Municipality of Mississippi Mills

Solid Waste Management Strategy

2024 Final Report

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Table of Contents

Glossary / Definitions 4
1. Introduction....5
1.1 Purpose....5
1.2 Strategic Planning....5
1.3 Goals....6
2. Legislative Review....7
2.1 Legislation....7
2.2 Guidance and Policy....8
2.3 Industry Studies....9
3. Current State of Services....13
3.1 Externally Provided Services....13
3.1.1 Recycling Collection/Disposal....13
3.1.2 Waste Collection Calendar/App....14
3.1.3 Garbage Collection....15
3.1.4 Garbage Disposal....16
3.1.5 Bulky Item Disposal / Dump Pass....17
3.1.6 Household Hazardous Waste Disposal....17
3.1.7 Curbside Leaf and Yard Waste Collection....17
3.2 Internally Provided Services....18
3.2.1 Depots....18
3.2.2 Christmas Tree Collection....19
3.2.3 Public Space Waste Collection....20
3.3 Waste Audit....20
3.4 Landfill Sites....22
3.5 Soil Management....22
4. Public Consultation....24
4.1 Feedback on Current Services....24
4.2 Feedback on Future Services....24
4.3 Local Comparators....24
5. Future Needs Assessment....26
5.1 Disposal Needs....26
5.2 Existing Services....28
5.2.1 Waste Collection & Disposal....28
5.2.2 Updates to Waste Management By-Law & Policy Development....28
5.2.3 IC&I Recycling Collection....29
5.2.4 Household Hazardous Waste....30
5.3 New/Expanded Services....30
5.3.1 Organics Program....30
5.3.2 Centralized Depot....34
5.3.3 Convenience Drop-Offs....35
5.4 Waste Disposal Options....36
5.4.1 Howie Road Landfill Assessment....36
5.4.2 Private Landfill Options....38
5.4.3 Cost Comparison: Howie Road Landfill vs Private Providers....38

5.4.4 Transfer Station Option 40
5.4.5 Needs of Waste Disposal System 41
5.5 Non-Eligible Recycling Collection Post-Transition 42
6. Recommendations 43
6.1 Centralized Depot Review - Workplan 43
6.2 Organics Program Review - Workplan 43
6.3 Additional Recommendations 44
Appendix A – Key Projects and Timelines 45
Project Overview 47

Glossary / Definitions

AMO	Association of Municipalities Ontario
CCS	Common Collection System
CIF	Continuous Improvement Fund
CMO	Circular Materials Ontario
CPI	Consumer Price Index
ECA	Environmental Compliance Approval
EPA	Environmental Protection Act
EPR	Extended Producer Responsibility
FOWPS	Food and Organic Waste Policy Statement
GHG	Greenhouse Gas
HHW	Household Hazardous Waste
IC&I	Industrial, Commercial, and Institutional
MECP	Ministry of the Environment, Conservation, and Parks
ODS	Ozone Depleting Substance
OWMA	Ontario Waste Management Association
PPS	Provincial Policy Statement
RFEOI	Requests for Expression of Interest
RPRA	Resource Productivity and Recovery Authority
RPW	Roads and Public Works
RRCEA	Resource Recovery and Circular Economy Act
SSO	Source Separated Organics
W2RO	Waste 2 Resource Ontario
WDTA	Waste Diversion Transition Act
WFOA	Waste Free Ontario Act
WGW	What Goes Where Tool

1. Introduction

In 2012, the Municipality developed a Solid Waste Management Strategy (Strategy) to plan municipal waste management needs for a 20-year period. At the time, the Carp Landfill has stopped accepting waste and in response, the Municipality had began exporting waste to the Lafleche Environmental landfill in Moose Creek. The recent pressures at the time required that the Municipality develop a Strategy for waste management.

Since the 2012 Strategy was developed, the Municipality has experienced significant growth in population and there has been a major shift in policy and legislation that guide waste management in Ontario and Canada.

1.1 Purpose

This Strategy assesses the current state of the Municipality's waste management system (akin to a service delivery review), evaluates future needs and opportunities for improvement, and provides recommendations for improving the systems through modified, expanded, or new services to meet the needs of the Municipality over the planning period.

1.2 Strategic Planning

The **Municipal Solid Waste Management Strategy** aligns with several pillars of the strategic plan as follows:

1. **Safe and Sustainable**

   By ensuring the responsible collection, disposal, and diversion of waste, the strategy contributes to environmental sustainability and public health, reducing risks from pollution and improper waste management.

2. **Welcoming, Inclusive, Active, and Healthy Community**

   A clean and well-managed waste system enhances community livability and aesthetics, fostering pride and promoting active, healthy lifestyles in safe, litter-free environments.

3. **Modern, Efficient, and Effective Municipal Operations**

Integrating innovative technologies and optimizing collection systems improve service delivery efficiency, reduce operational costs, and align with contemporary municipal practices.

4. **Sustainable Financial Stewardship**

Effective waste diversion (e.g., recycling, composting) reduces landfill costs and extends the lifespan of municipal facilities, ensuring long-term financial sustainability.

5. **Vibrant and Prosperous Economy**

Waste management initiatives can drive local economic growth through partnerships with recycling industries, job creation in green sectors, and enhanced attractiveness for residents and businesses.

6. **Accountable and Transparent Governance**

Regular reporting on waste diversion targets and community engagement ensures that operations align with public expectations and strategic goals, fostering trust and transparency.

By addressing these pillars, the strategy demonstrates the Municipality's commitment to balancing environmental stewardship, operational excellence, and community well-being.

1.3 Goals

Review all applicable legislation and provincial/federal directives to assess how Mississippi Mills can adjust to the changing waste management industry to meet internal and external goals.

Complete an assessment of the existing waste management services provided both internally and externally.

Assess the existing waste management policies and determine if changes are required to meet the goals of the Municipality.

Establish any gaps in service delivery and propose options for closing gaps.

Develop a plan for future contracts (collection and disposal) to ensure flexibility in accommodating additional waste diversion programs.

Increase inclusivity and decrease barriers for waste management services so they are accessible to all residents of Mississippi Mills.

2. Legislative Review

This section will review relevant legislation which governs waste management in Ontario as well as policies, directives, and guidelines which may affect future legislation.

In Canada there have been a significant shift in the overall thought process for dealing with waste over the past few years. The Ontario provincial and federal governments are focusing on the idea of shifting to a circular economy with emphasis on reducing waste and increasing diversion. Two major changes occurred recently – the first being a federal ban on single use plastics and then the shift for Ontario's recycling program to a producer responsibility framework. The thought across the industry is that this strong effort aimed at strengthening waste reduction and diversion will continue for years to come.

2.1 Legislation

The City of Ottawa released a Legislative Review technical memorandum (#2) in 2020 as a component of their Solid Waste Master Plan. Elements of their review and discussion are included in the discussion below on legislative review.

In 2016 Ontario passed the Waste Free Ontario Act (WFOA) which enacted two other acts: the Waste Diversion and Transition Act (WDTA) and the Resource Recovery and Circular Economy Act (RRCEA). The RRCEA implemented a producer responsibility framework for products and packaging in Ontario that makes those who produce (or import) products and packaging responsible for recovering those materials and for reducing associated waste. This act merged the responsibilities of Waste Diversion Ontario into the Resource Productivity and Recovery Authority (RPRA) and gave the RPRA new powers to oversee and implement the new producer responsibility framework. The WDTA was enacted to allow for a transition of existing programs to transition to the new producer responsibility framework without any service disruption.

The WFOA introduces the idea of a "circular economy" into Ontario's waste management legislation. The Act introduces areas of "provincial interest" which are or will be a framework for policy. As described within the City of Ottawa's Legislative Review, the two acts implemented by the WFOA include elements which have direct impact on the roles of municipalities regarding waste management in Ontario – some of these elements include:

- The RRCEA has authority to override - in certain circumstances – obligations that municipalities may have through other ats, potentially requiring municipalities to amend official plans, zoning by-laws, and other by-laws to be consistent with RRCEA policy statements.
- The RRCEA gives the Minister authority to develop regulations, set performance outcomes, and operating standards relating to waste management.
- The WFOA does not describe any role that municipalities have in waste diversion program delivery (beyond any transition periods in the WDTA), nor does the WFOA give the RPRA – the oversight agency - any authority to direct municipalities.

Policies – which are discussed in the following section – are already in place that form the basis of future legislation to meet policy goals. The current legislation (as described

above) gives the Ministry authority to enact such legislation although much of the expected legislation has yet to be developed such as the long-awaited ban of organics from landfills.

2.2 Guidance and Policy

In 2018 the Ontario government released the *Ontario Food and Organic Waste Framework* which was a focused climate change action plan. This framework builds on the Provincial commitment to shit to a circular economy – which the Province defines as an economy which participants strive to minimize the use of raw materials, to maximize the useful life of materials and other resources through resource recovery, and to minimize the amount of waste generated at the end of life of products and packaging. This framework includes an action plan to address the issue of food and organic waste as the province transitions to a circular economy. The most notable action included in this framework is the **ban of organics from landfills/incinerators** across the province. While the implementation of policy to introduce a ban of organics from landfills was reported to be delayed by the province due to the COVID-19 pandemic, the waste management industry still expects that it is just a matter of time before a formal policy is introduced to begin the process.

Released around the same time as the above Framework, the Province released a Food and Organic Waste Policy Statement (FOWPS) which supports the provincial goal for a circular economy. This Statement describes the intent as:

> *The Policy Statement focuses on waste reduction and resource recovery through preventing and reducing food waste, effectively and efficiently collecting and processing food and organic waste, and reintegrating recovered resources back into the economy.*

Language is included in the FOWPS that directs municipalities, and the IC&I sector on policies for managing food and organic waste. Specifically for this analysis, the Policy outlines requirements for municipalities to implement or maintain food and organic waste initiatives to meet the Policy objectives. Certain Policies apply to Mississippi Mills – summarized in the table below.

Table 1: Food and Organic Waste Policy Statement Review

Policy Item	Statement
3.3 **Applies**	**Municipalities shall develop and implement their own promotion and education programs aimed at preventing food waste.** The focus of the education program should primarily be on reaching consumers directly through information that will assist consumers in preventing and reducing food waste.

