect to High Density Residential. The following chart details the number of units currently collected by the Municipality in both sectors.

SECTOR	Complexes Currently Receiving Municipal Collection	
		(%)
High Density Residential	311	75
Commercial	1,375	43

In the Commercial sector 43 percent have their garbage collected by the Municipality and for the High Density sector, 75 percent of buildings receive municipal collection.

There is the option to harmonize collection by the Municipality either up or down. It is our recommendation that we harmonize up in the cases of High Density Residential as we are already collecting 75 percent of High Density Residential buildings. This will produce equity and fairness for all residential units whether they be stand alone single family homes or residences located in apartment buildings.

In order to promote recycling and lessen the amount of waste at the landfill sites, the High Density Residential sector will be required to actively recycle as a condition of receiving Municipal collection. The High Density apartment owners may continue to purchase the recycling service from the Municipality or from the Private sector.

Similarly, if the High Density Residential sector do not wish to actively recycle, they may also retain private waste collection and pay corresponding tipping fees.

With respect to the Commercial sector, only 43 percent currently receive municipal collection. The vast majority of businesses that receive municipal collection are small in size and generate the type of waste compatible with current municipal practises. It is therefore recommended that we harmonize down the municipal collection service provided to include municipal collection only to the category of commercial businesses that generate six or less containers of waste per week.

## **2.0 RECOMMENDATIONS**

### **2.1 Low Density Residential Container Limits / Supplemental Container Fee Sticker Option**

The Transition Manager and CAO strongly support the goal to maximize waste diversion, and believe that a container limit assists in achieving this goal.

The recommendation of the Task Force, Steering Committee and Working Group was to implement a three container limit on the Residential sectors. We strongly support a container limit but recommend that the container limit be implemented in two phases to provide a seamless transition and to gain public acceptance. This phase-in period will gain public support and participation in 3R's and waste diversion programs. Over this period an enhanced education program will be offered to provide additional assistance to households to learn how to reduce their waste to under the container limit.

Further, with the phased implementation of the container limit program, the supplemental Container Fee Sticker Option will not be required.

**Recommendation #1**

**On January 1<sup>st</sup>, 2001, it is recommended that a four container limit be introduced and on January 1<sup>st</sup>, 2002, the limit be reduced to three containers for both the Low Density Residential and High Density Residential sectors.**

**Recommendation #2**

**It is recommended that the supplemental Container Fee Sticker Option not be considered at this time.**

**2.2 Commercial Collection / Supplemented Container Fee Sticker Option  
(outside the CBD)**

The Working Group recommended that municipal collection only be provided to small commercial businesses via weekly curbside collection. Small businesses are typically defined as stand alone facilities that generate a total weekly waste volume of six or less containers.

The Working Group also identified the great opportunity to increase waste diversion by providing weekly curbside blue box collection to the small Commercial sector.

**Recommendation #3**

**It is recommended that a six container limit weekly curbside municipal waste collection be provided to the category of small businesses without the sticker fee option, provided they actively participate in waste diversion recycling services.**

The small businesses may either purchase the recycling collection services from the Municipality or from the Private sector.

### 2.3 High Density Residential Collection / Diversion Services

The Transition Manager and CAO supports the Working Group's recommendations to provide full municipal collection to all the High Density Residential sector. This will provide and harmonize waste collection to all residential units within the entire city.

#### Recommendation #4

**It is recommended that full container municipal collection be provided to all the High Density Residential sector.**

**To receive municipal waste collection, the High Density Residential sector must actively participate in waste diversion and recycling programs.**

However, as for the small Commercial sector, it is recommended that recycling collection services continue to be offered to the High Density Residential sector for a fee. Alternatively, the High Density Residential sector may purchase recycling collection services from the private sector.

### 2.4 Central Business District (C.B.D.)

The recommended changes to waste management will harmonize down services to some of the Commercial sector and attempt to create a fair and equitable system.

In this respect, it is recommended that discussions with the downtown merchants and Metro Centre commence in the near future.

Issues that will have to be reviewed include the Commercial sector continuing to pay for their fair share of total waste management costs including collection, diversion and disposal.

Based on the present tonnages and with the present assessment, Metro Centre would be assessed for \$25,000 for collection costs and \$75,000 for disposal costs (lost tipping fees). With the mix in commercial businesses and subject to negotiation with Metro Centre, a budgeted revenue of \$50,000 has been included in the cost estimate contained herein.

#### Recommendation #5

**It is recommended that the Central Business District continue to receive twice weekly evening collection of both waste, cardboard and bulk goods, and further that discussions commence with both the downtown merchants and Metro Centre to develop a fair and equitable assessment of total waste management costs for the downtown.**

## 2.5 Hauled Sewage Fees

Currently, residences and businesses on either septic systems or sewage holding systems use the hauled sewage sites for disposal without charge.

If and when full sewer fees are implemented to all residences and businesses connected to municipal sewage systems, it is recommended that users of hauled sewage sites pay the full annual operating costs of these sites, currently at \$90,000.

Based on an estimate of 10,000 users, this would result in an approximate annual charge of \$10.00 per user.

### Recommendation #6

**It is recommended that the Steering Committee's recommendation to implement the hauled sewage fee if and when a full sewer fee is implemented, be approved.**

This increase has not been included in the budget.

The aforementioned outlines the major changes to the Working Group recommendations. The following section outlines the Recommended Service Levels.

## 3.0 RECOMMENDED SERVICE LEVELS

With the approval of the recommendations, contained here, a general list of the major services to be provided by the City of Greater Sudbury is summarized as follows:

### 3.1 Low Density Residential (six units or less)

- weekly curbside / depot waste and blue box collection with a four container limit, effective January 1<sup>st</sup>, 2001, reduced to three container limit on January 1<sup>st</sup>, 2002.
- weekly curbside bulk goods collection.
- annual Christmas tree collection.
- four week curbside leaf and yard waste collection (two weeks in the spring and two weeks in the fall).
- continue existing waste diversion and disposal programs (ie. household hazardous waste, composting, backyard composters, tire and whitegoods recycling, 3 R initiatives, education, etc.)

### 3.2 High Density Residential (seven units or more)

- weekly container waste collection, subject to active participation in waste diversion and recycling. Equivalent container limits to the Low Density Residential sector will be imposed.
- weekly container recycling collection service will be offered by the municipality for a fee if they choose to have their recyclables collected by the City as opposed to a Private contractor.
- continue existing waste diversion and disposal programs (ie. household hazardous waste, composting, backyard composters, tire and whitegoods recycling, 3 R initiatives, education, etc.)

### 3.3 Commercial Collection (Outside Central Business District)

- weekly curbside collection with a six container limit to small businesses which are typically categorized as stand alone facilities that generate a weekly total waste volume of six containers or less, provided they actively participate in waste diversion and recycling.
- a weekly curbside blue box collection service for a fee will be offered by the municipality if they choose to have their recyclables collected by the municipality as opposed to a Private contractor.

### 3.4 Central Business District Collection

- twice weekly evening collection of waste and cardboard, and bulk goods.

#### 4.0 COST ESTIMATE

The annualized cost estimate for the service levels recommended herein would generate a net operating budget of \$579,000.

The proposed annualized budget compared to the existing 2000 budget is summarized as follows:

Service Level	2000 Existing	2001 Transition Team Recommendation	Notes (see below)
<b>Operating and Capital Costs</b>			
Collection	\$ 2,480,000	2,610,000	
Disposal	5,565,000	5,670,000	
Diversion	3,440,000	4,200,000	
<b>Total Operating</b>	<b>11,485,000</b>	<b>12,480,000</b>	
<b>Revenues</b>			
Collection	0	0	
Disposal	2,690,000	2,620,000	(1) (2)
Diversion	1,114,000	1,600,000	
<b>Total Revenues</b>	<b>3,804,000</b>	<b>4,220,000</b>	<b>(1) (2)</b>
<b>NET COST</b>	<b>7,681,000</b>	<b>8,260,000</b>	<b>(1) (2)</b>
Net Cost compared to 2000 Base Year Budget	0	\$ 579,000	

Notes:

- 1) A Waste Disposal Recovery of \$50,000 has been estimated and included from the Central Business District.

As discussed in Section 2.4 of this report, agreement with Metro Centre will have to be prepared.

- 2) If and when full Hauled Sewage Fees are approved, the annual Net Cost will be reduced by \$90,000.

#### 4.1 Reduction in Transition Board Savings Target

The approval of the service levels outlined in this report will require a **reduction of \$466,000 in the Transition Board Savings Target.**

### 5.0 IMPLEMENTATION

The changes in service levels to the Low Density Residential and Commercial sectors could be implemented on January 1<sup>st</sup>, 2001. Similarly, the service level changes for the High Density Residential sector could be implemented by May 1<sup>st</sup>, 2001. This time frame would provide sufficient time for proper notification; tender preparation, award and implementation of a total bin collection system.

Municipal collection is currently being provided by municipal crews in the Cities of Sudbury and Valley East. The other municipalities have private contraction.

