

## Programme Overview

<b>Programme/Service:</b>	<b>Solid Waste Services</b>
<b>Department:</b>	<b>Engineering Services</b>
<b>Governance:</b>	<b>Solid Waste Services Committee</b>

## Programme Description

- The County provides programmes for the collection and disposal of municipal solid waste and recyclables, and operates one active landfill site and five transfer stations
- The County is also responsible for 16 closed landfill sites
- A curbside user pay collection service is offered in urban and rural areas County-wide
- The landfill sites and transfer stations provide waste and recyclable disposal opportunities to manage items and quantities not appropriate for curbside collection. The waste facilities provide means to divert materials from landfill including household hazardous wastes, electronics, tires, brush, scrap metal and reuse centres.

## 2022 Budget Highlights

### Capital Budget:

- A total of \$11.9 million in expenditures is projected over the ten-year period
- Facility upgrades at the Elora and Rothsay Transfer Stations are planned for 2022-2023
- Riverstown landfill is the County's one remaining active landfill site with expected capacity beyond 2053. Staff are planning for the closure of Phase I and the future development of Phase II throughout the ten-year forecast and have included projects totalling \$4.3 million.

### Operating Budget:

- Resource Productivity and Recovery Authority (RPRA) funding for the Blue Box programme has been increased by \$456,100.
- Bag sales reduction of \$100,000 as usage trends have changed with the implementation of the curbside collection programme
- Sales revenue from recyclable materials increased in 2022 as a result of a significant rise plastics prices experienced in 2021
- HHW technician position moved from part-time to full-time

<b>Staff Complement (Full time equivalents)</b>		
	<b>2021</b>	<b>2022</b>
Administration	7.3	7.3
Operations	1.0	1.0
Collections	2.3	2.3
Roll-off	4.6	4.6
Transfer stations	11.4	11.7
Disposal	3.3	3.3
<b>Total</b>	<b>29.9</b>	<b>30.2</b>
Current employee count: 43		



## Performance Measures

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

### Programme Goals and Objectives

The following Goals and Priorities and guiding principles have been articulated in the Solid Waste Services Strategy:

#### Excellent Customer Service

- Provide excellent customer service that is convenient, safe, and meets residents' needs

#### Sound Financial Management

- Deliver programmes and services that are evaluated on an on-going basis to ensure they are efficient and cost-effective

#### Environmental Stewardship

- Protect the air, water and land through environmentally sound practices and operations

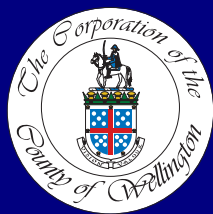
The goals and priorities of the Solid Waste Services Strategy are informed by a set of guiding principles, which are aligned with those of the County's Strategic Action Plan:

- Adopting triple bottom line (people, planet, prosperity) approach (**People as the main priority of Wellington County**) and (**Making the best decisions**)
- Treating landfill as an asset, a resource to be protected (**Planning for and providing the best physical infrastructure**)
- Maximizing diversion from landfill (**Planning for and providing the best physical infrastructure**)
- Focusing on long-term planning horizons (**Making the best decisions**)
- Minimizing greenhouse gas (GHG) emissions associated with operations (**People as the main priority of Wellington County**)
- Enhancing promotion and education offerings (**Providing the highest level and best quality services**)
- Supporting circular economy principles within programmes, practices and operations (**Making the best decisions**)

### Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals, priorities and guiding principles, the following performance measures are considered:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Waste Diversion Rate	43%	45%	48%	50%
Diverted Tonnes Captured	11,500	11,727	11,900	12,500
Estimated Remaining Landfill Capacity (m <sup>3</sup> )	718,000	717,000	689,000	663,000
Number of Resident Engagement Opportunities	6,200	5,870	7,600	19,400