4.2 ii) B) **Does Not Currently Apply**	Municipalities in southern Ontario that, as of the effective date, do not provide curbside collection of source separated food and organic waste shall provide: **Collection of food and organic waste to single family dwellings in an urban settlement area within a local municipality if the population of the local municipality is greater than 20,000** but equal to or less than 50,000 and the population density of the local municipality is greater than or equal to 100 persons per square kilometer. **Note: this does not apply to Mississippi Mills at this time, but will apply once the Municipality reaches a population of 20,000, described in Section 5.1.*
4.5 i) **Does Not Currently Apply**	For Municipalities subject to [the above policy item]; **curbside collection of source separated food and organic waste is the preferred method of servicing single family dwellings.**
2.1 c) **Does Not Currently Apply**	**Target**: 50 per cent waste reduction and resource recovery of food and organic waste generated by single family dwellings in urban settlement areas by 2025**. *****For Municipalities subject to 4.2 ii), which Mississippi Mills does not meet at this time*****

Further, decisions which municipalities make that relate to land use planning and development are guided by the Provincial Planning Statement (PPS). The PPS was updated in 2024 and for the first time now makes reference to Waste Management within the following statement:

> *Waste management systems need to be planned for and provided that are of an appropriate size, type, and location to accommodate present and future requirements, and facilitate integrated waste management.*

The goal of the 2024 PPS is to provide municipalities with the flexibility and tools they need to build more homes. This focuses on aligning development with infrastructure to build a competitive economy that is investment ready. As such, the current and future needs of the municipality as discussed in this report consider future growth and what Mississippi Mills requires to adapt to our growing population.

The Provincial Government has issued policies intended to reduce waste and increase diversion within a circular economy. The policies developed to date give the province the authority to develop legislation (seen in recent Blue Box and Tires regulations) to mandate the transition of materials to producer responsibility. These policies are expected in the future to direct bans on organics in landfills and require municipalities to establish SSO organic material collection programs.

2.3 Industry Studies

State of Waste in Ontario: 2018 Landfill Report

The Ontario Waste Management Association (OWMA) – now operating as the Waste 2 Resource Ontario (W2RO) released a report in 2018 titled “State of Waste in Ontario: 2018

Landfill Report". This report presents an in-depth analysis of Ontario's waste disposal system for garbage, focusing on landfill capacity and how much we have left. The study calculated that approximately 30% of all waste generated in Ontario is exported to landfills in the United States, 24% are disposed of in public Ontario landfills (owned by Municipalities or public entities) and the remaining 46% is disposed of in private Ontario landfills. Based on their database of landfill capacity, as of 2018 the W2RO organization projects that all landfills in Ontario will reach capacity as early as 2032. That assumes the current rate of exporting waste to the USA remains the same and that no legislative or economic changes affect the ability for Ontario to export waste. Should Ontario not be able to export waste, the estimate of our landfills becoming full is shortened to 2028.

The W2RO organization has not released an updated Landfill Report since 2018, so any approved landfill expansions of private and public Ontario landfills would extend the above noted timeline of remaining capacity.

In 2020, the Ontario provincial government released Bill 197, COVID-19 Economic Recovery Act, 2020 which requires the proponents of new landfill sites to obtain consent from Municipalities prior to obtaining approval under the Environmental Assessment Act – effectively giving Municipalities powers to "veto" and private landfill within their boundary. This can be an issue for establishing private landfills and has been criticized as hampering the private industry from being able to establish much needed landfill capacity in Ontario.

AMO - Ontario Baseline Waste and Recycling Report

In 2022 the Association of Municipalities Ontario (AMO) released a report titled "*Ontario Baseline Waste and Recycling Report*". AMO developed this report to: "Provide a better understanding of Ontario's efforts to tackle non-hazardous solid waste (past, present, and future) to assess its performance to meet its goals". This report includes an overview on how Ontario manages resources and how that has changed over the past few decades as well as Ontario's progress towards its strategic goals (outlined in their 2017 Waste Strategy) for waste diversion and disposal.

Based on province-wide waste composition studies (waste audits) the proportion of certain materials in the single-family waste stream (garbage) showed that from 2018 to 2022 the majority of materials (over 50%) disposed of was recyclable[1] materials (mostly paper products) and organic waste. In 2022 specifically, the studies found that 20% of the waste stream was recycling (blue/yellow box materials) and over 40% was organic waste. Analysis on the IC&I waste stream is generally consistent with these amounts, although the IC&I stream has a higher proportion of plastic waste (yellow box).

The report considers the Extended Producer Responsibility (EPR) legislation which has transitioned several materials including tires, batteries, sharpes, etc., to producer responsibility that requires the producers to fund and administer collection and reuse of these materials. Additional materials were analyzed to determine the positive effects for diversion, GHG

[1] Recyclable materials refer to all materials captured in blue/yellow boxes.

emissions reduction, job creation, and job salary generated as a result of adding the following materials to EPR:

- Textiles
- Furniture
- Carpet
- Electrical and Electronic Equipment
- Mattresses
- Hazardous and Special Products

AMO estimates that if all these materials were transitioned to EPR framework that over 325,000 kg of these materials would be collected each year (potentially directly diverting from landfill) adding over 7,000 jobs (high estimate) at a total combined annual salary of nearly $150M per year. While EPR policies should not be used solely to achieve waste diversion/reduction goals, AMO discusses that legislators should also use other tools such as mandatory recycled content mandates, disposal bans and levies, and source separation requirements to achieve these goals.

The report goes into significant detail on the current state of many programs and waste streams. Overall noting that with the provincial government's goal of building 1.5M new homes, the issue of disposal capacity will be stressed further, and additional pressure will be placed on private organizations to address the need for continued waste disposal. Municipalities play a role in supporting the transition to EPR programs, including the direct benefit of reduced administration but further provincial and federal policy is needed to support and continue the transition. AMO describes how if Ontario wishes to reach their targets they committed to in their 2020 "Made In Ontario Environment Plan", they should implement the following recommendations:

- Implement regulations to target ICI waste diversion
- Enhance EPR regulations and expand material designations

AMO speculates in this report that without the implementation of their recommendations or other significant steps, that Ontario will not meet their 2030 50% overall waste diversion target.

AMO – Food and Organic Waste Discussion Paper

In 2021 AMO released a discussion paper as part of their larger Climate Change series titled "Food and Organic Waste Discussion Paper". This paper focuses on the food and organic waste as the title suggests and outlines the current state and how the province can move forward to address food and organic waste in both the residential and IC&I sectors.

The paper applauds municipal governments as they are primarily responsible for championing efforts on this topic for reduction and diversion. The efforts undertaken by municipal governments have benefits such as:

- Reducing greenhouse gas emissions. The reduction is not only associated with diverting these materials from landfill, but also reducing the source emissions generated through production.

- Conserves resources. Reduction in food waste saves households money – AMO estimates that food waste represents an annual cost of $1,766 per household.
- Reduce the burden on dwindling landfill capacity.
- Create greater opportunities to replenish our soils. Compost and nutrient amendments have a role in soil management and building organic matter. This supports a circular economy.
- Create greater opportunities to generate jobs and local investment.

AMO however discusses in detail that the management of municipal waste in general is the primary focus of the provincial government's policies and legislation, leaving out meaningful consideration for the IC&I sector – even though the IC&I sectors generate a larger portion of waste disposed of. This paper stresses the importance of policy to capture food and organic waste from the IC&I sector as their diversion rate overall is declining.

AMO recommends the following key actions that represent practical policies which are already being implemented by other leading jurisdictions including those close to us:

1. Develop and implement a coordinated provincial plan to address food loss and waste.
2. Implement an organic waste disposal ban for Ontario.
3. Establish an escalating landfill levy.
4. Address issues related to compostable products and packaging.

3. Current State of Services

3.1 Externally Provided Services

Table 2: Summary of Externally Provided Services

Contracted Service	Service Provider	Contract Expiry
Recycling Collection/Disposal Residential (**eligible sources**)	Provincially Run	N/A
Recycling Collection/Disposal Commercial/Industrial/Institutional (**non-eligible sources**)	Emterra Environmental	December 31, 2025
Bulky Item Disposal / Dump Pass	Green For Life (GFL) – Beckwith transfer station	N/A
Waste Collection Calendar/App	Recycle Coach	Annual subscription
Curbside Garbage Collection	TOPPS Environmental Solutions Inc. (TES)	May 31, 2029
Garbage Disposal	Waste Management (WM)	May 31, 2028
Household Hazardous Waste Collection Depot	Town of Carleton Place	Annual participation
Curbside Leaf and Yard Waste Collection[2]	TOPPS Environmental Solutions Inc. (TES)	N/A services requested on annual basis.

3.1.1 Recycling Collection/Disposal

Eligible Sources – Residential

As of July 1, 2023, the Mississippi Mills Recycling Collection and Disposal contract with Emterra Environmental was terminated and the Province of Ontario assumed responsibility for the entire Recycling program. This transition has relieved the Municipality of the administrative and financial burden for the program. The province is taking steps towards a Producer Responsibility Framework where the producers of waste are being held financially and operationally responsible to manage the waste which is a result of their retail operations. The new recycling program mandates producers to fund and administer the recycling program – this is completed through Producer Responsibility Organizations (PROs), the largest being Circular

[2] Curbside leaf and yard waste collection is limited to twice per year collection.

Materials Ontario (CMO) who has been designated as the program administrator by the province. CMO manages the administration of the program across Ontario. This program transition only services eligible sources which is defined within the Blue Box Regulation (O.Reg. 391/21) which is generally defined as residential sources.

To date, the transition has progressed well. Overall there has been a significant decrease in complaints/calls regarding recycling collection, due to residents becoming aware of the transition. All customer service inquires must be directed to the CMO contractor and cannot be handled by the Municipality.

As of December 31, 2025, all municipalities and First Nation communities in Ontario will have their recycling program transitioned to Provincial responsibility. After this date, the province has mandated the program administrator (CMO) to develop and implement a Common Collection System (CCS) across Ontario which will then be subject to requirements set out in the new Recycling regulations. After December 31, 2025, the CCS is expected to result in noticeable changes to recycling collection across Ontario which may include schedule changes, material acceptance changes (i.e., accepting more materials), and potentially how materials are collected (single stream vs. dual stream).

At this time the involvement of Mississippi Mills staff regarding residential curbside collection is minimal and does not impact the workload of staff at this time. It is expected that once the CCS comes into effect – beginning 2026 – there will be Staff effort required for resident promotion, education, and customer service as the new system is phased in.