The Cities operate under several different collective agreements and Memorandums of Agreement with respect to waste collection. These agreements have been developed over many years. Adequate time must be available to develop new agreements with the Unions and to review existing private collections, contracts; therefore:

#### Recommendation #7

**It is recommended that the recommended changes to the waste management system not be implemented until approximately May 1<sup>st</sup>, 2001, to provide sufficient time to review and amend if necessary any existing waste collection agreements with CUPE.**

**In the interim, all operational and/or other efficiencies that are possible due to the amalgamation of work forces will be implemented.**

The co-operation and assistance of the local Union representatives throughout this entire process is appreciated and acknowledged.

Correspondingly, any savings / increase in budgets will depend upon when the new service levels are implemented. The cost estimate will have to be changed accordingly.



## **6.0 CONCLUSION**

The Transition Manager and CAO believe that the proposed service level will significantly harmonize service levels while at the same time expand the waste diversion programs.

It is essential that direction of service levels be made at this time, in order for staff to prepare and implement the proposed new system within the suggested time frames.

**\*\* MINUTES HAVE NOT YET BEEN APPROVED BY THE BOARD \*\***

**MINUTES FOR THE TWENTY-FIRST MEETING OF THE  
TRANSITION BOARD FOR THE CITY OF GREATER SUDBURY**

Committee Room C-11  
Tom Davies Square  
200 Brady Street

Tuesday, September 12, 2000  
Commencement: 1:05 p.m.  
Adjournment: 3:52 p.m.

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**Present**

George Lund, Chair; James W. Ashcroft; Gaetan Doucet; James K. Griffin; Maurice Lamoureux; Terry Lee; Ronald G. MacDonald

**Board Staff**

Nicole Charette, Communications Officer; Fred Dean, Transition Solicitor; Kate Fyfe, Finance Officer; Sandra Jonasson, Lead Finance Officer; Donna McDermid, Administrative Assistant to the Transition Solicitor; Gary Polano, Transition Board Manager; Patrick Thomson, Director of Human Resources; John Van de Rydt, Finance Officer; Lisa McAuley, Recording Secretary

**City of Greater Sudbury Staff**

Jim Rule, C.A.O., Greg Clausen, Director of Engineering Services; Chantal Mathieu, Manager of Waste Management

**Media**

Various

**Public**

15 -20 Persons

**Declarations of Pecuniary Interest**

None declared.

**Chair's Remarks**

Chair Lund briefly summarized the work of the Board to date. The Task Force and Steering Committee work is complete and Implementation Working Groups have been established. The Waste Management Working Group would be presenting today.

The Board's role is to amalgamate eight municipalities into one, treat everyone fairly, and ensure consistent service. The CAO, General Managers and Directors have been hired.

**"In Camera"**

The following resolution was presented:

Resolution No. 2000-207     MacDonald/Lee

That we move "In Camera" to deal with property and personnel matters.

**PASSED**

**Matters Arising from  
the "In Camera"  
Meeting**

The following resolution was presented:

Resolution No. 2000-208 Griffin/Doucet

That the Transition Board approve the Control Position for the Bargaining Unit negotiations and related matters with respect to the Unionized work force, as outlined in the presentation from the Director of Human Resources to the Transition Board dated August 25, 2000 and updated today.

**PASSED**

**Waste Management  
Recommendations**

Report from the Transition Manager and CAO dated September 11, 2000 regarding waste management recommendations was received.

A presentation was made by Greg Clausen, Chantal Mathieu, Jim Rule and Gary Polano outlining the recommendations of the Waste Management Working Group.

A lengthy discussion followed. Jim Griffin distributed an outline of the City of Orillia's waste management program.

The recommendations in the report are as follows:

**Recommendation #1**

On January 1<sup>st</sup>, 2001, it is recommended that a four container limit be introduced and on January 1<sup>st</sup>, 2002, the limit be reduced to three containers for both the Low Density Residential and High Density Residential sectors.

**Recommendation #2**

It is recommended that the supplemental Container Fee Sticker Option not be considered at this time.

**Recommendation #3**

It is recommended that a six container limit weekly curbside municipal waste collection be provided to the category of small businesses without the sticker fee option, provided they actively participate in waste diversion recycling services.

**Recommendation #4**

It is recommended that the full container municipal collection be provided to all the High Density Residential sector.

To receive municipal waste collection, the High Density Residential sector must actively participate in waste diversion and recycling programs.

Waste Management  
Recommendations  
Continued

Recommendation #5

It is recommended that the Central Business District continue to receive twice weekly evening collection of both waste, cardboard and bulk goods, and further that discussions commence with both the downtown merchants and Metro Centre to develop a fair and equitable assessment of total waste management costs for the downtown.

Recommendation #6

It is recommended that the Steering Committee's recommendation to implement the hauled sewage fee if and when a full sewer fee is implemented, be approved.

Recommendation #7

It is recommended that the recommended changes to the waste management system not be implemented until approximately May 1<sup>st</sup>, 2001, to provide sufficient time to review and amend if necessary any existing waste collection agreements with CUPE.

In the interim, all operational and/or other efficiencies that are possible due to the amalgamation of work forces will be implemented.

The following resolution was presented:

Resolution No. 2000-209 Griffin/Lee

That recommendation #2 be amended by the deletion of the word "not".

DEFEATED

Resolution No. 2000-210 Griffin/Lee

That Recommendation #4 be amended by the addition of the words, "with equivalent container limits to the LDR sector" after the word "provided" in line one.

PASSED

Resolution No. 2000-211 Lee/Doucet

That the recommendations outlined in the Waste Management Report from the Transition Manager and CAO dated September 11<sup>th</sup>, 2000 be approved by the Transition Board as amended.

PASSED

**Adoption of Minutes**

The following resolutions were presented:

**Transition Board**

Resolution No. 2000-212 Doucet/Ashcroft

That the minutes of the Twentieth Transition Board meeting held on August 28, 2000 be adopted.

**PASSED**

**Utility Services  
Steering Committee**

Resolution No. 2000-213 Ashcroft/Doucet

That the minutes of the eighth meeting of the Utility Services Steering Committee meeting held on August 31, 2000 be adopted.

**PASSED**

**Seasonal Rates During  
Transition Period**

Report from the Transition Manager and the CAO dated September 8, 2000 regarding Seasonal Rates During Transition Period was received.

The following resolution was presented:

Resolution No. 2000-214

THAT rates currently in place for ice user groups and recreational/leisure user groups remain unchanged until April 30, 2001, as outlined in the report from the Transition Manager and the CAO dated September 8, 2000.

**PASSED**

Chair Lund reported that the Working Group reviewing user fees would be providing a further report to the Board in October.

**Addendum to the  
Agenda - Nickel Centre  
Withdrawal from  
Reserves**

It was agreed that the addendum to the agenda be dealt with at this time.

Report from the Transition Board Solicitor dated September 12, 2000 regarding Town of Nickel Centre - Withdrawal from Reserves was received.

Dion Dumontelle, Treasurer, Town of Nickel Centre, was present to address any questions.

The following resolution was presented:

Resolution No. 2000-215 Doucet/Lee

THAT the Town of Nickel Centre is authorized to withdraw \$52,474.00 from its Public Works Reserve Fund for the completion of the Concession Street project in conjunction with Regional Contract R00-10.

**PASSED**

By-Laws

TB-27

3

BEING A BY-LAW OF THE TRANSITION BOARD FOR THE CITY OF  
GREATER SUDBURY TO ADOPT THE MINUTES OF THE TWENTIETH  
MEETING OF THE TRANSITION BOARD AND AUTHORIZING THE  
TAKING OF ANY ACTION THEREIN AND THEREBY

1<sup>st</sup> & 2<sup>nd</sup> Reading

Resolution No. 2000-216 Lee/Ashcroft

That By-Law TB-27 be read a first and second time.

**PASSED**

3<sup>RD</sup> Reading

Resolution No. 2000-217 Ashcroft/MacDonald

That By-Law TB-27 be read a third time and passed.

**PASSED**

Adjournment

Resolution No. 2000-218 MacDonald/Lee

THAT this meeting does now adjourn. Time: 3:52 p.m.

**PASSED**

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George Lund  
Chair

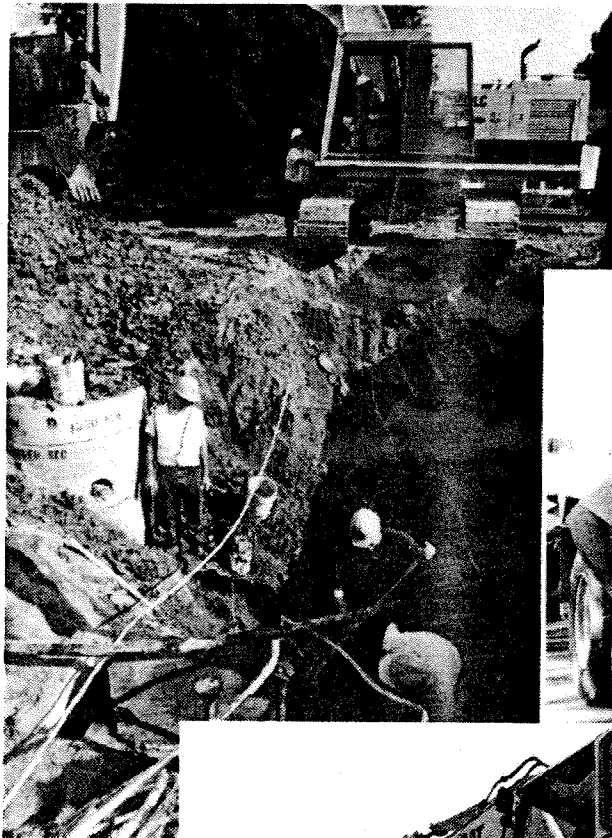
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Lisa McAuley  
Recording Secretary

April 27, 2000

# Waste Management Task Force

Report To  
The Transition  
Board Steering  
Committee



Chair: Greg Clausen  
Members: John Bulfon  
Dave Caverson  
Gord Engstrom  
Andre Houle  
Chantal Mathieu  
Jeff McLaughlin  
Nathalie Mihelchic  
Ken Rautianinen  
Jim Sartor  
Bernice Tario



Transition Board for the City of Greater Sudbury  
Conseil de transition de la Cité du Grand Sudbury  
199 rue Larch Street, Suite/Salle 1102 Sudbury ON P3E 5P9  
T 688-3900 A 674-3084

# task force

April 27<sup>th</sup>, 2000

Mr. J. L. Rule  
Steering Committee Chair  
Public Works Services

**RE: WASTE MANAGEMENT TASK FORCE REPORT**

Dear Sir:

The Task Force is pleased to submit herein our final report and recommendations. The recommendations have been made to achieve the main goals of amalgamation - maintain / enhance / harmonize services while reducing costs.

