



Committee Report

To:	Warden Hicks and Members of Grey County Council
Committee Date:	July 22, 2021
Subject / Report No:	Addendum to CAOR-CW-05-21
Title:	Solid Waste Management Feasibility Study
Prepared by:	Kim Wingrove, CAO
Reviewed by:	
Lower Tier(s) Affected:	All
Status:	Adopted as presented by Committee of the Whole through Resolution CW122-21; Endorsed by County Council CC59-21

Recommendation

1. That Addendum to Report CAOR-CW-05-21 Solid Waste Management Feasibility Study be received; and
2. That staff be directed to enter into a funding agreement with the Ministry of Municipal Affairs and Housing contingent upon receiving an extension to the Municipal Modernization Project due date to February 18, 2022; and,
3. That staff be directed to strike a project steering committee with staff membership from each municipality and report back to a future Council meeting with a draft RFP for consulting resources to undertake the feasibility study; and
4. That, if no extension to the project report deadline is negotiated, that funding for a waste management feasibility study be included in the 2022 budget for Council consideration.

Executive Summary

Grey County's March 2021 application to the Municipal Modernization funding program was approved on June 30th, granting \$150,000 to complete a feasibility study examining opportunities for the delivery of solid waste management services at the County level. The CAOs of all member municipalities were advised and consulted on next steps. It was agreed that the November 30th completion deadline is not achievable for a project of this scope, and staff have requested an extension to February 2022.

Background and Discussion

Report CAOR-CW-05-21 was presented to Council February 25, 2021. The approved resolution directs “That staff access the second phase of the province’s Municipal Modernization Program in order to hire a consultant to assess the feasibility of delivering waste collection and disposal systems at the County level”. On June 30th, Grey County received confirmation from the Ministry of Municipal Affairs and Housing that the proposal had been approved for funding.

The objectives of the proposed third-party review project as submitted to the province stated: The project will undertake an assessment and comparison of solid waste management services provided by Grey's member municipalities. This will include system operations and performance, operational costs, current asset value, capital investment requirements, policies and procedures, current service contracts, etc. The project will have regard to the future state and regulatory requirements for solid waste management, e.g. waste diversion and producer responsibility when making recommendations for any future Grey County role in service delivery.

The expected outcomes of the project were described as: Based on the information provided in the assessment, the report will make a determination on whether there is a role for Grey County in solid waste service delivery, provide recommendations on cost savings and operational improvements that could be realized through changes to the service delivery model.

The Grey County CAO group met to discuss a project approach and timelines. It was agreed that it would not be possible to meet the November 30th timeline provided by the province and that an extension should be sought. The group also agreed that a staff level project steering committee should be struck in order to guide the development of the RFP, selection of a consultant, and act as a resource to the project throughout.

Draft RFP Scope of Work

The proposed scope of work for the RFP, as outlined in CAOR-CW-05-21, would seek proposals to assess and provide recommendations on the following factors:

- A comparison of existing waste management operations, policies and procedures, system performance, contracts, landfill capacity, value of infrastructure across the nine-member municipalities.
- Consideration of regulatory, environmental, economic, and social factors and how these will impact the waste management system of the future.
- Feedback from public engagement.
- Options for providing some or all waste management services and infrastructure at the county level, supported with life cycle costing over a 30-year period and having regard for:
 - Quality of service to the public including short- and long-term disposal options that are appropriate to both urban and rural contexts
 - Cost savings (capital, annual operating and maintenance)
 - Alignment, and integration
 - Improved waste diversion/reduction and maximizing existing disposal capacity
 - Recycling and organics

- A financing plan that considers the current value of the assets each municipality would be bringing into any new system.

This scope of work will be refined by the project steering committee and brought back to Council prior to release of the RFP.

Legal and Legislated Requirements

In order to receive the funds, Grey County will enter into a Transfer Payment Agreement with the Province that confirms project deliverables and timelines.

Financial and Resource Implications

The province will provide funding of up to \$150,000 which will be used to retain a consultant to undertake the project with support from the project steering committee.

Relevant Consultation

- Internal (list)
- External – CAOs of each of Grey County's member municipalities

Appendices and Attachments

[Letter from the Ministry of Municipal Affairs and Housing regarding municipal modernization funding](#)

**Ministry of
Municipal Affairs
and Housing**

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234-2021-3044

June 30, 2021

Your Worship
Warden Selwyn Hicks
County of Grey

Dear Warden Hicks,

Thank you for your application to the second intake of the **Municipal Modernization Program** and for your commitment to delivering modern, efficient services that are financially sustainable.

Under the third-party review stream, I am pleased to inform you that the Ford government will provide funding of up to \$150,000 towards:

- Solid Waste Management Service Delivery Review for Municipalities in Grey County

All funding is for the cost of an independent third-party reviewer to deliver a final report with specific and actionable recommendations for cost-savings and efficiencies by November 30, 2021.

In 2019, the Ford government launched the MMP to help small and rural municipalities modernize service delivery and identify new ways to be more efficient and effective. The impacts of the COVID-19 outbreak have made this work more important than ever. The projects selected for funding under the second intake of the Municipal Modernization Program will further support municipalities' efforts to implement efficiencies, with a focus on digital modernization, service integration, streamlining development approvals and alternative service delivery.

I understand how important this work will be to your community. To help you get started, an interim payment will be issued following execution of a transfer payment agreement. Ministry staff will forward instructions and a transfer payment agreement for each approved project in the coming days and will work with you to have it finalized. If you have questions, please contact your municipal advisor, or email municipal.programs@ontario.ca.

I would like to offer my congratulations on this funding approval and extend my best wishes as you work to improve service delivery and administrative efficiency in your municipality.

Sincerely,



Steve Clark

Minister

- c. Kim Wingrove, CAO, County of Grey
- Mary Lou Spicer, Director of Finance, County of Grey
- Bill Walker, MPP, Bruce—Grey—Owen Sound
- Scott Mackey, Mayor, Township of Chatsworth
- Patty Sinnamon, CAO/Clerk, Township of Chatsworth
- Dwight Burley, Mayor, Township of Georgian Bluffs
- Al Meneses, CAO, Township of Georgian Bluffs
- Paul McQueen, Mayor, Municipality of Grey Highlands
- Karen Govan, CAO, Municipality of Grey Highlands
- Sue Paterson, Mayor, Town of Hanover
- Brian Tocheri, CAO/Clerk, Town of Hanover
- Barb Clumpus, Mayor, Municipality of Meaford
- Robert Armstrong, CAO/Director of Development Services, Municipality of Meaford
- Ian Boddy, Mayor, City of Owen Sound
- Tim Simmonds, City Manager/CAO, City of Owen Sound
- John Woodbury, Mayor, Township of Southgate
- David Milliner, CAO, Township of Southgate
- Alar Soever, Mayor, Town of The Blue Mountains
- Shawn Everitt, CAO, Town of The Blue Mountains
- Christine Robinson, Mayor, Municipality of West Grey
- Laura Johnston, CAO/Deputy Clerk, Municipality of West Grey