Non-Eligible Sources – Industrial/Commercial/Institutional

As of July 1, 2024, in accordance with Council direction, the Municipality entered into a contract with Emterra Environmental to provide curbside recycling collection to IC&I sources within the Municipality. This contract is effective until December 31, 2025. During this contract, Emterra is permitted to collect Municipal IC&I sources (non-eligible) at the same time as residential (eligible) sources – referred to as blended collection. Beginning in 2026, with the transition to the CCS, blended collection will not be permitted anymore. This means that any future contracts for continued IC&I curbside collection will be a new collection route which will increase costs for such collection significantly as the contractor realizes no cost savings while collecting on the same route.

As part of the current contract, a total of 231 stops for IC&I sources were captured. The cost of each stop is $2.31/per stop. As per the definition of non-eligible source, these are designated as non-residential which include farms, even though such farms include residential dwellings. This was the main factor for continuing collection when the municipality transitioned to EPR framework in 2022.

3.1.2 Waste Collection Calendar/App

In February of 2023, the Public Works Department transitioned to an online service for the waste collection calendar. Previous to this change, calendars were created manually and distributed (prior to 2020) by mail to all eligible households. The company which provides the current service is Recycle Coach, an Ontario based company who has many clients across Ontario and North America. The services which we currently subscribe to are the collection calendar, What Goes Where Tool, and mobile app.

The online collection calendar is based on collection zones developed on the Public Works GIS system and can be updated as needed to accommodate zone adjustments or as new households are added. Users can access the collection calendar on the Municipal Website and access the collection calendar specific to their address – eliminating confusion on what zone a residence is in.

The What Goes Where (WGW) Tool is an add-on service provided by Recycle Coach. This tool is embedded in the Municipal Website and is essentially a search engine for materials and material categories that states how and where to disposal of each material. This has reduced calls to the Municipal Office from residents wondering how to dispose of certain materials. Staff are able to adjust the data within the Tool based on changing disposal streams and locations which accept waste.

The Recycle Coach app is supported on both iOS and Android mobile operating systems and hosts the collection calendar and WGW tool in a mobile format. The main benefit of the app is push notifications, which are used for collection reminders (i.e., the day before collection, saying what materials are being collected) and for informing residents about collection delays/changes.

In 2023 over 100,000 collection reminders were sent to users through app push notifications, emails, and SMS (text message). As of October 2024, there were 1,600 active app users, up from approximately 1,080 in October 2023.

Overall, the feedback on the Recycle Coach services is positive, with some adjustments have been made along the way such as to address legacy collection zone issues. Staff appreciate the ease of use and the feedback from residents is mostly positive as it eliminates confusion specifically for identifying which recycling material is being collected that week. The most notable benefit reported by residents are the weekly collection reminders.

3.1.3 Garbage Collection

Mississippi Mills provides garbage collection to each eligible household curbside, on municipal roads. Garbage collection occurs once per week as per the collection schedule. The table below summarizes the applicable curbside collection requirements as per the Schedule “C” of the Waste Management By-Law 14-33.

Table 3: Curbside Garbage Collection Requirements

Container Type	Description	Maximum Weight
Garbage container	Metal or plastic with exterior handles manufactured for waste disposal, height not exceeding 90cm (35 inches), maximum width 46 cm (18 inches).	15 kg (~33 lbs) * *Including container and waste
Garbage bag	Bags being of sufficient strength, with a height not exceeding 83cm (33 inches) and a width not exceeding 66cm (26 inches)	15 kg (~33 lbs)

Currently the contractor TOPPS Environmental Solutions (TES) provides curbside garbage collection services. As part of the contract, TES provides access to GPS mapping services of their fleet and customer service for complaint management. As part of the contract, TES delivers the curbside waste directly to the disposal facility. Waste disposal is facilitated through a separate contract. The TES contract expires on May 31, 2029, with no option for extension.

TES in general provides a good service with some need for involvement of the Municipality for ensuring the contracted services are administered properly. This however, has not always been the case. It is of the opinion of Municipal Staff who directly interface with TES and manage the contract that staff changes within TES and changes in IT systems – which within 2022 and 2023 appeared to be often – result in a breakdown of the level of service provided to the Municipality. Staff have met with TES and have developed workplans to resolve recurring issues, of which their resolutions seem to be addressing issues.

Complaints are received both by email and phone calls to the Public Works department. Most complaints are regarding non-collections which in some cases are due to lack of adherence to collection requirements (late set-out, over limits of containers), but also relate to missed collection.

3.1.4 Garbage Disposal

Garbage disposal for the waste collected during curbside collection is managed through its own contract. The contract for this is held with Waste Management and was originally signed in 2013 and has implemented final term extension as permitted in the contract, which ends on May 31, 2028. This disposal contract guarantees disposal capacity at the local WM transfer station at a rate of $75.00 per tonne.

There is minimal contract management required from Staff for this as there is typically a normal amount of waste delivered by the collection contract to the disposal site on a weekly basis that is within the terms of the contract.

In general, local municipalities which do not have their own disposal capacity (i.e., municipal landfills), combine the curbside garbage collection and disposal services together within a single contract. While Mississippi Mills has attained significant savings with the current framework of

separate contracts, there is additional contract management (including invoice/payment processing for two contracts) and potential for logistic issues with the Municipality being the middleman of collection and disposal.

As a value-added service, Mississippi Mills permits residents to set out one additional container without a bag-tag the week following: Christmas, New Years, and Easter.

3.1.5 Bulky Item Disposal / Dump Pass

Every year, eligible users as part of their yearly waste levy receive two dump passes (typically in August). These dump passes provide users with free disposal at the GFL Beckwith Transfer Station free of charge up to a maximum weight of 250 kg per pass. The passes can be redeemed together but are non-transferrable and are one-time use. The Municipality pays for each pass redeemed – a cost of $50.00 (plus HST) per pass. This is equivalent to $200/tonne. The cost for the dump pass program is not limited to the disposal charge – there is significant staff effort required year-round to issue the passes and track passes as they are used. The labour tracking system used currently is not able to provide labour effort for administering dump passes specifically, but the average annual cost for postage is around $5,500.00.

From 2021 to 2023 on average about 27% of all the passes issued were redeemed – meaning that since 2021 over 70% of households have not redeemed a dump pass. Over the same time period, an average of 770 tonnes of waste has been disposed of through this program. When factoring in the postage cost for the dump passes, an approximate overall disposal cost is nearly $210/tonne – which is 180% more expensive compared to the contract disposal rate for curbside waste with WM.

3.1.6 Household Hazardous Waste Disposal

Household Hazardous Waste (HHW) disposal for Mississippi Mills residents is facilitated through a partnership with the Town of Carleton Place (CP) who operates their own depot. The Town of Carleton Place operates this depot using their own staff and – through annual cost-sharing[3] agreements – provides the service to nearby municipalities.

This facility is open in the summer months on Saturdays only which is typical operating hours for a dedicated municipal HHW facility. In 2022 it was estimated that Mississippi Mills residents disposed of 24,000 kg of HHW[4]. Materials accepted included pesticides, paint, oils, and other household chemicals.

3.1.7 Curbside Leaf and Yard Waste Collection

Curbside leaf and yard waste collection is provided in the spring and fall each year to residents in the following areas:

- Almonte

[3] Cost of depot is split with each participating municipality based on number of households. There are a total of 7 municipalities which participate including the Town of Carleton Place.
[4] Calculated as ratio of households per municipality to total HHW disposed of.

- Hamlets/Villages - Appleton, Blakeney, Clayton, and Pakenham
- Subdivisions - Pakenham Golf Course, Oakland Cres (Booth), Fairway Cres, Julie Anne Cres, Spruce Cres, Senator (Torok, Emerich) and Heather Cres (Carl Lee, Duncan), White Tail Ridge, and Greysone/Stonehome Cres

These services are provided by Topps Environmental Services – the curbside garbage collection service provider – on an as requested basis. The current arrangement includes collection and disposal at an approved facility.

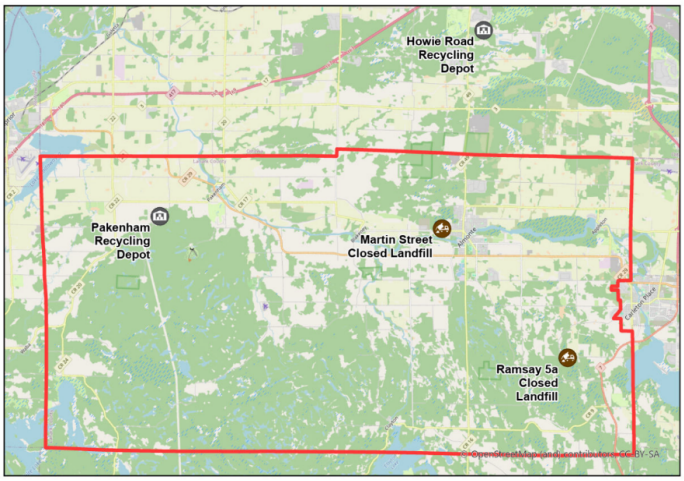
The collection has a high rate of participation. This service is provided in addition to the leaf and yard waste drop off at the recycling depots which is provided free of charge to all residents. This service is advertised on social media in advance of collection dates.

3.2 Internally Provided Services

The municipality provides various services in-house. These services are administered and implemented primarily by the Roads and Public Works Department.

3.2.1 Depots

The Mississippi Mills Roads and Public Works Department operates two depots/transfer stations. The Pakenham recycling depot is located at 580 Barr Side Road, Pakenham. This depot operates year-round and is open on Saturdays from 9am to 1pm. The second depot is the Howie Road recycling depot located at 1470 Howie Road, Carp which is outside of the Mississippi Mills municipal boundary. The Howie Road depot is open during spring, summer, and fall months and is closed during the winter. The operating hours are Wednesdays 3pm to 7pm and Saturdays 9am to 1pm. Both depots are staffed by part-time public works operators and are only accessible to residents of Mississippi Mills. These facilities are approved to operate as waste transfer facilities under the EPA.



The Pakenham and Howie Road depots are transfer stations on formally closed landfills, licensed. Each site is licensed to operate through Environmental Compliance Approvals and due to the sites being closed landfills, they require annual environmental monitoring.