The Report is subdivided into five sections.

- ◆ Executive Summary
- ◆ Business Plan
- ◆ Collection Business Plan
- ◆ Disposal Business Plan
- ◆ Diversion Business Plan

The Task Force members included both Union and Non-Union municipal employees involved in all aspects of our current system, including collection, diversion and disposal.

I wish to express my sincere thanks to all members of the Task Force for their professionalism and their countless hours of work, the Steering Committee for their assistance and guidance and to Ms. Barbara Bell for typing numerous drafts culminating in this final report.

The Task Force is confident that this report contains sufficient information for your present purposes. We would be pleased to provide additional information or clarification on any item contained herein.

Yours very truly,

R. G. (Greg) Clausen, P. Eng.,  
Waste Management Task Force Chair

/bb  
Attachments



## WASTE MANAGEMENT TASK FORCE

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**task force**

# **Waste Management Task Force**

## *Executive Summary*

## 1.0 Recommendations

The recommendations of the Task Force are summarized below. The details on the specific recommendations are contained in the detailed Task Force Business Plan and specific Sector Business Plans - Collection, Disposal or Diversion.

It is recommended that:

- ◆ **services be harmonized within all sectors** (ie. collection, diversion and disposal); existing inconsistencies within service levels within each sector will be eliminated.
- ◆ **curbside garbage collection or drop-off depots be provided on a weekly basis including bulk goods collection to all Low Density Residential units of less than seven units.**
- ◆ **a three container limit will be implemented** to encourage diversion, minimize disposal and reduce seasonal fluctuations in tonnages. The container limit will not apply to leaf and yard waste when municipal leaf and yard waste collection is carried out ( 4 weeks);
- ◆ **a curbside leaf and yard waste collection program be provided to all Low Density Residential units for two weeks in the spring and two weeks in the fall;**
- ◆ **a full recovery "sticker" program (ie. \$1.00 / container) be implemented for Low Density Residential households who generate more than three containers of waste per week.** Such a program will generate revenue in the absence of a full seasonal leaf and yard waste collection program and for customers who generate more than three containers of waste per week;
- ◆ **small commercial businesses that generate less than six containers of waste per week would be offered waste collection disposal through the sticker fee program.**
- ◆ **municipal crews be amalgamated and restructured and assume garbage collection in the Cities of Sudbury and Valley East and the Towns of Capreol and Nickel Centre effective January 1<sup>st</sup>, 2001;**
- ◆ **collection be discontinued from the High Density Residential and Commercial sectors, some of which currently receive municipal collection.** This will also promote diversion, reduce disposal and generate revenue from tipping fees. The issue of fairness and equity of service to these sectors will be finally resolved.
- ◆ **twice weekly in the current City of Sudbury's Central Business District collection be continued on a full cost recovery basis.** The existing annual

assessment for municipal collection of approximately \$25,000 should be increased to \$100,000 to cover lost tipping fees revenue. This would provide consistency within the commercial sector.

- ◆ **total cost recovery for operation of Hauled Sewage Sites by residents without sanitary sewers.**
- ◆ **if these recommended service levels are approved, that the City of Sudbury immediately review existing Memorandum of Agreement with Union to realize potential savings this year.**
- ◆ **a city-wide tender be called in 2002 for all Low Density Residential collection.**

## **2.0 Introduction and Overview of Process**

### **Introduction and Overview Process**

The Task Force consisted of municipal employees directly involved in all aspects of waste management including collection, diversion, and disposal.

An analysis was carried out on the operations of each individual municipal collection system and of the Region's one-tier diversion and disposal sectors. The service levels and methods of collection are determined by each area municipality.

The Region operates all five municipal solid waste disposal (landfill) sites. As a condition of the current Certificate of Approval for the Sudbury site, the Ministry of the Environment requires that the Region have a comprehensive Waste Management Systems Plan developed in accordance with the requirements of the Environment Assessment Act. A key component of our Waste Management Systems Plan is that an objective of 28 percent of waste be diverted from landfill (disposal). At the present time, the Region has a diversion rate of approximately 14.6 percent.

The Waste Management Systems Plan also describes the Region's long-term waste disposal requirements. The Region is currently preparing an application for approval for the design, construction and operation of the Sudbury landfill for the next 20 years.

Extensive information and reports were also available from similar recent staff reports.

## **3.0 Current Level of Service**

### **3.1 Current - Collection Sector**

Collection is currently carried out by the lower tier municipalities by either municipal crews, private contractors or a combination thereof.

The Low Density Residential sector (less than 7 units) receives either weekly curbside or depot system. Bulk goods collection is carried out either weekly, semi-annually or annually.

The High Density Residential sector (greater than 6 units) may or may not receive weekly collection depending upon which municipality it is located. Each municipality has a separate collection policy for the High Density Residential sector as shown on Table 1 of Appendix 1.

Commercial Sector collection service is similar to that of the High Density Residential sector discussed above.

The Central Business District in the City of Sudbury currently receives twice weekly collection on a full cost recovery basis (ie. annual assessment to Metro Centre of \$25,000).

### **3.2 Current - Disposal and Diversion Sectors**

The Disposal and Diversion Sectors are operated by the Region as a single-tier harmonized service.

Programs offered currently by the Region include:

- ◆ active landfill sites;
- ◆ inactive landfill sites;
- ◆ hauled sewage disposal;
- ◆ recycling;
- ◆ composting;
- ◆ household hazardous waste management;
- ◆ 3 R's Initiatives and Waste Diversion Program

## 4.0 Proposed Level of Service

### 4.1 Proposed - Collection

It is recommended that:

- ◆ **services be harmonized within all sectors** (ie. collection, diversion and disposal); existing inconsistencies within service levels within each sector will be eliminated.
- ◆ **curbside garbage collection or drop-off depots be provided on a weekly basis including bulk goods collection to all Low Density Residential units of less than seven units.**
- ◆ **a three container limit will be implemented** to encourage diversion, minimize disposal and reduce seasonal fluctuations in tonnages. The container limit will not apply to leaf and yard waste when municipal leaf and yard waste collection is carried out ( 4 weeks);
- ◆ **a curbside leaf and yard waste collection program be provided to all Low Density Residential units for two weeks in the spring and two weeks in the fall;**
- ◆ **a full recovery "sticker" program (ie. \$1.00 / container) be implemented for Low Density Residential households who generate more than three containers of waste per week.** Such a program will generate revenue in the absence of a full seasonal leaf and yard waste collection program and for customers who generate more than three containers of waste per week;
- ◆ **small commercial businesses that generate less than six containers of waste per week would be offered waste collection disposal through the sticker fee program.**
- ◆ **municipal crews be amalgamated and restructured and assume garbage collection in the Cities of Sudbury and Valley East and the Towns of Capreol and Nickel Centre effective January 1<sup>st</sup>, 2001;**
- ◆ **collection be discontinued from the High Density Residential and Commercial sectors which currently receive municipal collection.** This will also promote diversion, reduce disposal and generate revenue from tipping fees. The issue of fairness and equity of service to these sectors will be finally resolved.
- ◆ **twice weekly in the current City of Sudbury's Central Business District collection will be continued on a full cost recovery basis.** The existing annual assessment for municipal collection of approximately \$25,000 should be increased to \$100,000 to cover revenue lost tipping fees. This would ensure consistency within the commercial sector.

- ◆ **total cost recovery for operation of Hauled Sewage Sites by residents without sanitary sewers.**
- ◆ **the City of Sudbury immediately review existing Memorandum of Agreement with Union to realize potential savings this year.**
- ◆ **a city-wide tender be called in 2002 for Low Density Residential collection.**

#### **4.2 Proposed - Diversion**

**The existing diversion levels of service will be continued. A four week leaf and yard waste collection program will be implemented for the Low Density Residential sector receiving curbside collection.**

Recycling is anticipated to increase as a result of the three container limit for Low Density Residential households and the elimination of High Density Residential and Commercial collection.