# COUNTY OF WELLINGTON

## 2022 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
<b>Revenue</b>							
Grants & Subsidies	\$1,057,159	\$1,111,200	\$652,593	\$1,275,500	\$1,734,600	\$459,100	36.0%
Licenses, Permits and Rents	\$8,836	\$8,900	\$19,093	\$19,100	\$19,100	\$ -	-
User Fees & Charges	\$3,524,589	\$3,439,300	\$3,342,914	\$3,581,200	\$3,436,200	(\$145,000)	(4.0%)
Sales Revenue	\$434,666	\$607,800	\$677,977	\$472,100	\$814,500	\$342,400	72.5%
Other Revenue	\$ -	\$ -	\$162	\$ -	\$ -	\$ -	-
Internal Recoveries	\$739,697	\$709,500	\$699,822	\$839,800	\$734,000	(\$105,800)	(12.6%)
<b>Total Revenue</b>	<b>\$5,764,947</b>	<b>\$5,876,700</b>	<b>\$5,392,561</b>	<b>\$6,187,700</b>	<b>\$6,738,400</b>	<b>\$550,700</b>	<b>8.9%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$2,737,331	\$2,645,100	\$2,622,425	\$2,683,600	\$2,846,300	\$162,700	6.1%
Supplies, Material & Equipment	\$917,502	\$1,049,900	\$862,116	\$1,052,200	\$1,200,700	\$148,500	14.1%
Purchased Services	\$7,152,057	\$7,285,400	\$7,835,173	\$8,719,000	\$9,025,300	\$306,300	3.5%
Insurance & Financial	\$269,721	\$240,000	\$272,718	\$258,400	\$265,300	\$6,900	2.7%
Internal Charges	\$743,119	\$708,800	\$698,196	\$839,100	\$733,300	(\$105,800)	(12.6%)
<b>Total Expenditure</b>	<b>\$11,819,730</b>	<b>\$11,929,200</b>	<b>\$12,290,628</b>	<b>\$13,552,300</b>	<b>\$14,070,900</b>	<b>\$518,600</b>	<b>3.8%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$6,054,783</b>	<b>\$6,052,500</b>	<b>\$6,898,067</b>	<b>\$7,364,600</b>	<b>\$7,332,500</b>	<b>(\$32,100)</b>	<b>(0.4%)</b>
<b>Debt and Transfers</b>							
Debt Charges	\$ -	\$ -	\$ -	\$27,400	\$ -	(\$27,400)	(100.0%)
Transfer from Reserve	(\$422,720)	(\$267,400)	\$ -	(\$344,700)	(\$240,300)	\$104,400	(30.3%)
Transfers to Reserve	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$1,127,280</b>	<b>\$1,282,600</b>	<b>\$1,550,000</b>	<b>\$1,232,700</b>	<b>\$1,309,700</b>	<b>\$77,000</b>	<b>6.2%</b>
<b>NET COST / (REVENUE)</b>	<b>\$7,182,063</b>	<b>\$7,335,100</b>	<b>\$8,448,067</b>	<b>\$8,597,300</b>	<b>\$8,642,200</b>	<b>\$44,900</b>	<b>0.5%</b>