The depot accepts the following materials:

Table 4: Depot Material Acceptance

Material	**Note**
Residential and Commercial Cardboard	Sorted separately
Residential and Commercial Mixed Recyclables	Sorted separately
Mulch/Compost Materials	Yard waste bags not accepted
Brush	Under 6” diameter accepted
Scrap metal	
White goods/Appliances	Appliances containing ODS are accepted but a fee is charged
Tires	Tires on and off rims are accepted

Considering Facility Location

The Pakenham depot primarily services the residents of Pakenham (rural and the village) and sometimes Ramsay residents. The Howie Road depot services primarily Almonte and Ramsay residents, however since it is east of Almonte and outside municipal boundaries, it is not central for any of the residents it services. Since the Howie Road depot is geographically located within the City of Ottawa (Carp), it is not uncommon for Ottawa residents to visit the site with the understanding that they are permitted to access the site. Similarly, it is common that residents of the Ramsay Ward attempt to utilize the brush dump in Carleton Place, however that facility is only open to Carleton Place residents.

Since the Howie Road depot is outside of the Municipal boundary, it is not central to any area of Mississippi Mills. It should be noted that Howie Road historically was used as a waste disposal site for the Municipality, however it ceased accepting waste a number of years ago and transitioned to operating solely as a waste transfer facility – only accepting the materials listed above in Table 4. Normally when a Municipality seeks to establish a waste transfer facility for residential use, it is within their own municipal boundaries. As a recycling depot/waste transfer station, the Howie Road facility is under utilized as the facility could be used for other industrial uses such as excess soil management or processing or potentially continued landfilling – operation as a depot is not ideal considering its location.

3.2.2 Christmas Tree Collection

Annually the Mississippi Mills Roads and Public Works department provides Christmas tree collection to areas serviced by curbside leaf and yard waste collection (see Section 3.1.7 for areas). Roads and Public Works Operators drive the designated areas and process the trees immediately in a tow-behind woodchipper. Wood chips are delivered to either Howie Road or the Pakenham depot or temporarily stored at the Wolf Grove Road Soil Management Facility.

This service is advertised on social media in advance.

3.2.3 Public Space Waste Collection

Twice per week on Mondays and Fridays, Recreation and Roads and Public Works staff members complete collection of garbage from public space waste receptacles. In the winter months due to seasonal Recreation staff, the Public Works Department assumes garbage collection from all areas. There are approximately 20 public space garbage cans across Mississippi Mills. Some collection is dual garbage/recycling. At this time only garbage is collected, however it is likely that as part of the transition of the recycling program that public space collection of recycling bins will be included as part of the program.

3.3 Waste Audit

Results

The recent waste audit conducted by Waste Reduction Group in November 2023 has provided valuable insights into the composition of residential waste in Mississippi Mills. Key findings include:

- **High Diversion Potential:** A significant portion of the waste stream is comprised of divertible materials, such as recyclables and organic waste. This suggests a substantial opportunity to increase waste diversion rates.
- **Organic Waste Dominates:** Food waste, yard waste, and other organic materials constitute a major portion of the waste stream – about 40% of the garbage collected by weight is from this category.
    - Leaf and yard waste comprised 13% of the garbage stream in urban areas whereas rural areas audited only had 3% of leaf and yard waste. This equates to an overall waste composition of 8% for all areas.
    - Commonly referred to as “green bin organics”, avoidable[5] and unavoidable[6] food waste, these categories made up about 33% of the overall garbage composition. Generally, this is a typical amount that would be found in a municipal curbside waste collection program without a source separated organics collection

[5] Leftover and untouched bakery, dried food, fruit and vegetables, meat and fish, etc.
[6] Inedible vegetable and fruit peelings (i.e., banana peel, avocado pit, squash skin, etc.), fats, oils, bones, pits, etc.

program. The amount of this material was generally the same for urban and rural areas with no considerable variances of composition.

- **Paper Products Prevalent:** Printed papers are the most common recyclable (i.e., blue/yellow box) material found in the waste stream, indicating a need to improve paper recycling efforts as paper products account for nearly 8% of the overall waste composition. There was no appreciable difference between the amounts audited in urban and rural areas, showing that there's diversion opportunities for paper products across the Municipality.

Waste Quantity and Composition

- **Urban Areas**: An average of 0.83 bags[7] of garbage were set out per household per week, with a total of approximately 204.26 kg collected during the study period. The average weight of garbage per household was 8.17 kg/hh/wk[8].

- **Rural Areas**: An average of 0.92 bags of garbage were set out per household per week, totaling approximately 227.97 kg collected. The average weight of garbage per household was higher at 9.12 kg/hh/wk.

The audit found that households in rural areas produces around 11% more garbage overall when compared to urban areas. This trend is consistent in other categories of waste including avoidable food waste and sanitary/diapers where rural areas produced more waste in these categories compared to urban areas. Although garbage from rural areas only contained about 3.5% of yard waste which increased by over 75 per cent in urban areas which the garbage stream was composed of nearly 15% of yard waste. Urban areas also have higher amounts of unavoidable food waste by about 24%.

Discussion

The results of the waste audit show that there is opportunity for diversion of several categories which comprise large amounts within the garbage stream including: organic waste (leaf and yard waste, avoidable and unavoidable food waste) and paper waste.

Yard waste was found in much higher amounts in the urban areas than in rural areas. This is in-line with the generally accepted thought that residences in rural areas generally do not have the same need for curbside yard waste collection since those in these areas have means to manage the yard waste themselves – either within their own property (backyard composting) or the volume is vast enough to warrant disposal at a municipal depot.

Organic waste analyzed in this audit show that urban and rural areas overall produce a similar amount of combined avoidable and unavoidable food waste. Variations in the two sub-

[7] A garbage can containing two garbage bags counted as one item. Full bags/boxes/carts were defined by volume through the percentage of quantity of waste (measured to nearest ¼) found inside each waste container (e.g., 2.25 bags or 1.75 boxes). The average number of full bags/boxes/carts per house (full bags/hh/wk) was found through an assumption that all the houses had a set out (since the selected addresses were replaced if no set outs were found).

[8] kg/hh/wk is the weight of material in kilograms per household per week.

categories are present, however overall composition ratio was nearly the same. On average this material comprises 33% of the waste stream. Based on 2023 total tonnes of garbage disposed of and a 33% composition of organic waste, the cost to dispose of organic waste within the garbage stream in 2023 was approximately $50,000.

Paper products include materials which are normally accepted in the recycling stream – i.e., the blue box – and have value as a recycled material. The Continuous Improvement Fund (CIF) reported that the composite market value of fibre materials (blue box materials) in 2023 was approximately $56/metric tonne. While the value of the individual materials is higher than the composite, the positive composite cost demonstrates that these materials should not be disposed of in landfill but rather materials recovered. Although the Municipality does not have authority over the recycling program, we should be incentivised in increasing the capture rate (i.e., percentage of material actually collected in a diversion program) since it reduces how much the municipality pays to dispose of in landfill. For example, paper products comprise of approximately 8% of the garbage stream – the disposal cost for an average year of just these products alone is over $8,000 using current disposal rates.

3.4 Landfill Sites

As mentioned, the Pakenham and Howie Road recycling depots are located at former (closed) landfill sites. In addition, Mississippi Mills has two other closed landfill sites, Ramsay 5a and the Martin Street closed landfill. Each landfill site is summarized in Table 5.

Table 5: Summary of Landfill Sites

Site	Primary Use	Monitoring Required – years remaining[1]	Potential for future/continued use
Pakenham (Closed)	Transfer Station	Yes – 2 years	Yes – no disposal capacity, only as transfer facility
Howie Road (Not Active)	Transfer Station	Yes – 17 years[9]	Yes – disposal capacity available, continued use as transfer facility
Ramsay 5a (Closed)	None - Closed Landfill	Yes – 79 years	No
Martin Street (Closed)	None - Closed Landfill	No	No

[1] approximate requirement based on contaminating lifespan estimates. Any changes to monitoring programs must be reviewed and accepted by the MECP prior to discontinuation or reduction in monitoring programs.

3.5 Soil Management

[9] Years of monitoring required after site has been fully closed which is expected to occur within 5 years.

Beginning in 2023, the MECP's Excess Soil Management legislation came into effect to support improved management of excess construction soil. The Ministry implemented these changes to reduce soil management costs while protecting human health and the environment.

The MECP states that the regulation (Ontario Regulation 406/19 – On-Site and Excess Soil Management) is a key step to support the proper management of excess soils, ensure valuable resources don't go to waste, and to provide clear rules on managing and reusing excess soils. The regulation provides a risk-based approach to help facilitate local, beneficial reuse of soils.

The Municipality is in a favorable position for managing excess soils as we have two properties which are suitable as reuse sites. The primary site is on Wolf Grove Road and the secondary site is located within the Howie Road Landfill. The sites have been reviewed by a Qualified Professional to apply site-specific soil standards for each site which describe the quality of soils which can be received by each.

The Municipality in response to the regulation has developed an Excess Soils policy and various protocols and standard operating procedures to be compliant. The direct management of excess soils is overseen by the Roads and Public Works department. The Engineering department plays a role in municipal infrastructure projects for design which includes geotechnical analysis and some excess soils classifications.

4. Public Consultation

This Strategy was completed during the MM2048 project which hosted two public information sessions. The Roads and Public Works (RPW) department attended both sessions and set up a booth with boards summarizing this project. The aim of the consultation was to gather information from residents on the following:

- Feedback on current waste management services they use
- What services are needed in the future
- How much current services are used

Surveys were available for completion, however the majority of residents preferred to share their thoughts in a conversational manner.

Future public consultation will be required for focused projects that have significant effects on the delivery of waste management services.

4.1 Feedback on Current Services

When discussing current services, the general consensus was that residents feel they are provided a good range of services. Some residents had concerns regarding garbage limits – specifically that they feel more garbage should be collected curbside rather than moving forward with goals of reducing waste. It was mentioned several times that curbside yard waste collection should occur more often (currently once in spring and fall).

When discussing the transition of the recycling program, most residents saw the changes in a positive light.

4.2 Feedback on Future Services

Most residents who attended the public consultation sessions specifically requested and inquired about the Municipality beginning a curbside organics/green bin program.

Another item requested was developing a program for brush collection/chipping following a major storm event.