It is estimated that 4,000 tonnes of leaf and yard waste will be collected during the scheduled four week curbside collection program. It is estimated that an additional 500 tonnes of leaf and yard waste will be delivered by residents to compost sites due to the three container limit. Similarly, the sale of backyard composters is anticipated to increase.

The curbside leaf and yard waste collection program and three container limit will assist the City in achieving its goal of 28 percent diversion. Future programs as recommended in this report, will further assist reaching our diversion goal.

#### **4.3 Proposed - Disposal**

**The existing levels of service for waste disposal will be continued.**

**Full cost recovery should be implemented for disposal of hauled sewage waste but only after sewage costs have been removed from the levy and are fully recovered by a sewer rate.**

In accordance with the requirements of the existing Waste Management Systems Plan the City will close the Onaping landfill in February 2001. Thereafter, the City will operate four disposal sites. The cost of operating these sites, in particular the Sudbury landfill, will increase significantly based on anticipated new operating conditions placed on the site Certificates of Approval from the Ministry of the Environment.

There will be an increase in tipping fee revenues due to the elimination of municipal High Density Residential and Commercial collection and Central Business District full cost recovery.



## 5.0 Savings / Additional Costs

The annual net savings to Waste Management between 2000 and 2001 is estimated to be **\$792,000.**

We can identify approximately **\$260,000 savings due to amalgamation .**

We can identify approximately **\$108,000 savings due to reorganization** of existing municipal area crews.

The balance of \$424,000 in net savings is due to increases in revenues (primarily from tipping fees) less costs to generate those revenues and capital costs, etc..

The estimated savings are summarized below:

Area of Savings	Estimated Savings
Amalgamation	\$260,000.
Efficiencies	\$108,000.
Increase in Revenues - Tipping Fees - Sticker Fees	\$424,000.
<b>Total</b>	<b>\$792,000.</b>

Savings in collection are a result of proposed reorganization and improved efficiency of existing municipal crew sizes, the elimination of several contractors and the implication of the proposed recommendations. Any change to any recommended component may significantly affect actual savings.

Further savings in 2002 may be achieved as a result of the proposed city-wide tender call for waste collection and/or further efficiencies in municipal crew sizes and numbers after the proposed system has been field evaluated in 2001.

The new Sudbury landfill site has a design life of 20 years assuming a 28 percent diversion rate. The new landfill with the current 14.6 diversion rate will have a design life of approximately 15.5 years. With implementation of the diversion programs recommended herein, it is estimated that the design life will be extended to approximately 18 years.

The total cost of building a new landfill site and closing out the existing site is estimated to be \$47,000,000 based on today's dollars.

If the life of the landfill can be extended by 2.5 years, \$7,050,000 in interest will be earned assuming an interest rate of six percent.

These savings are reduced by the cost of carrying out the recommended diversion programs of \$6,750,000 (18 years x \$375,000 per year).

Landfill space is created, when material is diverted from the landfill site. The "Available" space will generate tipping fee revenues. An estimated 4,000 tonnes of waste is diverted annually. Assuming that 50 percent of this waste generates tipping fees at \$72.00/tonne, the tipping fee revenues will increase by about \$2,600,000 over the 18 year design life.

The total savings over the estimated 18 year life of the landfill is a result of the recommended diversion program are summarized as follows:

Interest earned by extending landfill life by 2.5 years (\$47,000,000 x 6 percent x 2.5 years) .....	(\$7,050,000)
Estimated cost to carry out diversion program (\$375,000/year x 18 years) .....	\$6,750,000
Additional tipping fee revenues (2,000 tonnes x \$72.00/tonne x 18 years) .....	<u>(\$2,600,000)</u>
Total savings over 18 year life .....	(\$2,900,000)

It should be further noted that the longer the landfill's life is extended the greater the total savings. Therefore, there is economic merit in promoting maximum diversion from the landfills.

## UNIT COSTS

The (2001) annual cost per unit for municipal collection is estimated to be \$35.72 compared to an existing (2000) annual unit cost of approximately \$36.69. These unit rates do not include overhead costs. The reduced unit rate indicates that operational savings will probably be achievable but are subject to verification after actual field testing / implementation in 2001.

A tendered unit price received in 1997 was \$35.59.

The similar unit rates warrant further investigation to be verified by a recommended city-wide tender call in 2002.

The proposed 2001 Budget as compared to the 2000 budget is broken down as follows.

	2000	2001	Difference <sup>(1)</sup>
<b>Operating and Capital Costs</b>			
Collection	\$2,480,000	\$2,112,000	\$(368,000)
Disposal	5,565,000	5,671,000	106,000
Diversion	3,440,000	3,815,000	375,000 <sup>(2)</sup>
Total Gross Cost	\$11,485,000	\$11,598,000	\$113,000 <sup>(2)</sup>
<b>Revenues</b>			
Collection	\$0	\$56,000	\$(56,000)
Disposal	2,690,000	3,289,000	(599,000)
Diversion	1,114,000	1,364,000	(250,000)
Total Revenue	3,804,000	4,709,000	(905,000)
Net Cost	\$7,681,000	\$6,889,000	\$(792,000) <sup>(2)</sup>

**Note:**

- 1) Dollars in brackets are either savings or increases in revenues (user fees).
- 2) It is estimated that by implementing the recommended diversion programs, increased tipping fee revenues and extending the landfill life by approximately 2.5 years, approximately \$2,900,000 will be saved over the life of the landfill.

## 6.0 Summary Budget

Year	2000	2001	2002	2003
Net Operating Including Capital	\$7,681,000	\$6,889,000	\$6,889,000	\$6,889,000
Capital	\$3,100,000	\$3,100,000	\$3,100,000	\$3,100,000

## **7.0 One Time Implementation Costs**

Due to the significant number of changes proposed to the Low Density Residential sector, it is estimated that one By-law Officer for the first year of implementation will be required. It is envisaged that this service could be done by a contract position at an estimated cost \$50,000. The cost of the additional By-law officer is not included in this budget.

## **8.0 How is Customer Service Improved**

Customer service to the Low Density Residential sector will now be fully harmonized to weekly curbside collection including bulk good collection. Several depots will still be required in remote areas.

The three container limit for Low Density Residential will encourage reduction and diversion. A "sticker" program will be implemented for those who generate more than three containers of waste per week. This will be useful for times other than when leaf and yard waste collection is provided, and for customers who produce more than three containers of waste per week.

Small commercial businesses that generate less than six containers of waste per week would be offered waste collection disposal through the sticker fee program. Collection will be by municipal collection as part of weekly curbside collection.

## **9.0 Phasing of Implementation**

It is envisaged that all recommendations could be implemented in 2001.

The recommended program can be implemented within approximately six months of approval. The Public would have to be notified of changes in service, and the High Density Residential and Commercial sectors would have to arrange for private collection.

Two packers would have to be secured and the "sticker" tag program organized. From an operation point of view the winter is the best time to implement changes in collection.

## **10.0 Potential Cost Savings (not already noted)**

It is proposed that a city-wide tender for garbage collection be called in 2002; after sufficient numbers and costs are obtained in 2001. It is probable that "lower unit" collection costs will be obtained in 2002 after these recommendations have been implemented.

## 11.0 Issues / Conflicts

The Low Density Residential sector generally receives unlimited curbside collection - whatever they put out is collected. With the proposed system, there will be a weekly three container limit. For two weeks in the spring and fall, there will be unlimited collection of leaf and yard waste. For the balance of the year, residents who cannot / will not reduce, reuse or divert, will have to purchase stickers at a recommended fee of \$1.00 each for each container in excess of the three container limit.

The issue of fairness and equality of collection will be resolved for the High Density Residential and Commercial sectors. Presently, collection from these sectors is determined by each area municipality and varies within municipality. The only issue may be from those who are losing municipal collection (approximately 64 percent of all High Density Residential units and 42 percent of Commercial units).

The current Waste Management System Plan commits the Region to achieve a 28 percent diversion rate from landfills. The present diversion rate is approximately 14.6 percent. The proposed plan recommended herein will help achieve the Region's goal of diversion. Without this proposed diversion the life of the City's landfills may be reduced, eg. from a design life of 20 years to about 14 to 17 years for the Sudbury site. Similarly capital costs associated with the closure of the and the establishment of new landfills may be required much sooner than estimated.

## 12.0 Areas for Future Investigation

During the preparation of this report the following areas were identified for further study / investigation.

- ◆ alternate methods of garbage collection including improved one-man side loader garbage trucks; combination leaf and yard waste and garbage collection vehicles, one-man automated collection vehicles. A key factor in this analysis is the weekly collection of bulk goods;
- ◆ as part of the review of alternate equipment, a review of current practices including costs of other similar municipalities should be carried out and form part of the business plan.
- ◆ modification to existing crew sizes and numbers within the current City of Sudbury in 2000 can be carried out with agreement of the Union and may achieve savings of \$100,000 for the balance of this year, and should be investigated. Similar savings may be possible in 2002 when the city-wide tender is called;

- ◆ establish a pilot task force to calculate full municipal administration ABC costing as it relates to garbage collection to truly determine what garbage costs are in the municipal sector;
- ◆ greater emphasis on the reduction and reuse of our resources should be further encouraged to reduce waste generation; hence the need for diversion and disposal;
- ◆ the recommended waste diversion programs begins to further reduce and divert garbage going to the landfills. In an effort to comply with our Waste Management System Plan goal of 28 percent, to extend the life of our landfill sites and to defer capital costs associated with both the closure of existing landfills and the establishment of new landfills, the City should investigate the implementation of expanded recycling programs including "free" collection of recyclables from the High Density Residential sector. Similarly, the implementation of a leaf and yard waste collection program throughout the entire growing season should be considered.