**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Solid Waste Services**

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>REVENUE</b>											
Grants & Subsidies	1,275,500	1,734,600	1,734,600	1,734,600	1,734,600	1,734,600	1,734,600	1,734,600	1,734,600	1,734,600	1,734,600
Licenses, Permits and Rents	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100
User Fees & Charges	3,581,200	3,436,200	3,470,600	3,506,100	3,541,700	3,578,900	3,616,300	3,654,300	3,692,300	3,730,500	3,730,500
Sales Revenue	472,100	814,500	814,500	814,500	814,500	814,500	814,500	814,500	814,500	814,500	814,500
Internal Recoveries	839,800	734,000	734,000	734,000	734,000	734,000	734,000	734,000	734,000	734,000	734,000
<b>Total Revenue</b>	<b>6,187,700</b>	<b>6,738,400</b>	<b>6,772,800</b>	<b>6,808,300</b>	<b>6,843,900</b>	<b>6,881,100</b>	<b>6,918,500</b>	<b>6,956,500</b>	<b>6,994,500</b>	<b>7,032,700</b>	<b>7,032,700</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	2,683,600	2,846,300	2,944,200	3,025,900	3,112,400	3,210,500	3,316,800	3,427,400	3,541,700	3,660,100	3,781,100
Supplies, Material & Equipment	1,052,200	1,200,700	1,221,100	1,253,800	1,287,900	1,326,700	1,358,900	1,395,700	1,434,600	1,473,800	1,502,200
Purchased Services	8,719,000	9,025,300	9,186,900	9,350,100	9,504,400	9,663,600	9,828,300	9,990,700	10,168,700	10,434,100	10,621,000
Insurance & Financial	258,400	265,300	286,400	300,900	316,500	333,100	351,300	371,300	391,500	414,200	435,400
Internal Charges	839,100	733,300	733,300	733,300	733,300	733,300	733,300	733,300	733,300	733,300	733,300
<b>Total Expenditures</b>	<b>13,552,300</b>	<b>14,070,900</b>	<b>14,371,900</b>	<b>14,664,000</b>	<b>14,954,500</b>	<b>15,267,200</b>	<b>15,588,600</b>	<b>15,918,400</b>	<b>16,269,800</b>	<b>16,715,500</b>	<b>17,073,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>7,364,600</b>	<b>7,332,500</b>	<b>7,599,100</b>	<b>7,855,700</b>	<b>8,110,600</b>	<b>8,386,100</b>	<b>8,670,100</b>	<b>8,961,900</b>	<b>9,275,300</b>	<b>9,682,800</b>	<b>10,040,300</b>
yr/yr % change		(0.4%)	3.6%	3.4%	3.2%	3.4%	3.4%	3.4%	3.5%	4.4%	3.7%
<b>DEBT AND TRANSFERS</b>											
Debt Charges	27,400										
Transfer from Reserves	(344,700)	(240,300)	(249,400)	(258,600)	(268,100)	(277,800)	(287,700)	(297,800)	(307,900)	(318,200)	(325,200)
Transfer to Reserves	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000
<b>Total Debt and Transfers</b>	<b>1,232,700</b>	<b>1,309,700</b>	<b>1,300,600</b>	<b>1,291,400</b>	<b>1,281,900</b>	<b>1,272,200</b>	<b>1,262,300</b>	<b>1,252,200</b>	<b>1,242,100</b>	<b>1,231,800</b>	<b>1,224,800</b>
<b>TAX LEVY REQUIREMENT</b>	<b>8,597,300</b>	<b>8,642,200</b>	<b>8,899,700</b>	<b>9,147,100</b>	<b>9,392,500</b>	<b>9,658,300</b>	<b>9,932,400</b>	<b>10,214,100</b>	<b>10,517,400</b>	<b>10,914,600</b>	<b>11,265,100</b>
yr/yr % change		0.5%	3.0%	2.8%	2.7%	2.8%	2.8%	2.8%	3.0%	3.8%	3.2%