4.3 Local Comparators

Mississippi Mills is local to a number of rural and urban municipalities which allows for assessments of how the services which Mississippi Mills currently provides compares to others locally. The table below outlines the main services provided by Mississippi Mills and compares to others.

Table 6: Local Comparators

	Cost Recovery Method	Garbage Collection	Leaf and Yard Waste Collection	Organics Program	Other Curbside	Depot Services	Bulky Waste
Mississippi Mills	Waste Levy - 2024 $252.94	Weekly - 1 container limit	One collection in spring and fall	Backyard composter rebate program	Christmas Tree collection	2 Depots for brush/leaf and yard waste, tires, scrap metal, appliances, recycling	Annual dump pass program 2x 250kg passes per household
Town of Carleton Place	General Property Taxes	Weekly - 1 container limit	One collection in spring and fall	Backyard composter rebate program Just Good Compost subsidy program	Christmas Tree collection	One depot for bush/leaf and yard waste, scrap metal	Bulky/Large household items are collected curbside with 4 tags attached
Town of Arnprior	Waste Levy - 2024 $170	Weekly - 2 container limit	One collection in spring and fall	Foodcycler subsidy program	None	Landfill site accepting household waste, construction waste, yardwaste/brush, scrap metal, tires, recycling	annual dump pass - 1 pass equivalent to a half ton
Beckwith Township	General Property Taxes	Weekly - All containers must be tagged. 80 tags provided annually.	None	None	None	no municipal depots	7 collections annually - each bulky item requires 3 tags
Town of Perth	General Property Taxes	Bi-Weekly - all containers must be tagged. 40 tags provided annually	One collection in fall	weekly greenbin program	Christmas Tree collection	Municipal landfill site accepts brush/leaf and yard waste, household waste, C&D waste, organics (SSO), propane tanks, cardboard	collection at landfill subject to tipping fee
Lanark Highlands	General Property Taxes	Depot drop off Curbside in Lanark Village only	None	None	None	Municipal landfill site accepts brush/leaf and yard waste, household waste, C&D waste, bulky items, recycling, mattresses, e-waste, scrap metal	collection at landfill/depot subject to tipping fee
City of Ottawa	General Property Taxes	Bi-Weekly - 3 container limit	weekly collection	weekly greenbin program	None	Trail Road Landfill accepts garbage, leaf and yard waste, brush, tires, scrap metal, e-waste	collection at landfill subject to tipping fee

5. Future Needs Assessment

5.1 Disposal Needs

The disposal needs of the municipality will increase as the population increases. This assessment assumes that diversion continues at its existing rate and the waste generation (garbage) rate does not decrease over time. In 2023 Mississippi Mills retained J.L. Richards to complete a growth forecast to support the many municipal planning projects underway in the report titled *Population Projection 2048*, JL Richards 2023. Waste generation is calculated in two columns – the first using only curbside disposal rates (2023 generation rate was used) and the second column includes curbside generation plus the amount of waste disposed of through the Municipal dump pass program. Blending these two disposal sources provides a clear picture of how residents dispose of waste.

Household waste in Ontario is either disposed of in public or private landfills within Ontario or exported to private landfills in the USA. As landfill space decreases and costs to have expansions or new landfills approved increases exponentially, disposal costs are expected to rise beyond normal CPI increases since landfilling is not proportionate to CPI factors. While long-term disposal contracts help to alleviate these risks of significant price increases year over year, it simply defers the increase to the end of contract where there will be a significant increase.

The table below shows the projected disposal needs of the Municipality over a 25-year period. As the population grows the amount of waste being disposed of is estimated to be the same for the purposes of this analysis – decreases waste generation are likely over this period though, resulting in the below projections leaning being conservative values. Waste generation is expected to decrease over time as capture rates for the recycling program increase through the provincial program transition as well through the implementation of initiatives presented within this strategy. Ideally, a reduction in waste generation should been seen via a reduction in source generation of waste, not through diversion programs. Reducing the amount of waste at the source reduces the amount that has to be managed – through garbage disposal or diversion programs.

Discussed in Section Guidance and Policy2.2 above, a requirement of the Food and Organic Waste Policy Statement, Mississippi Mills will be required to establish a Source Separated Organics program by 2036. As such, the need for such a program must be considered for implementation in 2036 or sooner.

Dump pass disposal was volatile from 2021 to 2023 representing a 17% average annual increase in disposal tonnage, although the annual increase slowed to 5% from 2022 to 2023 it shows how variable this disposal method can be. The table below assumes a 5% annual increase in disposal tonnage from dump passes.

Table 7: Waste Generation Projections

Planning Year	**Population / Households[10]**	**Projected Generation Curbside Waste (tonnes)**	**Projected Disposal from Dump Passes (tonnes)**	**Projected Total Municipal Waste Disposed (tonnes)**	**Projected Disposal Cost[11] (not including curbside collection)**
2023[12]	15,513 / 6,463	2,121 (actual)	858 (actual)	2,979	$ 331,000
2028 (5 years)	17,445 / 7,268	2,385	1,081	3,466	$ 395,000
2036 (13 years) **Trigger for Requiring SSO**	20,536 / 8,556	2,808	1,562	4,369	$ 523,000
2038 (15 years)[13]	21,309 / 8,878	2,913	1,712	4,626	$ 561,000
2048 (25 years)	25,173 / 10,488	3,442	2,713	6,155	$ 801,000
Waste generation rate based on 2023 curbside disposal tonnages – 328.14 kg/hh/year. Dump pass disposal has increased significantly from 2021 to 2023 - a 17% annual increase. In 2023 there was a 5% increase over the past year. For the purposes of planning, a 5% annual increase in disposal tonnage is used for disposal using dump passes.					

[10] The JL Richards report assumes an average household size of 2.4 persons per household.
[11] Assuming current costs for waste disposal at $75/tonne for curbside waste and $200/tonne for dump pass disposal. Does not include costs for collection of curbside waste.
[12] Base year from Growth Forecast – Population Projection 2048, JL Richards 2023.
[13] Disposal tonnage for 2038 and 2048 do not account for a reduction in tonnage as a result of a SSO program. Considerations are included in Section 5.3.1.

5.2 Existing Services

5.2.1 Waste Collection & Disposal

Consolidating Services

In the past there have been significant cost savings associated with the separation of waste disposal from the waste collection contract. However it is difficult to assess whether or not these savings will persist in the future. Some local municipalities which have recently retendered their collection and disposal services have done so as a single tender. While there is still a number of years before the disposal and collection contracts it is recommended that an assessment be completed of market rates and availability to determine the procurement format for continued collection/disposal services.

Dump Pass Program

The current dump pass program is under utilized in the Municipality, on average 27% of all passes issued were redeemed from 2021-2023 annually. This results in nearly three quarters of those who pay for the waste levy effectively subsidizing the disposal cost for the quarter of passes redeemed. Combine this with a high disposal cost from materials disposed of using dump passes ($200/tonne), it can be seen as a very expensive and inequitable service that is being provided. A business case should be prepared to determine what options are available to continue providing this service in a manner that is more cost effective and promotes higher usage among residents. Options may include re-negotiating disposal partnerships or investigating the efficacy of undertaking this service in-house as a means to control costs.

The total annual cost of this program in 2023 was $169,000 (disposal costs only, not including administrative labour and postage for passes) which represents the equivalent of approximately 1.4% of the 2025 taxation budget cost carried within the Waste Levy.

5.2.2 Updates to Waste Management By-Law & Policy Development

The current waste management by-law was approved in 2014. Since then, many aspects of the waste management system have changed and there is a clear need to align the by-law with current practices as well as with future needs of the waste management system.

The current by-law should be updated to address several concerns regarding waste management, but also there are many administrative updates that are required, including:

- Correcting references to the “Town of Mississippi Mills” to “Municipality of Mississippi Mills”
- Included definitions for: Bundle, Dwelling Unit, Eligible Unit, Multi-Residential Complex, and expanded on the definition for “Residential Unit”

As the Municipality does not administer the recycling for eligible sources (residential users) due to the transition of the program to the province, the by-law should reflect these changes.

Additionally, any changes to how recyclable materials from IC&I (non-eligible) sources are collection should be reflected in the new by-law.

Staff have identified the need to address several items in a new by-law which will require separate discussion and decision-making from Council, including:

1. The need for exemptions to by-law conditions such as set-out limits for waste containers for users with extenuating circumstances
2. Addressing non-compliance with container limits in downtown areas with residential units above commercial units – need for potential system changes in these areas
3. Develop policy for waste collection eligibility for multi-residential sources (i.e., above 6-units)
4. Determine if curbside recycling collection will continue for IC&I sources.

Considering Waste Management in the Planning Process

Additionally, the Waste Management By-Law should include provisions for all development to adhere to guidelines developed by the Municipality that speak to waste management systems.

Developing a guidance document to describes how waste management is to be considered in all types of developments (new single-family homes to full subdivisions) is crucial for several reasons. Firstly, it provides a clear framework for developers and property owners, ensuring consistency and standardization in waste management practices across all new developments within the municipality. This clarity prevents misunderstandings and ensures compliance with regulations, ultimately leading to more effective waste management systems. Secondly, having a guideline provides the municipality with methods to promote additional diversion and/or source reduction of waste. Thirdly, the guideline assists in making informed decisions during the planning and development stages, considering waste management needs from the beginning of the process. This proactive approach ensures that waste management is integrated into the design and operation of new developments, rather than being an afterthought. Well-managed waste systems contribute to a positive public image of the municipality, demonstrating commitment to environmental sustainability and community well-being as well as ensuring the systems will be compatible with the future needs of the municipality.

5.2.3 IC&I Recycling Collection

As of December 31, 2025, the current contract for curbside recycling collection from IC&I sources (i.e., non-eligible) will expire, requiring a new contract be formed. As discussed in Section 3.1.1, a new contract will experience significant cost increases due to inflexibility of the new CCS to co-collect eligible and non-eligible sources.

Detailed costing is needed (through issuance of an RFQ/RFT) to understand the financial impacts of continuing the program once the CCS begins.

The Municipality through the current agreement services approximately 230 IC&I users. Should this service continue, the increase of cost for these select users can be accommodated by the following:

- Distributing the cost across all municipal users via waste levy
- Implementing a separate IC&I waste levy that distributes costs across IC&I users

If this service were to not continue, the Municipality though a new Waste Management By-Law should require that IC&I users secure their own contracts for recycling collection (keeping in-line with waste diversion goals).