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task force

# Waste Management Task Force

## *Business Plan*

## 1.0 Introduction

The task force assembled to review Waste Management consisted of municipal employees experienced in all aspects and levels of waste management.

The goal of Waste Management is to provide collection and disposal of waste in a cost effective and environmentally responsible manner. To accomplish this goal, maximum diversion is required. Ideally only materials that cannot be reused or recycled should be disposed.

Waste Management consists of three key sectors:

- ◆ diversion;
- ◆ collection;
- ◆ disposal.

There is a detailed business plan for each sector in the attached appendices.

## 2.0 Recommended Levels of Service

The recommendations have been made to achieve the main goals of amalgamation to maintain / enhance / harmonize services while reducing costs. The existing and recommended levels of service for each sector (collection, diversion and disposal) are shown in Table 1 below:



**Table 1**  
**Existing and Recommended Levels of Service**

Existing Level of Service	Proposed Level of Service
<b>Waste Collection</b>	
Weekly curbside/depot waste collection to the low-density residential sector	Remains the same with a three container limit and a fee for additional containers <sup>(1)</sup>
Outside townships deliver waste to a depot or pay a private waste hauler to collect their waste	Weekly curbside/depot waste collection to the low-density residential sector with a three container limit
Weekly, twice a year or once a year bulk item curbside collection to low density residential	Weekly bulk item collection to low density residential receiving curbside collection
Waste collection to a portion of the high-density residential sector	Discontinue waste collection to the high-density residential sector
Waste collection to a portion of the commercial sector, including - the City of Sudbury's Central Business District receive a twice-weekly waste collection service	Discontinue waste collection to the commercial sector, except for - the City of Sudbury's Central Business District remains the same, disposal fee in levy <sup>(2)</sup> - collection from small businesses for a fee <sup>(3)</sup>
<b>Waste Diversion</b>	
Annual Christmas Tree collection	Remains the same
Weekly curbside/depot collection of recyclables to the low-density residential sector	Remains the same
Weekly curbside/depot collection of recyclables to the high-density residential sector for a fee	Remains the same
The composting program	Remains the same
	Four week curbside collection of leaf and yard waste
The household hazardous waste program	Remains the same
The 3R initiatives and waste diversion programs	Remains the same
<b>Waste Disposal</b>	
Operation of five landfill sites	Operation of four landfills commencing February 2001, in accordance with the Waste Management System Plan
Maintenance of inactive landfill sites	Remains the same, inventory abandoned sites <sup>(4)</sup>
Operation of hauled sewage sites	Remains the same except for full cost recovery <sup>(5)</sup>
Outside townships dumps operated by the Ministry of Natural Resources	Close out dump sites with full closure costs paid by Province as condition of acceptance

#### Notes:

- (1) A three container limit is proposed to encourage conservation, promote diversion and to reduce collection costs. Additional containers are permitted for collection for a sticker price of \$1.00 per container.

The sticker price includes the estimated cost to collect the containers (\$0.20) lost tipping fee revenues (\$0.28), and costs to set up and administer the program (\$0.35). The balance (\$0.17) per container will be used to enhance other waste diversion programs.

- (2) The City of Sudbury's Central Business District - currently receives municipal waste collection and pays for that collection service on the levy. We are proposing to continue providing waste collection, but the levy should be increased to also include disposal costs, ie. full cost recovery.

- (3) Small commercial businesses that generate less than six containers of waste per week would be offered waste collection and disposal through the sticker fee program (See Note 1).

- (4) Abandoned landfill sites - it is recommended that an inventory be performed on all known abandoned landfill sites and that perpetual maintenance be initiated as required.

- (5) Hauled sewage sites - it is recommended that total cost recovery for the operation of these sites be paid for by residents without sewers - approx. 10,000 units.

- ◆ All services and fees have been harmonized within each sector.
- ◆ There is an amalgamation of existing services in waste collection.
- ◆ Waste diversion and waste disposal are already a one-tier harmonized service.

### 3.0 Method of Delivery

We are recommending a continuation of all waste diversion and waste disposal programs. The operations of these programs are contracted to the private sector. However, it is proposed that the separate leaf and yard waste collection be performed using existing municipal crews.

In 2001, we are recommending the continued method of delivery for waste collection, which will be a combination of reorganized municipal crews and contractors as detailed in Table 2 below. In 2002, we are recommending that a tender be called for all waste collection for the low-density residential sector for the new city, including in-house bidding.

**Table 2**

<b>Existing and Proposed Method of Delivery</b>		
	<b>Existing Method of Delivery</b>	<b>Proposed Method of Delivery</b>
Collection by Municipal Crews	City of Sudbury, Valley East	City of Sudbury, Valley East, Town of Capreol and Nickel Centre
Collection by Contractors	Towns of Nickel Centre, Capreol, Onaping Falls, Rayside-Balfour and Walden	Towns of Onaping Falls, Rayside-Balfour and Walden
Municipal Vehicles	8 rear loading garbage trucks 3 side loading garbage trucks 1 - 6 ton flat deck with hydraulic loader ½ ton pick-up	10 rear loading garbage trucks 1 - 6 ton flat deck with hydraulic loader 1 - ½ ton pick-up
Cost per unit <sup>(1)(2)(3)</sup>	\$36.69	\$35.72

**Notes:**

- (1) The existing and proposed cost per unit are total collection costs including weekly bulk collection.
- (2) In 1997 the Region obtained a tender quote of \$35.59 including weekly bulk collection and 3 container limit.
- (3) Several other municipalities were canvassed as part of this study. The results are shown on Appendix IV of the Collection Business Plan.

## 4.0 Customer Profile

- ◆ Assuming a minimal population increase.
- ◆ Decrease in waste collection tonnages due to the three container limit, the elimination of high-density residential and commercial waste collection and four week leaf and yard waste collection.
- ◆ Decrease in tonnes landfilled due to increases in diversion.
- ◆ Increase in tonnes diverted due to the three container limit and leaf and yard waste collection.
- ◆ Services are available in French and English as required.

## 5.0 Service Goals & Key Performance Measures

Our service goal is to provide our customers with cost efficient and effective waste collection, diversion and disposal.

### Key performance Indicators

- ◆ cost per tonne
- ◆ cost per unit
- ◆ # of complaints
- ◆ # of requests
- ◆ tonnes diverted
- ◆ tonnes disposed

## 6.0 Identification of Major Assets & Resources Required

- ◆ Four Landfill sites
- ◆ Four Hauled Sewage Sites
- ◆ 10 - high-density 20 cu. yd. rear loading, garbage packers (8 existing, lease or rent 2 additional garbage packers until results of 2002 City tender)
- ◆ 1 - 6 ton flat deck truck with hydraulic loader
- ◆ 1 - ½ ton pick-up truck (Foreperson)
- ◆ Recycling Centre on Frobisher Street
- ◆ Household Hazardous Waste Depot on Frobisher Street
- ◆ Magnetic separator (for recycling operation - may be disposed in 2005)
- ◆ Baler (for recycling operation - may be disposed in 2005 )
- ◆ Certified weigh scale located at the Frobisher PW's Yard (for recycling operation)
- ◆ Three certified weigh scales and kiosks located at landfill sites. A fourth scale and kiosk is planned for the Walden landfill in 2000.
- ◆ Dispose of 3 side loader garbage vehicles (from the City of Valley East)

## 7.0 Alternative Service Provider

There are currently no alternative service providers for our waste diversion and waste disposal programs.

There are alternative service providers for waste collection. It is recommended that a city-wide waste collection tender be called in 2002 to determine what savings may be realized.

## 8.0 Why is the Service Provided

Waste collection for the low-density residential sector is provided to maintain public health standards, enhance aesthetics and the image of the community and the environment.

Waste diversion programs such as, the provision of recycling services , composters, leaf & yard waste drop off depots and the composting site are mandatory under Provincial Regulation 101/94.

The operation of the Household Hazardous Waste Program is a condition of the Certificate of Approval for the Sudbury Landfill Site and diverts hazardous waste from the landfills. These diversion programs have also been identified under the Waste Management Systems Plan, which has received Environmental Assessment Act approval. These programs are not only mandatory but beneficial for our environment.

The provision of landfill sites is mandated by Provincial legislation and is necessary to maintain public health and the environment.

## 9.0 Operating & Capital Budget Summary

The proposed operating and capital budgets for 2000, 2001, 2002 and 2003 are summarized below.