**County of Wellington**  
**10 Year Capital Budget**  
**Solid Waste Services**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Solid Waste Services											
Equipment											
SWS Electric Vehicles											
Disposal Pickup		60,000						74,000			134,000
Roll Off Pickup						70,000					70,000
Collection Pickup		60,000						74,000			134,000
Transfer Pickup				64,000						80,000	144,000
General Ops Pickup				64,000							64,000
SWS Equipment											
Computer Software	50,000	200,000									250,000
Collection Van					50,000						50,000
Disposal Compactor		675,000					800,000				1,475,000
Disposal Loader						275,000					275,000
Disposal Bulldozer					690,000						690,000
Roll Off Lugger	240,000	250,000					295,000	305,000			1,090,000
Transfer Backhoe							185,000				185,000
Transfer Dumptruck			215,000								215,000
<b>Total Equipment</b>	<b>290,000</b>	<b>1,245,000</b>	<b>215,000</b>	<b>128,000</b>	<b>740,000</b>	<b>345,000</b>	<b>1,280,000</b>	<b>453,000</b>		<b>80,000</b>	<b>4,776,000</b>
Active Landfill Sites and Transfer Stations											
Elora Waste Facility Upgrade	1,000,000	625,000									1,625,000
Riverstown - North Pond Dev			590,000								590,000
Riverstown: Cell Dev Phase II				832,000		594,000				886,000	2,312,000
Riverstown: Pre-excavation Phase II	100,000	104,000	107,000		178,000			127,000	132,000		748,000
Rothsay Waste Facility Upgrade	550,000										550,000
Site Imp: Road Maint All Sites		105,000					125,000				230,000
Site Improvements - Buildings all sites									395,000		395,000
<b>Total Active Landfill Sites and Transfer S</b>	<b>1,650,000</b>	<b>834,000</b>	<b>697,000</b>	<b>832,000</b>	<b>178,000</b>	<b>594,000</b>	<b>125,000</b>	<b>127,000</b>	<b>527,000</b>	<b>886,000</b>	<b>6,450,000</b>
Closed Landfill Sites											
Riverstown Phase 1 Closed Site						675,000					675,000
<b>Total Closed Landfill Sites</b>						<b>675,000</b>					<b>675,000</b>
<b>Total Solid Waste Services</b>	<b>1,940,000</b>	<b>2,079,000</b>	<b>912,000</b>	<b>960,000</b>	<b>918,000</b>	<b>1,614,000</b>	<b>1,405,000</b>	<b>580,000</b>	<b>527,000</b>	<b>966,000</b>	<b>11,901,000</b>
Total	1,940,000	2,079,000	912,000	960,000	918,000	1,614,000	1,405,000	580,000	527,000	966,000	11,901,000
<b>Sources of Financing</b>											
Reserves	1,090,000	1,734,000	912,000	960,000	918,000	1,614,000	1,405,000	580,000	527,000	966,000	10,706,000
Development Charges	850,000	345,000									1,195,000
Total Financing	1,940,000	2,079,000	912,000	960,000	918,000	1,614,000	1,405,000	580,000	527,000	966,000	11,901,000

**COUNTY OF WELLINGTON**  
**2022 Budget – Solid Waste Services**  
**Explanation of Significant Budget Items**

**Operating Budget**

The proposed budget includes operating expenditures of \$14,070,900 representing a 3.8% increase from the approved 2021 budget. Total revenues are projected to be \$6,738,400 representing an increase of 8.9%. Taking into account debt and transfers, the net tax levy requirement for solid waste is 0.5% higher relative to the 2021 budget.

**Revenue**

- Resource Productivity and Recovery Authority (RPRA) funding for the Blue Box programme has been increased by \$456,100. The funding is based on the 2020 data call. The increase is largely attributable to the recent changes to the rural curbside blue box collection service.
- Effective January 1, 2022, tipping fees at the waste facilities are increasing from \$115 to \$120 per tonne, as the County moves towards full cost recovery over time. Tipping fees are projected to increase to \$130 per tonne by 2024. The increased fees have been offset by lower volume due to recent changes to the curbside collection programme resulting in lower revenues in 2021 than 2020. Tipping fee revenue has been adjusted down by \$45,000 in 2022 to reflect this.
- User pay bag sales have been budgeted at \$1.77 million for 2022. Bag sales have decreased in 2021 as a result of curbside collection usage trends when compared to the previous year, and this budget line has been adjusted down \$100,000 accordingly.

Description	2019 budget	2019 actual	2020 budget	2020 actual	2021 budget	2021 YTD actual	2022 draft budget
User pay bag sales	\$ 1,641,000	\$ 1,737,680	\$ 1,720,000	\$ 2,122,224	\$ 1,870,000	\$ 1,799,727	\$ 1,770,000
Tipping Fees	\$ 1,637,200	\$ 1,658,338	\$ 1,719,300	\$ 1,402,365	\$ 1,711,200	\$ 1,541,027	\$ 1,666,200

- Sales revenue includes the contract with Waste Management for processing and marketing of blue box recyclables. Revenues have been increased by \$342,400 to reflect the significant increase to plastics prices experienced in 2021.