5.2.4 Household Hazardous Waste

At this time Mississippi Mills is utilizing the Town of Carleton Place's HHW facility. For the 2025 operating year, CP is establishing a new facility for undertaking the HHW program. It is assumed that with the investment of building a new facility that the program will continue long-term. However, due to the large amount of HHW generated by Mississippi Mills residents (estimated to be around 22,000 kg in 2023), may want to consider the need for establishing local disposal of HHW materials in the future.

While we should maintain a partnership with CP, opportunities for special wastes should be investigated internally which may involve working with community partners to establish programs. The main benefit of establishing programs locally would be year-round operation. Such disposal programs may include:

- Used automotive oil
- Used automotive oil filters and containers
- Depleted florescent light bulbs
- Battery disposal

5.3 New/Expanded Services

This section describes new services or existing services which can be expanded to meet the future needs of Mississippi Mills.

5.3.1 Organics Program

As described in Section 4.2, there is a clear demand for a source separated organics (SSO) program – but also will be a requirement per the Ontario Food and Organics Policy Statement to establish a SSO program once Mississippi Mills reaches a population of 20,000.

Residents see the adoption of green bin programs across the province and see the benefits of it – in many cases, residents have experience in using green bin programs in areas outside of Mississippi Mills. The main end-user benefits of green bin programs include:

- Reduced volume and weight of garbage
- Less odor from garbage
- Often can access the composted material after processing for free
- Community pride in reducing waste from entering landfill

Overall, as a municipality the implementation of a green bin program would reduce the weight of garbage that is sent to landfill (i.e., lower disposal costs for garbage) and open possibilities for

reducing the frequency of garbage collection. As discussed above, the cost for garbage disposal increases independently of CPI since the cost is largely dependent on landfill expansions that are cost intensive capital projects that take many years to receive approval. Organics programs comparatively are typically industrial processes which see increase that are tied to or are similar to CPI increases.

Options for organics programs

Alternate options are available for increasing organics diversion in Mississippi Mills. These options are described in the table below:

Table 8: Alternate Programs for Organics Collection/Processing

Option	Description	Pros	Cons
Curbside Greenbin Program	Contractor collects organic waste from curbside bins (i.e., green bins) and delivers to processing facility. Service would be provided to	• Well known system • Easy to add new developments • Potential for dual-stream collection with garbage • Users can benefit from composted material • Can be expanded for leaf and yard waste collection	• Initial cost for suppling curbside bin and kitchen bin • Cost of program not offset by reduction in garbage disposal
FoodCycler – desktop composter	Desktop composter unit purchased by residents. Cost can be subsidized by Municipality in a partner program.	• Municipality only pays for those who participate in program • Users get benefit of composted material	• Up-front cost to purchase unit (depending on amount Municipality subsidizes) • Municipality only can subsidize cost of certain number of units • Ongoing cost for consumables and electrical usage to users • Subsidized from waste levy or taxes – people who do not participate are subsidizing cost for others •
Just Good Compost – curbside collection/processing subsidy program	Curbside collection service – residents subscribe to service and costs subsidized by Municipality in a partner program.	• Municipality only pays for those who participate in program • Users get benefit of composted material • Benefits by hiring adults with special needs from local partners • Containers for collection provided by contractor not Municipality • Company based out of Almonte.	• Subsidized from waste levy or taxes – people who do not participate are subsidizing cost for others • Municipality only can subsidize cost of certain number of users
Organics drop-off depot with off-site processing	Municipality can accept organics at municipal recycling depots (or establish a new location) and then transfer to off-site processing facility.	• Lower capital costs to initiate program • Participation rate likely low due to need for transporting organic waste	• No curbside collection component, reduced cost, and contract administration •

Development of municipal organics processing facility	Municipality develops a composting facility to process the organic materials from the municipality. Can be run by own forces or third party. Option can be facilitated with either municipal drop-off facility or curbside collection program. Facility can be aerobic windrow facility, anerobic digestors, bio-gas facility, etc.	• Creates jobs within municipality • Secures processing capacity for future population growth • Potential for accepting organic waste from local municipalities	• Additional staff required year-round for facility operation and management • Permits and approvals required • Additional equipment may be required – need for ongoing maintenance

Leaf and Yard Waste Collection

Leaf and yard waste collection can potentially be expanded should a formalized "green bin" program be developed. This is due to commercial organics processing facilities accepting the normal green bin materials but also they accept leaf and yard waste. This would make accepting leaf and yard waste more available – only requiring additional collection.

Climate Change Emergencies

The Municipality understands that extreme weather events cause havoc to our communities, sometimes in the form of fallen branches and trees. The Municipality has established a reserve fund that is earmarked for addressing Climate Change Emergencies. This fund could be utilized to mobilize efforts to clean up after emergencies including additional staffing required at Depots to accept brush, for operators to clean up areas affected by downed trees, or to coordinate chipping days to manage brush from urban and built-up areas after an event.

5.3.2 Centralized Depot

Two recycling depots in the municipality currently service the entire population, however the Howie Road facility currently closes in the winter due to low usership during these months. Depending on where a resident may live, they may have no other option than to travel 40 km one-way just to access a recycling depot – which is the case for some Ramsay ward residents in the winter months when the Howie Road depot is closed. A centralized depot could be established which would consolidate operations and possibly allow for better service delivery.

A central location for the Municipality that is already owned by the municipality (and zoned appropriately) is the Wolf Grove Excess Soil Management Facility. This facility could be used for both purposes – soil management and as a central depot. The main benefits of establishing a centralized depot are as follows:

- Consolidate operations from two existing depots
- Central location is easier to access for all residents
- Facility can be developed to increase throughput
- Closer to public works garage – easier to access equipment required for regular operation
- Cease operating at closed landfill sites – reduce potential for ongoing monitoring
- Potential to administer services such as dump passes at the facility
    - Additional services could have positive effects on diversion rates

The figure below shows how far a resident from each area (furthest most area) must travel to reach the two current depots. Shown as well, is the Wolf Grove facility which is currently used for minor Public Works operations and primarily for Excess Soil Management. This central facility provides a good average

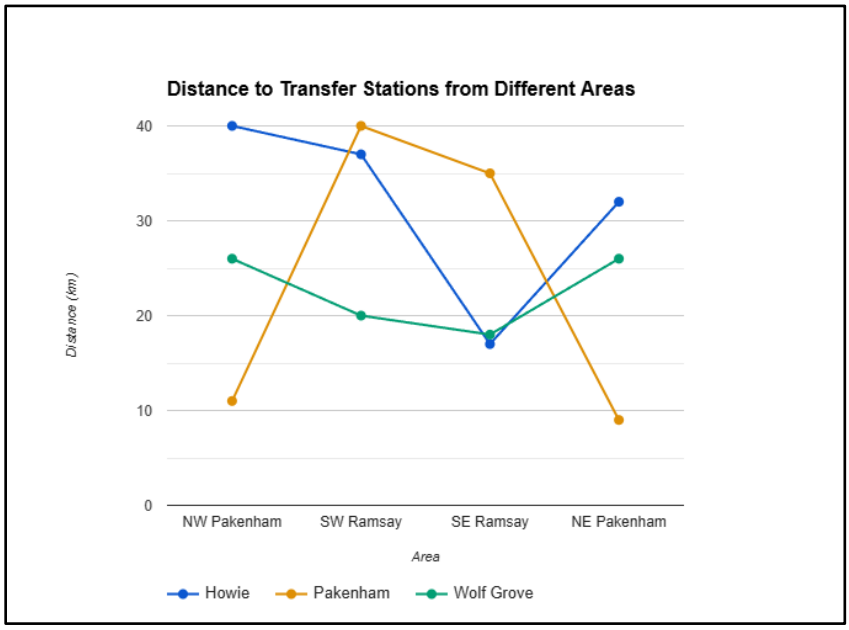


Figure 1: Distance to Transfer Stations

It is recommended that a review be completed to assess the financial and operational benefits that could materialize with the establishment of a centralized depot.

5.3.3 Convenience Drop-Offs

Based on the results of the 2023 Waste Audit, there are opportunities for increasing our waste diversion rate for certain materials. Some materials are currently accepted in the garbage waste stream because they have no other municipally supported collection programs. Other materials are not accepted in the garbage waste stream (such as e-waste) but don't have municipally supported diversion programs.

New drop-off programs will create diversion opportunities for materials which are normally disposed of in the garbage stream. The table below outlines options for new drop-off programs which could increase waste diversion. Currently, there are no options for local disposal of these materials.

Some materials which are not accepted in the garbage waste stream do have local diversion options, but these are not municipally supported programs so availability and convenience may not be consistent.

Used battery collection could be established at locations within the Municipality (private or municipal) and the result would provide environmentally friendly collection of batteries, reducing what enters the garbage. Batteries that are captured in the garbage stream pose major health and safety concerns due to explosion risks.

Used/spent lightbulbs can also be collected as some contain heavy metals or greenhouse gases. This would be an addition to seasonal drop off already provided at the HHW depot in Carleton Place. Collection of used lightbulbs would be provided either at municipal or private facilities locally.

5.4 Waste Disposal Options

To ensure long-term waste management capacity, Mississippi Mills must secure sufficient landfill space for its future needs. Currently, Mississippi Mills generates approximately 2,282 tonnes of waste annually, equating to about 2,852 m³ of landfill space through curbside collection and dump pass usage. While current and future waste diversion programs will help reduce this volume, the municipality needs to secure committed landfill space for the foreseeable future.

In 2013, Mississippi Mills entered a 15-year contract with Waste Management, set to expire in 2028, which provides favorable pricing. The current tipping fee is $75.00 per tonne and has remained unchanged since 2013, with no adjustments for CPI.

A thorough review of disposal options was conducted to ensure continued landfill availability. This included assessing the readiness and costs associated with the Howie Road landfill and exploring private landfill capacity that Mississippi Mills could access through contracts. Key criteria considered were availability, cost, and location. Alternatives, such as building an incinerator, were ruled out due to the impracticality of establishing and operating a municipal facility, and because no local incineration options are available.