	(Existing) 2000	2001	2002	2003
Waste Collection <sup>(1)</sup>	\$2,480,000	\$2,056,000	\$2,056,000	\$2,056,000
Waste Diversion <sup>(2)</sup>	\$2,326,000	\$2,451,000	\$2,451,000	\$2,451,000
Waste Disposal <sup>(3)</sup>	\$2,875,000	\$2,382,000	\$2,382,000	\$2,382,000
<b>Total Net Cost</b>	<b>\$7,681,000</b>	<b>\$6,889,000</b>	<b>\$6,889,000</b>	<b>\$6,889,000</b>

(1) For details, please refer to the waste collection business plan

(2) For details, please refer to the waste diversion business plan

(3) For details, please refer to the waste disposal business plan

## 10.0 Savings/Additional Costs

The new Sudbury landfill site has a design life of 20 years assuming a 28 percent diversion rate. The new landfill with the current 14.6 diversion rate will have a design life of approximately 15.5 years. With implementation of the diversion programs recommended herein, it is estimated that the design life will be extended to approximately 18 years.

The total cost of building a new landfill site and closing out the existing site is estimated to be \$47,000,000 based on today's dollars.

If the life of the landfill can be extended by 2.5 years, \$7,050,000 in interest will be earned assuming an interest rate of six percent.

These savings are reduced by the cost of carrying out the recommended diversion programs of \$6,750,000 (18 years x \$375,000 per year).

Landfill space is created, when material is diverted from the landfill site. The "Available" space will generate tipping fee revenues. An estimated 4,000 tonnes of waste is diverted annually. Assuming that 50 percent of this waste generates tipping fees at \$72.00/tonne, the tipping fee revenues will increase by about \$2,600,000 over the 18 year design life.

The total savings over the estimated 18 year life of the landfill is a result of the recommended diversion program are summarized as follows:

Interest earned by extending landfill life by 2.5 years (\$47,000,000 x 6 percent x 2.5 years) .....	(\$7,050,000)
Estimated cost to carry out diversion program (\$375,000/year x 18 years) .....	\$6,750,000
Additional tipping fee revenues (2,000 tonnes x \$72.00/tonne x 18 years) .....	<u>(\$2,600,000)</u>
Total savings over 18 year life .....	(\$2,900,000)

It should be further noted that the longer the landfill's life is extended the greater the total savings. Therefore, there is economic merit in promoting maximum diversion from the landfills.

## 11.0 Impact of Recommendations

The recommendations will impact primarily on the waste collection sector and include the following:

- ◆ municipal collection will be discontinued from that portion of High Density Residential and Commercial sectors currently receiving this service except the City's Central Business District. This will harmonize service to these sectors and resolve the questions of fairness and equity;
- ◆ the discontinuation of collection from the High Density Residential and Commercial sectors, in conjunction with reorganization of crew sizes and numbers, combined with existing capacity will permit municipal crews to collect waste in the Cities of Sudbury and Valley East and the Towns of Capreol and Nickel Centre. The Towns of Capreol and Nickel Centre are currently collected by private contractors;
- ◆ the Towns of Rayside-Balfour, Onaping Falls and Walden will continue to receive collection by private contractor until 2003 when their contracts expire. In 2002, it is proposed to call a City-wide tender for all Low Density Residential collection;
- ◆ bulk goods collection for Low Density Residential units will be harmonized to weekly year-round collection in conjunction with regular curbside collection;
- ◆ a three container limit, "sticker" fee program, and four week leaf and yard waste collection program will assist the City in reaching its goal of 28 percent diversion.
- ◆ a "sticker" fee full cost recovery program will be implemented for the Low Density Residential sector. Small Businesses which generate less than six containers of waste per week will also be able to participate. The stickered containers will be collected by municipal crews as part of regular weekly curbside collection;
- ◆ a one time revenue of approximately \$100,000, may be realized by the sale of three used side loader packers; and
- ◆ changes to the collection sector will result in savings due to operational reorganization, obtaining existing capacity and contract costs. Additional savings are probable with further modifications to the Task Force system including crew hours and days of work and numbers of crews. It is recommended that these changes be implemented in the new program.
- ◆ The impact of the recommendations on the waste disposal sector are anticipated as follows:
- ◆ it is recommended that full cost recovery be implemented for hauled sewage sites. Approximately 10,000 residents which do not have sanitary sewers and use these sites will each have to pay an annual fee of \$9.00 to offset annual operating cost of \$90,000; and

- ◆ the elimination of municipal collection to some portions of the High Density Residential and Commercial, and full cost recovery from the Central Business District, will generate additional tipping fees of approximately \$431,000.
- ◆ sticker fee revenues are estimated at \$78,000 for the disposal component.
- ◆ The impact of the recommendations on the diversion sector are anticipated as follows:
- ◆ recycling is anticipated to increase as a result of the three container limit for Low Density Residential units, and the discontinuation of collection from High Density Residential and Commercial sectors; and
- ◆ its is anticipated that 4,500 tonnes of leaf and yard waste will be delivered to the compost areas as a result of the three container limit and the four week leaf and yard waste collection. Also, the sale of backyard composters is anticipated to increase.
- ◆ These programs will assist the City in achieving its goal of 28 percent diversion.

**The combined impact of these recommendations on Waste Management is estimated to save \$792,000 in 2001.**

Additional savings may be achieved in 2002 as a result of either the result of the recommended City-wide tender and/or further reorganization / restructuring within municipal crews.





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**task force**

# **Waste Management Task Force**

## *Collection Business Plan*

## 1.0 Existing Level of Services

Waste collection is the responsibility of the lower-tier municipalities and is carried out by either municipal crews, private contractors or a combination thereof.

The total existing cost for municipal collection is \$2,480,000. The distribution by municipality is shown on Table 1, in Appendix 1 attached and summarized by municipality in Stage 1 documentation.

Municipal Collection is currently provided to Low Density Residential sector (less than 7 units), High Density Residential sector (greater than 6 units) and commercial businesses. The breakdown by municipalities of both the total number of units receiving collection and total number of units by sector is shown on Tables 2 and 4 in Appendix 1 attached.

As shown on the Tables, the service level provided to the Low Density Residential sector, is generally consistent but varies significantly for the High Density Residential and Commercial sectors as described below.

The Low Density Residential (less than 7 units) sector, generally receive the following services:

- ◆ weekly curbside collection or drop-off depots;
- ◆ annual Christmas tree collection; and
- ◆ weekly, twice annually or annual bulk goods collection.

The High Density Residential (greater than 6 units) sector may receive the following services:

- ◆ full, partial or no municipal collection including collection of Christmas trees and bulk goods. Please refer to Table 2 in Appendix I for details.

The Commercial sector may receive the following services:

- ◆ full, partial or no municipal collection.
- ◆ The City of Sudbury's Central Business District. See map on Appendix II. The Central Business District currently receives twice weekly collection (Tuesday and Friday evening). Please refer to Table 2 in Appendix I.

In the currently Unorganized townships:

- ◆ residents deliver waste to either a drop-off depot or pay a private waste hauler to collect and dispose of their waste.

## 2.0 Existing Method of Collection

The City of Valley East currently collects garbage using 2 - 1 person garbage collection crews working 5 - 8 hour days per week on a 40 hour Task Force system.

The City of Sudbury currently collects garbage with municipal crews and contractors. There are five 3 person municipal crews working four 12 / 11 hour days (Tuesday to Friday) on a Task Force system. Contractors currently collect the south end of Ward 9 and the Central Business District.

The Towns of Capreol, Onaping Falls, Nickel Centre, Rayside-Balfour and Walden currently collect garbage solely with contractors. The list of contractors and the expiry date of their contracts is shown on Appendix III attached.

Christmas trees, bulk goods, white goods, litter containers and /or selected municipal facilities are collected by a combination of both municipal garbage collection crews, general public works crews and/or contract garbage collection crews.

## 3.0 Recommended Levels of Service

The following levels of service are recommended by sector:

### yy) Low Density Residential

- ◆ weekly curbside or depot collection;
- ◆ weekly bulk goods collection (either curbside or at depots);
- ◆ three container weekly limit (the container limit will encourage diversion, conservation and reduce disposal);
- ◆ "sticker" program; additional containers will be collected for a \$1.00 fee per container;
- ◆ annual Christmas tree collection;
- ◆ the present townships of Dill, Cleland and Dryden will receive curbside collection; and
- ◆ the present townships of Fraleck, Parkin, Aylmer, MacKelcan, Rathbun and Scadding will be serviced by drop-off depots or private contractor.

b) High Density Residential

- ◆ discontinue all municipal collection of garbage

c) Commercial

- ◆ discontinue all municipal collection, to Commercial sectors, except Central Business District;
- ◆ small businesses that generally generate less than six containers of garbage per week will be offered waste collection and disposal through the sticker fee program. Containers will be collected as part of curbside collection; and
- ◆ the City's Central Business District will continue to receive twice weekly collection. However, it is recommended that the cost of disposal (tipping fees) be recovered so there will be consistency within the commercial sector.

## 4.0 Proposed Method of Collection

The existing municipal crews of Sudbury and Valley East will be merged into one work force. With existing efficiencies and available capacity, reorganized municipal crews will continue to collect garbage in the old Cities of Sudbury and Valley East and will assume collection in the Town's of Capreol and Nickel Centre on January 1<sup>st</sup>, 2001 or earlier this year when their existing contracts expire.

Contractors will continue to collect garbage for the Town's of Onaping Falls, Rayside-Balfour and Walden until their contracts expire. Consideration could be given to tendering out the entire municipal garbage collection in 2002 before these contracts expire and phase in the towns when their contracts expire.

The lists of items for collection, the three container limit, sticker program, etc. will be consistent across the new city.