**Expenditures**

- The HHW Technician position has been adjusted from part-time to full-time hours in order to address additional needs of this position outside the operational hours of the Mobile HHW Depot.
- Supplies, materials and equipment consists of the cost of user pay bags, blue boxes, a \$200,000 allocation for capping material for the landfill sites, as well as construction materials at various sites that consists of sand/gravel/stone/culverts and related work, fuel for vehicle operation, health and safety and other miscellaneous costs. User pay bag costs have been increased by \$70,000 in 2022 in order to address the significant increase in plastic prices to date in 2021. The majority of expenditures are consistent with 2021 budget figures.
- Purchased services includes contracts for the processing of blue box, organics and leaf and yard waste materials as well as curbside blue box, organics, yard waste and garbage collection. The

budgets for these items have been adjusted in 2022 to account for inflationary increases. The Leaf and Yard Waste collection and processing is based on having a full year of experience with the new programme and includes 2 additional weeks of collection in 2022.

Description	2021 Budget	2022 Budget
Waste collection contract	\$1,868,600	\$1,951,800
Blue Box collection contract	\$3,010,000	\$3,143,700
Blue Box material processing contract	\$841,000	\$877,100
Organics collection contract	\$329,800	\$344,500
Organics material processing contract	\$235,000	\$276,400
Leaf and Yard Waste collection contract	\$179,000	\$240,400
Leaf and Yard Waste processing contract	\$130,000	\$68,600
<b>Total collection and processing contracts</b>	<b>\$6,593,400</b>	<b>\$6,902,500</b>

### Debt and Transfers

- Debt charges of \$27,400 in 2021, which were anticipated to be used to pay for the leachate system development at Riverstown are removed as the debt issue is no longer required.
- The Safe Restart Reserve Funding of \$55,500 to offset costs related to additional daily cleaning of the County transfer stations during the COVID-19 pandemic has been removed in 2022
- The transfer to the landfill closure and post-closure reserve provides a source of funding for all operating and capital costs associated with closed landfill sites. The reserve transfer has been maintained at \$600,000 annually over the forecast period. Funding from the reserve to offset operating costs in 2022 is set at \$267,500.
- The transfer to the Solid Waste Services Equipment Reserve (\$450,000) and the Solid Waste Services Capital Reserve (\$500,000) have been maintained over the 10-year forecast in order to provide adequate funding for capital projects over the forecast period

### Capital Budget

In accordance with the Budget Management Policy, the list of capital works includes those initiatives that have a long-term benefit to the corporation and whose capital cost is at least \$25,000. Capital budgets are presented as inflated by 3.5% per year, which represents the five-year average of the non-residential construction price index. Projects identified include:

- A total of \$11.9 million in expenditures projected over the ten-year period.
- Equipment replacements total \$4.8 million and are fully funded by the SWS Equipment Reserve. Pickup truck replacements are budgeted to accommodate electric vehicle purchases in accordance with the corporate climate change mitigation plan.
- Site improvements for roads (2023 & 2028) and buildings (2030) address lifecycle replacements and rehabilitations.
- Facility upgrades at Elora and Rothsay are included in 2022 and 2023 and provides similar infrastructure, working conditions and patron experience to the other four County waste facilities. The scope of the work includes new scale houses, scales and asphalt paving. Elora will also include a new retaining wall to replace the existing deteriorating wall and expand the drop off area allowing for enhanced user experience and diversion opportunities. Both projects receive funding through a mix of development charges and reserves.

Riverstown landfill is the County's one remaining active landfill site with expected capacity beyond 2053. Staff are planning for future development of this site throughout the ten-year forecast and have included projects totalling \$3.7 million. Projects for Phase II of the site include:

- Riverstown Phase II Cell Development continues throughout this forecast, and consists of two separate projects to coincide with the nature of the works completed. Pre-excavation work totals \$748,000. Cell Development works total \$2.3 million and will re-commence in 2025. Funding is provided through the Solid Waste Services Capital reserve.
- Riverstown North Pond Development scheduled in 2024 at \$590,000 funded from the Solid Waste Services Capital reserve. The project involves the construction of a required storm water retention pond to the north of the Phase II filling area.

Solid Waste Services staff, together with consultants, review the timing and cost estimates for closed sites annually. The Riverstown Phase I Closed Site work in 2027 is based on an estimated closure date and is dependent on the ability to recapture volume as the landfill settles. The Landfill Closure and Post-Closure reserve fund provides funding for capital works at closed sites.