While transfer stations were considered as part of a contracted service, having dedicated landfill space within a reasonable hauling distance remains essential. Included in this review was a review of the City of Ottawa's disposal needs and available capacity as they are the major drive in this area for Municipal Waste and could impact Mississippi Mills and other Municipalities disposal opportunities. The City of Ottawa's Trail Road landfill was reviewed but does not provide a viable option for Mississippi Mills. This facility has an estimated 11–13 years of capacity left, enough for Ottawa's own projected needs. Ottawa's Solid Waste Master Plan includes plans to expand the Trail Road landfill, potentially extending its life by 14 years. This timeline gives Ottawa time to implement longer-term waste diversion strategies and assess alternatives like waste-to-energy.

5.4.1 Howie Road Landfill Assessment

The Howie Road landfill, while owned by Mississippi Mills, is currently unprepared to accept new waste. If this facility were to be reactivated, significant investment in staffing, equipment, and additional site development would be required to make it viable. Here are the detailed considerations for capacity and associated operational readiness:

Current Capacity and Potential Use

The existing footprint at Howie Road was initially approved for an approximate maximum capacity of 90,000 m³. However, recent changes in regulatory setback requirements from roadways and environmental features mean this capacity is not guaranteed.

Based on Mississippi Mills' annual waste disposal needs of 2,282 tonnes (around 2,852 m³ per year), Howie Road would be able to support internal waste disposal needs for approximately 20 years if only Mississippi Mills' waste were processed.

To make the landfill economically comparable to a private facility, Howie Road would need to accept waste near its maximum allowable rate of 25,000 tonnes per year. At that rate, it would have a capacity of approximately 2.3 years before reaching its full utilization, assuming approval for the full 90,000 m³.

Site Development Requirements:

Short-term Requirements: For immediate waste acceptance, the facility would require additional personnel for daily operations and waste management. Equipment purchases such as a landfill compactor and a loader would be necessary to maintain regulatory compliance and operational standards.

Mid-term Development: Developing the site for maximum capacity utilization would involve further design and regulatory approvals, particularly for the final cell expansion. This expansion would be essential to achieve the intended 90,000 m³ capacity, though environmental setbacks may reduce this potential volume.

Cost Analysis and Feasibility

Estimated Disposal Cost: Calculations indicate that reactivating and operating Howie Road would result in a disposal cost of approximately $183.70 per tonne, considerably higher than current market rates offered by private providers ($100 to $140 per tonne).

Monitoring and Compliance: New waste disposal operations would increase environmental monitoring requirements, including groundwater and surface water testing, as well as potential air and noise assessments due to the impact of resumed landfill operations. These added requirements would increase the annual monitoring cost and potentially increase the post-closure care duration.

Economic Limitations and Scale: The primary challenge for Howie Road is scale: the volume of waste Mississippi Mills produces is relatively low. Private facilities handle much higher volumes, which allows them to distribute fixed costs over a larger tonnage, reducing per-tonne disposal costs.

For Howie Road to achieve comparable economic efficiency, it would need to handle waste volumes close to its annual capacity, which could only be sustained for a short period of 2.3 years at maximum load before it reached full capacity.

While the Howie Road landfill could technically serve as a backup waste disposal option, its limited capacity, high operational costs, and uncertain regulatory future make it less feasible than securing long-term contracts with private service providers. The municipality's best course of action remains to contract with private providers for stable, cost-effective landfill space and to maintain Howie Road in a reserve status, with readiness considerations evaluated periodically.

5.4.2 Private Landfill Options

Public disposal rates at private facilities range between $125.00 and $140.00 per tonne. A survey of local municipal contracts with private providers shows fees between $100.00 and $125.00 per tonne. Based on this review, two nearby private landfill sites have confirmed capacity to handle Mississippi Mills' waste disposal needs for the next 20 years without impacting their operational limits. Additionally, a third site is expected to obtain approval to accept municipal solid non-hazardous waste by 2025.

5.4.3 Cost Comparison: Howie Road Landfill vs Private Providers

The higher operational cost of Howie Road can be attributed to the relatively low volume of waste Mississippi Mills produces. To operate cost-effectively, Howie Road would need to accept near-maximum annual volumes of 25,000 tonnes, which would provide only 2.3 years of capacity at full usage. If limited to internal waste only, Howie Road could potentially provide around 20 years of capacity. Table 9 below summarizes the disposal options available locally.

Table 9: Comparison of Disposal Options

Facility	**Location**	**Approved Capacity**	**Annual Acceptance Rate**	**Ability to Accept MM Waste**	**Disposal Rate $/tonne**
Waste Management Carp	Carp Road Ottawa	15,200,000 m^3	400,000 tonnes	Yes	$140.00
GFL Lafleche Landfill	Moose Creek	15,100,000 m^3	755,000 tonnes	Yes	$130.00
Capital Region Resource Recovery Centre	Boundary Road Ottawa	10,100,000 m^3	450,000 tonnes	Pending Approval ECA amendment to accept Curbside Waste anticipated in 2025	N/A
GFL Beckwith Transfer Station	Cavanagh Road Beckwith		400 tonnes per day	Yes	$130.00
Tomlinson Waste Transfer Station	West Hunt Drive Carp		550 tonnes per day	Yes	$125.00
Howie Road Landfill	Howie Road	90,000 m^3	80 tonnes per day	Yes	$183.70

5.4.4 Transfer Station Option

The option to establish a waste transfer station within Mississippi Mills was reviewed to assess whether it could provide flexibility and efficiency in managing municipal waste. A transfer station would allow waste collected locally to be temporarily held, sorted if necessary, and then transported to an external landfill or processing facility. Here are the key considerations:

Cost Implications: Projected disposal costs through private providers remain competitive, with rates between $100 and $140 per tonne. Operating a transfer station would add additional operational costs on top of these disposal fees, making it a more expensive option than direct disposal contracts.

Minimal impact is expected on waste collection costs; however, transfer station operating expenses would be an added cost layer that may outweigh benefits for curbside waste

Utilizing Private Service Providers for Disposal Contracts: Engaging private service providers directly for disposal contracts remains a viable and cost-effective solution, provided these providers can demonstrate their capacity to meet Mississippi Mills' disposal needs for the full contract duration.

This requirement ensures that the municipality is not faced with capacity shortfalls or the need for alternative arrangements within the contract period, providing stability and predictability for waste management planning.

Advantages for Specialized Waste Handling: While operating a full-scale transfer station may not be economically justified, there may be benefits to exploring a smaller-scale transfer facility specifically for large items, bulky waste, and materials brought in through dump passes. This could streamline collection and handling of such items and potentially improve operational efficiency at waste depots.

This option will be further investigated as part of a comprehensive review of the municipality's dump pass system and waste depots.

Discussion

Based on current analysis, the most cost-effective approach for Mississippi Mills remains to engage private providers directly through disposal contracts that ensure long-term capacity at competitive rates. Should these providers demonstrate sufficient capacity to accommodate the municipality's needs for the contract's duration, this option will provide Mississippi Mills with a secure and economically sound disposal solution.

A dedicated transfer station may still be considered for handling specialized waste types, pending further analysis of its potential role within the broader waste management system.

Moving forward, securing a long-term disposal contract with a private provider that meets capacity requirements will position Mississippi Mills to manage waste efficiently and sustainably.

5.4.5 Needs of Waste Disposal System

To ensure long-term waste disposal security and cost-efficiency, Mississippi Mills should pursue a comprehensive disposal strategy that includes establishing a long-term contract with a private landfill service provider. This contract should be structured to guarantee disposal capacity for the municipality's maximum projected waste needs, while also allowing flexibility to adapt to fluctuations in waste volume due to ongoing and future diversion initiatives. The following key elements are recommended for inclusion in the contract:

Dedicated Capacity Guarantees:

The contract should include a dedicated capacity commitment, ensuring that the landfill provider has sufficient space to meet Mississippi Mills' maximum annual waste projections. This commitment will secure disposal space regardless of variations in the landfill provider's other operations or customer demands.

By securing dedicated capacity, Mississippi Mills can avoid potential disruptions that could arise if regional demand increases, ensuring a stable and predictable waste management solution over the contract term.

No Minimum Waste Requirements:

To accommodate Mississippi Mills' goals of reducing waste through diversion programs, the contract should not impose minimum waste thresholds or tonnage requirements. This flexibility allows the municipality to pursue waste reduction efforts without the risk of financial penalties for not meeting minimum disposal amounts.

Without a minimum waste requirement, Mississippi Mills will have the freedom to increase waste diversion as opportunities arise without impacting disposal costs or violating contract terms.

Given that waste tonnages can vary annually due to factors like population growth, diversion rates, and seasonal fluctuations, it is critical to ensure the contract does not penalize the municipality for disposing of less than projected tonnages.

By negotiating penalty-free flexibility, Mississippi Mills can confidently continue to expand waste diversion initiatives and adapt to future waste management trends, knowing that disposal costs will not be adversely affected by reduced waste volumes.

Long-term Pricing Stability:

To manage budget predictability, the contract should lock in competitive tipping fees or establish a clear and fair fee adjustment mechanism, such as limited Consumer Price Index (CPI) adjustments. This will help Mississippi Mills maintain budget stability over the contract period, even as waste disposal fees potentially increase in the market.

A multi-year contract with a stable pricing structure will also protect the municipality from short-term price spikes, especially during high-demand periods.

Regular Capacity and Compliance Reporting:

To ensure accountability, the contract should require the landfill provider to provide regular reports confirming capacity status, compliance with environmental regulations, and any changes that could affect Mississippi Mills' disposal arrangements.

These reports will allow the municipality to monitor service quality and make informed planning decisions, especially if adjustments are required in response to regulatory or operational changes at the landfill site.

Alignment with Waste Diversion and Environmental Goals:

The contract should explicitly support Mississippi Mills' commitment to sustainability and climate action by recognizing the municipality's waste diversion targets. In addition, it should include provisions for flexibility in waste management approaches should new diversion or processing technologies become viable over the contract's duration.

This alignment encourages both parties to cooperate on waste reduction goals, creating a shared interest in supporting sustainable practices.

Option for Contract Extensions:

The contract should include an option to renew or extend under similar terms if Mississippi Mills remains satisfied with the service. Having a renewal clause provides the municipality with a streamlined path to continue services without needing a new procurement process, which can reduce administrative costs and simplify long-term planning.

5.5 Non-Eligible Recycling Collection Post-Transition

Described previously in Section 3.1.1, the current contract and arrangement for collection of non-eligible recycling will end on December 31, 2025. Any continued collection after this time must be completed as a separate collection – i.e., not collected the same time that eligible sources are collected. Costs are expected to increase drastically in the order of 10-30 times the current cost of $2.31 per stop.