Litter containers and current municipal facilities would continue to receive collection by municipal crews and/or contractors.

The proposed municipal crew complement of seven 2 person garbage collection crews has been developed in conjunction with union representation and takes into consideration many factors including:

- ◆ estimated reduced tonnages due to elimination of collection from the High Density Residential and Commercial sectors;

- ◆ impact of three container limit;
- ◆ existing tonnage agreements as per existing Memorandum of Agreement with the Union;
- ◆ existing Task Force systems in both City of Sudbury and Valley East;
- ◆ anticipated increase of diversion of Leaf and Yard Waste to compost sites due to three container limit; and separate four week collection leaf and yard waste program;
- ◆ anticipated increase in participation in recycling programs due to three container limit and sticker programs.

The current cost/unit collected in all municipalities has been calculated for the existing municipal collection system at \$36.69.

The estimated per unit cost for the proposed new city in 2001 to be \$35.72.

These unit costs do not include overhead costs.

In 1997, the Region received a tendered price of \$35.59 for a similar service, ie. weekly curbside collection including bulk goods for the Low Density Residential sector including a three container limit program.

As part of this study, comparative unit prices were obtained from the Cities of North Bay, Sault Ste. Marie, Brockville and Belleville. Please refer to Appendix IV for the specific results.

In 2002 and 2003, collection contracts expire in the Towns of Onaping Falls, Rayside-Balfour and Walden. It is recommended that the proposed municipal crew collection system be implemented in 2001 and thoroughly monitored and accurate costs developed. In 2002, it is recommended that a City-wide tender be called for all municipal collection. It is envisaged that the City will submit a bid for the Tender. All costs including Administration and Overhead will be included in the City's total unit cost. Similarly, administration costs to review / supervise contractors will have to be determined.

## 5.0 Customer Profile

It is anticipated that garbage tonnages collected by municipal forces will decrease slightly over time as diversion programs increase (3 container limit), and with the elimination of municipal collection from the High Density Residential and Commercial Collection. Also, the four week collection of leaf and yard waste will reduce tonnages collected by municipal crews.

All services are available in English and French.

## 6.0 Service Goals

Our goal is to provide timely cost-effective garbage collection in a satisfactory manner.

Efficiency measures will include:

- ◆ cost / tonne of waste collected; and
- ◆ cost / unit collected

Effectiveness measures will include:

- ◆ number of complaints about service / missed collections, etc...

## 7.0 Major Assets / Resources Required

Proposed Rolling Stock		Existing Rolling Stock	
10	High Density 20 cu. yd. rear loading, garbage packers.	8	High Density 20 cu. yd. rear loading, garbage packers.
1	6 ton flat deck truck with hydraulic loader	3	Side loading garbage packers.
1	½ ton pickup truck (supervisor)	1	6 ton deck truck with hydraulic loader.
		1	½ ton pick-up truck (supervisor)
12		13	

It is proposed that municipal collection crews will continue to work out of both the City of Sudbury and City of Valley East depots which are understood to have mechanical support. Similarly, it is anticipated that collection crews will remain on the MMMS system and that either public works or waste management clerical support staff will input the data from either depot.

Because it is recommended that a City-wide tender be called in 2002, it is recommended that 2 rear loader garbage packers be leased / rented / purchased-used for the short term. Also by 2002, the exact number of garbage trucks required will be known.

If municipal collection is contracted out completely, there will be significant savings in fleet maintenance support costs and capital requirements. Similarly, staffing duties and requirements will have to be reviewed after the tender results are known. There will also be a one-time income from the sale of existing equipment.

Long term capital requirements would best be determined after the results of the recommended tender call in 2002.

## 8.0 Alternate Service Provider

There are numerous private contractors capable of providing this service.

The existing combination of municipal / private collectors has worked well. The flexibility of municipal collection crews to be able to adjust both the crew size and number of vehicles required to changes in tonnages has maximized efficiency and minimized costs.

To harmonize service to the High Density Residential and Commercial sectors, it is recommended that the municipality discontinue providing this service to these sectors. Small businesses which generate less than six containers of waste per week will be able to use the sticker fee program, and receive curbside municipal collection.

## 9.0 Service

This service is provided to maintain public health standards, enhance aesthetics and image of the community and environment.

## 10.0 Operating and Capital Budget \*

Operating	Existing Budget Year 2000	Year 2001 <sup>(1)</sup>	Year 2002 <sup>(1)(2)</sup>	Year 2003 <sup>(1)(2)</sup>
Administration	107,000	123,000 <sup>(6)</sup>	123,000 <sup>(6)</sup>	123,000 <sup>(6)</sup>
Operations <sup>(1)</sup>	1,708,500	1,474,290	1,474,290	1,474,290
Contracts	664,500	514,710 <sup>(3)</sup>	514,710 <sup>(3)</sup>	514,710 <sup>(3)</sup>
User Fees <sup>(4)</sup>	0	(56,000) <sup>(4)</sup>	(56,000) <sup>(4)</sup>	(56,000) <sup>(4)</sup>
<b>TOTAL-OPERATING</b>	<b>2,480,000</b>	<b>2,056,000<sup>(2)</sup></b>	<b>2,056,000<sup>(2)</sup></b>	<b>2,056,000<sup>(2)</sup></b>
<b>CAPITAL (NET) <sup>(5)</sup></b>	<b>0<sup>(5)</sup></b>	<b>0<sup>(5)</sup></b>	<b>0<sup>(5)</sup></b>	<b>0<sup>(5)</sup></b>
<b>TOTAL</b>	<b>2,480,000</b>	<b>2,056,000<sup>(4)</sup></b>	<b>2,056,000<sup>(4)</sup></b>	<b>2,056,000<sup>(4)</sup></b>

**Notes:**

- 1) Operating costs include Unionized labour and benefits, materials and total equipment costs (including depreciation).
- 2) The savings in 2001 and beyond are based on efficiencies in Unionized manpower and equipment. It is proposed to replace the existing 5 - 3 person crews and 2 - 1 person crews with 7 - 2 person crews working 4 days per week on the present City of Sudbury Task Force System.

Additional annual savings of at least \$100,000 are possible if the hours and days of work are changed to the hours and days of work of the City of Valley East's Task Force System. ie. 5 - 8 hour days per week. Still, further savings may be possible if both Task Force Systems are amalgamated to change both the hours and days of work and number of crews. These changes are not recommended until the systems are amalgamated and tested in the field for a year, then actual tonnages, mileages and operating times will be better known.

However, it was identified that potential savings of approximately \$100,000 are currently available in 2000 within the City of Sudbury by reorganization of existing crews if the proposed system is approved for implementation in 2001. Changes to the existing Memorandum of Agreement will be required. These savings are not additional savings to Note 2) above.

- 3) Savings in contract costs are the elimination of existing contracts in the Towns of Capreol and Nickel Centre.
- 4) It is estimated that a total of \$130,000 and \$150,000 will be obtained from the sale of stickers to small commercial and Low Density Residential sector respectively. Collection costs are estimated at 20 percent of revenues from the stickers, therefore, 20 percent has been shown as revenues to offset potential increased collection costs, ie. overtime, etc.
- 5) The Capital Rolling Stock budget has been deferred pending the results of the proposed City-wide tender in 2002. It would normally average out to show the replacement of 1.25 garbage packers per year. ( 10 trucks / 8 year life)
- 6) The salaries and benefits for the waste collection section was increased because the salary for the director of waste management will now be shared between the three sections (collection, diversion and disposal) as compared to the two existing sections (diversion and disposal).



## 11.0 Impacts of Recommendations

Effective January 1<sup>st</sup>, 2001, restructured municipal crews will assume weekly curbside collection, including bulk goods, in the Towns of Capreol and Nickel Centre and continue to collect in the City's of Sudbury and Valley East.

Private collection contracts in the Town of Rayside-Balfour, Onaping Falls and Walden will be reviewed on expiry dates in 2002 and 2003 as part of the proposed City-wide tender. A city-wide tender may be called prior to their expiry date. They could be permitted to continue until their expiry date.

High Density Residential and Commercial Units currently receiving municipal collection will be discontinued December 31<sup>st</sup>, 2000. There may be a concern of these sectors who currently receive municipal collection.

All Low Density Residential's, High Density Residential's and Commercial units will now be treated on a consistent basis - new City-wide.

Low Density Residential customers currently put their garbage out to the curb and it is collected. With the proposed system there will be "free" collection for the first three containers per week. For collection of additional containers, the customer will have to pay a \$1.00 "sticker" fee / container. For two weeks in the spring and two weeks in the fall, free unlimited collection of leaf and yard waste is recommended herein. Outside this four week period customers will either have to compost on-site or deliver their leaf and yard waste to one of the compost sites or otherwise reduce generation.



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task force

# Waste Management Task Force

## *Disposal Business Plan*

*Active Landfill Sites  
Inactive Landfill Sites  
Hauled Sewage Sites  
Outside Township Dumps*

## 1.0 Introduction

The Task Force consists of municipal employees experienced in all aspects of Waste Management. In Stage 1 of the process, it was determined that the Disposal Sector provided service in four areas: active landfill sites, inactive landfill sites, hauled sewage sites, and the outside townships (eg. dumps).

Currently, solid, non-hazardous waste generated within the boundaries of the Regional Municipality of Sudbury is disposed at one of the existing five landfill sites, known as the Sudbury, Rayside-Balfour, Valley East, Walden, and Onaping Falls Landfill Sites. The Onaping Falls site will close on January 31, 2001 when the Certificate of Approval for this site expires; hence, it has not been incorporated into this plan.

As a condition on the current Certificate of Approval for the Sudbury Landfill Site (issued by the Ministry of the Environment (MOE) on January 16, 1996), the Region is required to *"continue to participate in its Waste Management System Plan...and implement as expeditiously as possible a long term waste management system."*

The Waste Management System Plan (WMSP) for the Region was submitted to the MOE in January, 1997 and received Environmental Assessment Act approval in the first quarter of 1999. This plan identifies the Sudbury Landfill Site as the long-term waste disposal site for the Region for the next twenty (20) years. The remaining landfill sites in the Region are to be utilized until their approved capacities are exhausted. As well, the WMSP identifies the recommended waste management system for the Region of Sudbury, including various waste diversion initiatives to aid in achieving a waste diversion rate of 28 percent. The current waste diversion rate for the Region is 14.6 percent.

The following recommendations, contained in this business plan, will increase waste diversion and consequently decrease the amount of waste landfilled and extend the valuable life of the landfill sites.

- i) A three container limit will be imposed on low-density (less than seven units) residential (LDR) units which will encourage residents to decrease the amount of waste that they place at the curb. If a resident chooses to dispose of more waste than the three container limit at the curb, a sticker can be bought to place on each extra waste container to allow for collection and disposal.
- ii) A leaf and yard waste collection program will be implemented for the LDR sector to help them achieve their three container limit. Initially, it has been recommended that the collection of the leaf and yard waste occur over two weeks in the spring and in the fall. The option of collecting leaf and yard waste during the whole growing season (e.g. May through October) should be investigated in the future to further increase waste diversion and reduce disposal.

- iii) Small businesses (generating less than six containers of waste per week) will be able to purchase stickers for the collection and disposal of their waste. A portion of the sale of these stickers (approximately 28 percent) will be utilized to cover disposal costs.
- iv) Municipal collection of high-density residential (HDR) and commercial waste (excluding the Central Business District ,CBD, in the City of Sudbury) will be eliminated, resulting in increased revenues (i.e. tipping fees) for the disposal component. All units in the Industrial, Commercial & Institutional (IC&I) sector will now pay tipping fees, which will harmonize the current tipping fee structure.
- v) Waste generated within the outside townships, is currently delivered by either private haulers or the residents, to two Ministry of Natural Resources (MNR) dumps. It is recommended that these dumps be closed with full closure costs and perpetual maintenance costs paid by the Province prior to the City assuming these dumps. In the future the waste generated from these areas be delivered to the existing landfill sites.
- vi) The Region is aware of two inactive or abandoned landfill sites sites in it's jurisdiction and there may be others on property owned by the area municipalities. In past years, sufficient funding has not been provided to allow the Region to conduct a comprehensive investigation/assessment of these sites. An inventory of all inactive/abandoned landfill sites should be performed and any necessary perpetual maintenance of these sites should be initiated by the City of Greater Sudbury.
- vii) The Region operates four hauled sewage sites; one is located at the Valley East Landfill Site and the others are located in Dowling, Wahnapiatae, and Falconbridge. These sites receive sewage waste from holding tanks and septic systems from dwellings located within the boundaries of the Region, which do not receive sewer service. Only licensed haulers approved by the Region are allowed to dispose of this waste at these sites. Total cost recovery of these sites by the users (approximately 10,000 units) is recommended, but only after sewage costs have been removed from the levy and are fully recovered by a sewer rate.

Some of these recommendations will directly result in increased waste diversion from the landfill sites (i.e. the leaf and yard waste program), while others will achieve this goal indirectly by encouraging the generator of the waste to reduce, reuse, or recycle to reduce their disposal costs.

## 2.0 Level of Service

Existing Level of Service	Proposed Level of Service
Operation of five landfill sites for the disposal of solid, non-hazardous waste	As of February 1, 2001, operation of four landfill sites for the disposal of solid, non-hazardous waste <sup>(1)</sup>
Maintenance of inactive/abandoned landfill sites	Remains the same; inventory inactive/abandoned sites <sup>(2)</sup>
Operation of four hauled sewage sites	Remains the same; full cost recovery <sup>(3)</sup>
Outside townships dumps operated by the Ministry of Natural Resources	Close out the sites with full closure costs absorbed by the Province

### Notes:

- (1) The Onaping Falls Landfill Site will be closing on January 31, 2001, as the Certificate of Approval expires on this date.
- (2) It is recommended that an inventory of all inactive/abandoned landfill sites be performed and that perpetual maintenance of these sites be initiated as required.
- (3) It is recommended that total cost recovery of these sites by the users (approximately 10,000 units) be implemented.

## 3.0 Method of Delivery

Currently, the operations of the landfill sites are carried out by private contractors. In 1996, the Sudbury, Rayside-Balfour, and Valley East Landfill Sites were tendered under one contract. The bidders were allowed to submit a bid on each site independently (Options A, B, or C), or on the combined sites (Option D). The lowest bid (or combination of bids) received, which met all requirements, was for Option D, the combined sites; consequently, the operation of all three sites was awarded to one contractor. The Walden and Onaping Falls Landfill Sites are operated under two separate contracts.

Waste is delivered to the landfill sites by municipal crews, private haulers, or residents from the Region. Currently, tipping fees are charged to the Industrial, Commercial, & Institutional (IC&I) sector for the disposal of waste at the Sudbury, Rayside-Balfour and Valley East Landfill Sites. At each of these sites, a certified scale has been installed and payment is based on \$72.00 per tonne of waste. A scale has not yet been installed at the Walden site, but has been incorporated into the 2000 budget. At the present time, IC&I loads from the Walden area are directed to one of the other sites where a scale is located.

Waste generated within the outside townships, is delivered by private haulers or the residents to two Ministry of Natural Resources (MNR) dumps.

**It is recommended** that the existing method of delivery for the operation of the four landfill sites remains the same. The elimination of High Density Residential (HDR) and Commercial municipal collection will result in harmonization for all of the IC&I sector (i.e. with respect to tipping fees).

Solid, non-hazardous waste generated within the outside townships will be delivered to the existing landfill sites.

**Currently**, only licensed hauled sewage contractors approved by the Region are allowed to dispose of hauled sewage waste at the hauled sewage sites. **It is recommended** that the same method of delivery be used for the City of Greater Sudbury. Sewage waste generated within the outside townships will be disposed at the existing hauled sewage sites.

## **4.0 Customer Profile**

The population is expected to increase slightly over the next five years. Typically, as the population increases, waste disposed at the landfill will increase (e.g. currently, 0.61 tonnes of waste are generated annually for each LDR unit). However, with a three container limit and increased diversion efforts, the tonnage received at the landfill for disposal should decrease.

The five year projection for the usage of the Hauled Sewage Sites will remain fairly constant at approximately 10,000 users per year.

Residents in the outside townships will now be provided with long term waste disposal and sewage waste disposal needs at the existing landfill sites and hauled sewage sites respectively.

Enquiries by the public can be addressed in French or English as required.

## **5.0 Service Goals & Key Performance Measures**

The service goals for the disposal section of the Waste Management Task Force is to provide a cost efficient and effective means to dispose of solid, non-hazardous waste and hauled sewage waste for the residents of the City of Greater Sudbury.

**Key Performance Measures** include:

- cost per tonne
- cost per unit
- number of complaints received

## 6.0 Major Assets/Resources Required

- Four landfill sites; as per the existing services, the operation of the four landfill sites will be contracted to the private sector.
- Three certified weigh scales and kiosks located at the landfill sites. A fourth scale and kiosk is planned for the Walden landfill site in 2000.
- Four hauled sewage sites.

## 7.0 Alternative Service Provider

There is no alternative service provider for these services at this time. The feasibility of selling the landfill sites to the private sector could be explored by the City in the future.

## 8.0 Why is the Service Provided?

The provision of landfill sites is mandated by Provincial legislation. In addition, public health and environmental maintenance would be negatively impacted if landfill sites were discontinued.

## 9.0 Operating & Capital Budget Summary

EXPENDITURES/ REVENUES	EXISTING	PROPOSED		
	2000	2001	2002	2003
Salary & Benefits <sup>(1)</sup>	\$139,000	\$125,000	\$125,000	\$125,000
Contract Costs <sup>(1)(2)</sup>	\$2,446,000	\$2,446,000	\$2,446,000	\$2,446,000
Capital <sup>(2)(3)</sup>	\$2,980,000	\$3,100,000	\$3,100,000	\$3,100,000
Gross Costs	\$5,565,000	\$5,671,000	\$5,671,000	\$5,671,000
User Fees <sup>(4)</sup>	(\$2,690,000)	(\$3,289,000)	(\$3,289,000)	(\$3,289,000)
<b>NET COST</b>	<b>\$2,875,000</b>	<b>\$2,382,000</b>	<b>\$2,382,000</b>	<b>\$2,382,000</b>

### Notes:

- <sup>(1)</sup> Budgets do not include an inflation factor. Contract costs will increase annually, based on the Canadata Construction Cost Index for the month prior to the anniversary date of the contract.