Cost of Service

The cost for curbside residential (eligible source) collection of recycling is not borne by those who pay the waste levy since the program has transitioned to Provincial responsibility. Therefore, the cost to continue non-eligible collection will be paid for solely through the waste levy which may result in increases to the waste levy. Currently the waste levy is a single fee however there is a provision to separate this into a residential and commercial waste levy for which the commercial waste levy would include the cost for providing non-eligible recycling collection.

Discussion

A detailed assessment on how the Municipality should proceed post-2025 with non-eligible recycling is recommended. This assessment should consider potential costs and options for cost recovery of continuing to provide the service.

6. Recommendations

The main recommendations are included below for a review of establishing a centralized depot and to undertake an organics program review. Additional recommendations are also included below. Key projects which will be initiated as a result of this report are listed and detailed in Appendix A.

6.1 Centralized Depot Review

A review should be conducted to assess the recommendation of developing a centralized recycling depot. This option as described in Section 5.3.2 is expected to increase the utilization of the depot and provide an overall better service to residents. The review is expected to include:

- Verification of potential facilities – currently only Wolf Grove Road
- Effort required to establish depot
    - Internal expertise would be leveraged to high degree for design/permitting/construction
- Services to be provided initially at depot
    - Outline additional services that can be provided in future and effort needed to implement
- Timeline for implementing and cost estimate
- Description of benefits and drawbacks
- Public consultation on a proposed centralized depot
- Expected annual operating budget

This review would be conducted internally and would be finalized and presented to Council in accordance with Project PW-WM-07 timelines which are included in Appendix A.

6.2 Organics Program Review

A review of establishing an organics program is recommended. There are various options available for reducing organic waste from the waste stream shown in Section 5.3.1. An Organics Program Review will include:

- Detailed assessment of waste stream composition
    - Building off 2023 waste audit, conducting additional audits
- Analysis of options
    - Potential to issue a Request for Expressions of Interest (RFEOI) to gain information of locally available services
    - Assess impact of options to waste stream
    - Detailed cost analysis
    - Develop short list of feasible options
- Public consultation on short-listed options
- Develop business case for recommended option

This review similar to the review for a Centralized Depot would also be conducted internally, however it is expected that a third-party consultant would need to be retained to gain additional waste composition data to allow for more accurate disposal/diversion calculations.

This review would be finalized and presented to Council in accordance with Project PW-WM-05 timelines which are included in Appendix A.

6.3 Additional Recommendations

Based on the needs assessed in this report, and follow-on actions necessary to evaluate the performance of the municipal waste management system, the following items are recommended.

1. Given the cost of monitoring and high cost to reopen Howie Road for landfilling, with no guarantee to access the full volume, considerations of permanently closing Howie Road for landfilling purposes should be assessed.

2. For the dump pass program, given the high annual cost of approximately $150,000.00 and low participation rate, there should be some consideration for eliminating or changing the way this program is delivered. When compared to the 2025 budget, elimination of this program would be the equivalent of an approximate 1.4% tax reduction.

3. Conduct annual waste audits to allow staff to monitor progress of waste programs and assess whether changes are required to address new/changing concerns.

4. Update this report at least every 5 years and measure progress of the report recommendations and assess the need for new modifications to programs.

5. Implement convenience drop-offs for select materials at municipal facilities or private facility to provide residents with local disposal options.

6. Staff monitor the local waste management industry to gather information on services available to provide future recommendations on contract and services types (i.e., combined or separated collection/disposal contracts).

Appendix A – Key Projects and Timelines

Solid Waste Management Strategy Key Projects

Projects		Year Completed					Anticipated Costs (Excluding Staff Time)				
Project	**Description**	**2025**	**2026**	**2027**	**2028**	**2029**	**2025**	**2026**	**2027**	**2028**	**2029**
PW-WM-01	Waste Disposal Contract/Tender				X				$10,000		
PW-WM-02	Curbside Collection of Waste Contract/Tender					X				$10,000	
PW-WM-03	Non-Eligible Source Recycling Review	X									
PW-WM-04	Scrap Metal and Solid Waste Rolloff Contract	X									
PW-WM-05	Organics Diversion Review			X				$10,000			
PW-WM-06	Municipal Facility and Public Space Waste Review		X					$5,000			
PW-WM-07	Centralized Depot Review			X				$45,000			
PW-WM-08	IC&I and Multi-Residential Waste Study		X					$15,000			

Project Overview

PW-WM-01: Waste Disposal Contract/Tender

Key Information:

Current Expiration:	May 31, 2028
Planning Timeline:	12 months
Tender Preparation Start:	January 1, 2027
Target Tender Issuance:	April 29, 2027
Tender Closing Date:	June 3, 2027
Award Date:	June 30, 2027
Important Considerations: • Disposal contract should align with start dates of collection contract • Consideration of waste reduction (disposal volume) due to diversion initiatives such as reduction programs or new disposal streams (organics) • Consider municipal growth	

PW-WM-02: Curbside Collection of Waste Contract/Tender

Key Information:

Current Expiration:	May 31, 2029
Planning Timeline:	12 months
Tender Preparation Start:	18–24 months in advance.
Tender Issuance:	12–15 months in advance.
Contract Award:	9–12 months in advance.
Required Inputs:	
• **Current Service Review:** Identify current practices and improvement opportunities. • **Cost-Benefit Analysis:** improvement opportunities such as autoloaders and RFID containers. • **Schedule Adjustments:** Growth may require the inclusion of additional collection days. Currently there is no collection in Mississippi Mills on Mondays. • **Organics Diversion Study:** Complete PW-WM-05 prior to tender preparation.	
Important Considerations:	
• Impact of non-eligible recycling contracts. • IC&I and multi-residential services. • Review of municipal policies and by-laws. •	
Related Projects:	

• PW-WM-01: Waste Disposal Contract • PW-WM-05: Organics Diversion Review • PW-WM-08: IC&I and Multi-Residential Waste Study

PW-WM-03: Non-Eligible Source Recycling Collection Review

Key Steps:

Service Provider:	Emterra Environmental
Contract Expiration:	December 31, 2025
Current Situation:	
• Services extended to IC&I sector alongside residential programs. • Transition period under Circular Materials Ontario (CMO) to end. • Affected 231 ICI sources and 6,727 ratepayers. • Cost offset by shared collection with residential CMO collection; will not continue post-2025.	
Next Steps:	
• Council Report in Q1 2025 to recommend future actions.	

PW-WM-04: Scrap Metal and Solid Waste Rolloff Contract

Key Information:

Service Provider: GIM	
Contract Expiration: August 12, 2025	
Current Scope:	
• Scrap metal bin rental, collection, and processing. • Roll-off bin services for municipal facilities.	
Future Recommendations	
• Short-term contract alignment with other waste services. • Integration with waste and diversion opportunities review.	

PW-WM-05: Organics Diversion Review

Key Information:

Current Services:
• Limited curbside organics collection. • Leaf and yard waste collected twice annually. • Private programs like "Just Good Compost" used by ~4.6% of households. • Private Residential Processing Units such as Food Cycler available (Not linked to Municipal Program) • Private Residential Rear Yard Composter. Municipal Subsidy program for purchase of composter available. Limited use.
Challenges:

• Inconvenient depot locations. • Low uptake of backyard composters and food cyclers. • Limited Collection programs both in location and number of collections.
Goals:
• Expand organics diversion programs. • Evaluate Municipal Scale collection and processing options. • Provide cost-benefit analyses for different methods such as internal processing vs outsourced processing • Review opportunity to expand Organics Diversion subsidy's to programs with measurable diversion rates.
Timeline:
Review initiated in 2025. Completion Date: March 31, 2027.

PW-WM-06: Municipal Facility and Public Space Waste Review

Key Information:

Current Practices:
• Public Space Waste and Recycling containers in the Downtown core as well as other high traffic areas such as parks. Collected by Municipal staff and private contracts. • Waste and recycling of internally generated waste at Municipal Facilities managed by Municipal Staff and Private Contractors • Waste and recycling of materials at Municipal facilities generated by public use or short term rentals managed by Municipal Staff and Private Contracts with various vendors. • Public space waste primarily managed by municipal staff.
Opportunities:
• Reduce overuse of public space waste bins. • Reduce contamination in public recycling. • Add specialized waste streams (e.g., batteries) at facilities. • Improve/Clarify responsibilities for waste and recycling services for events and festivals. • Coordinate with multiple departments to ensure efficient procurement of external services.
Timeline:
Review initiated in 2025. Completion Date: October 2026.

PW-WM-07: Centralized Depot Review

Key Information:

Current State:
• Two primary depots for divertible materials such as leaf and yard waste, white goods, scrap metal tires and other recyclables located at Howie Road and Pakenham. • Partnership with Waste Management (WM) for residential waste and “Dump Passes” at the Cavanagh Road transfer station

• Partnership with Carleton Place for Seasonal Operation of Household Hazardous Waste Depot in Carleton Place • Limited accessibility and low usage primarily due to location and distance for residents to use the facilities.
Opportunities:
• Complete a review for developing a centralized depot to improve accessibility and efficiency. • Include consideration for brining items such as household hazardous waste collection in house. • Explore cost-benefit analysis for a centralized depot and included consideration for bulk waste and other services.
Timeline:
Review completed by July 2027 to align with disposal contracts.

PW-WM-08: IC&I and Multi-Residential Waste Study

Key Information:

Current State:
• Limited restrictions on who can participate in waste and diversion programs. • Additional clarification on requirements for waste management plans and policy for IC&I and Multi Residential use of Municipal Programs.
Opportunities:
• Streamline policies and requirements for IC&I and Muli-Residential Waste Management • Ensure new development has adequate consideration for Waste and Diversion programs • Determine GAPS and develop appropriate policies related to IC&I and Multi-Residential Waste and Diversion needs. • Encourage Source Separation of Materials • Stakeholder Engagement • Establish or enforce bylaws requiring waste diversion plans for new developments or major renovations. • Analyze the financial implications of various waste management strategies, including capital investments and operational changes. • Review provincial and federal regulations affecting IC&I and multi-residential waste management. • Opportunity to reduce cost for both the facility and the Municipality
Timeline:
To be completed by March 31, 2027