

# **Municipal Innovation Council**

## **Minutes**

### **Electronic Meeting**

**July 30, 2020 2:30 p.m.**

|  |         |
|--|---------|
| Jessica Linthorne, Director, Strategic Initiatives, Saugeen Shores, Chair      | Present |
| Mary Rose Walden, CAO Township of Huron-Kinloss                                | Present |
| Sonya Watson, CAO Municipality of Brockton                                     | Present |
| Sharon Chambers, CAO, Municipality of Kincardine                               | Absent  |
| Leanne Martin, CAO/Clerk Municipality of South Bruce                           | Absent  |
| Bill Jones, CAO/Clerk Municipality of Arran-Elderslie                          | Present |
| Peggy VanMierlo-West CAO Municipality of Northern Bruce Peninsula              | Present |
| Matthew Meade, Strategic Initiatives Specialist at Bruce County                | Present |
| Dave Shorey, MIC Innovation Officer (non-voting)                               | Present |
| Emily Dance, Clerk Township of Huron-Kinloss, Recording Secretary (non-voting) | Present |

#### **1. Call to Order**

The Chair called the meeting to order at 2:34 p.m.

The Chair introduced Dave Shorey, Innovation Officer for the MIC.

#### **2. Additions or Amendments to the Agenda**

#### **3 Adoption of the Minutes**

Motion

Moved by: Mary Rose Walden Seconded by: Bill Jones

THAT the MIC hereby adopts the [June 25, 2020 MIC Meeting Minutes](#) as presented.

Carried

#### **4 Rules of Procedures**

Section 2.0 – Reminder to send in member resolution and alternate appointment to

the Chair.

## **5 Delegations**

- 5.1 Topography Proposal from NII Update – Bruce Wallace, President, NII  
Mr. Wallace unfortunately was unable to attend the meeting.

## **6 Update/Announcements from Members**

- 6.1 Updates / Announcements from Members

It was noted that in the Memorandum of Understanding that quarterly reports would be submitted to member municipalities.

Jessica Linthorne noted that the minutes have been circulated to the member municipalities and agreed to draft a report for members to submit to their respective Council.

## **7 Updates /Announcements Innovation Officer**

- 7.1 Dave Shorey introduced himself to the group and gave a brief history on his educational and professional background. The members followed up by introducing themselves and the municipality they represent.

## **8 Budget Review**

- 8.1 Budget Review- Jessica Linthorne gave a verbal report on the current budget. The MIC has received 2 invoices from Dillon Consulting for the Waste Management Service Review.

## **9 Project Updates**

- 9.1 Waste Management Service Review Update – Jessica Linthorne  
[Memo June 26, 2020 Dillon Consulting – Elected Official Service Review](#)  
[Memo, July 13, 2020 Dillon Consulting – Jurisdictional Review](#)  
[Draft Report \(Version 1\) Waste Management Services Review](#)

Dillon is happy with the uptake and engagement so far. They are on budget and are set to meet the September 2020 deadline.

- 9.2 Enterprise Permitting Update – Matthew Meade

There has been engagement completed and scheduled for the member municipalities. He will share the draft report once it is available.

- 9.3 Municipal Service Audit/Review – Jessica Linthorne / Dave Shorey  
Jessica explained that the purpose of the municipal service audit review to

build an inventory of things we are doing and how we are doing them. They can then be compiled in a list of high priorities in order to streamline efforts.

Dave Shorey explained that this is a great initial project for him to get organized and gain an understanding of the current landscape.

#### 9.4 Topography Proposal Update -Jessica Linthorne

Jessica Linthorne explained that the Nuclear Innovation Institute (NII) has had two productive conversations with Saugeen Valley Conservation Authority (SVCA) regarding mapping. SVCA is open to partnerships with the NII. The NII proposes to isolate an area for a pilot project for testing. The NII will bring a proposal forward to the MIC on how to approach the work, funding and collaboration.

### 10 Correspondence/Information

### 11 Closed Meeting

### 12 Meeting Schedule

12.1 That the MIC agreed that the next meeting will be Thursday September 10, 2020 at 2:30 pm via electronic meeting.

### 13 Adjournment

Motion

Moved by: Matthew Meade Seconded by: Sonya Watson

THAT the MIC hereby adjourns at 3:01 p.m.

Original Signed by Jessica Linthorne

Chair

Original Signed by Emily Dance

Secretary



# MEMO

TO: Jessica Linthorne, Director, Strategic Initiatives, Town of Saugeen Shores  
FROM: Alida Kusch, Project Manager, Associate  
DATE: June 26, 2020  
SUBJECT: Municipal Innovation Council – Solid Waste Management Service Review  
OUR FILE: 20-2896

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For distribution to Elected Officials of municipalities participating in the Solid Waste Management Service Review

Dillon Consulting Limited (Dillon) is currently completing the Solid Waste Management Service Review for the Municipal Innovation Council (MIC). The purpose of this project is to evaluate current solid waste management services for Bruce County municipalities and to explore options to deliver waste services. The project entails answering the following key questions:

- **Where are we now?** Assessing the current waste management programs and comparing the results to other similar jurisdictions
- **Where do we need to go?** Looking at anticipated changes to population, waste generation, federal/provincial/regional/municipal regulations and considering potential impacts of future industry trends (e.g., recycling markets, food waste and circular economy)
- **How will we get there?** Reviewing best practices and evaluating different ways to deliver collection, transfer and disposal services to the MIC's current and future customer base
- **What's the answer?** Preparing and evaluating options and providing recommendations

As part of this project, our team welcomes input from Elected Officials to help inform the project team by contributing to the following questions:

1. What are your municipality's goals for this study? What outcomes would you like to see?
2. What are your municipality's current challenges with respect to solid waste? What are the biggest hurdles to overcome?
3. What is working well with respect to solid waste?
4. What ideas and opportunities for improvement should be considered in the Solid Waste Service Review that could benefit your municipality and Bruce County municipalities?

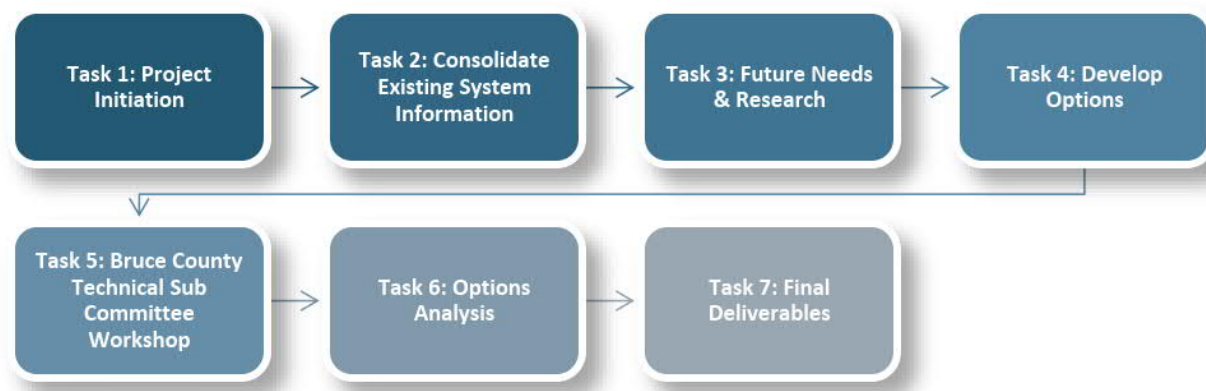
Written input can be provided in any form (e.g., email text or digital document) to each participating municipality's key contact to be consolidated for distribution to the Dillon project team.

# MEMO

TO: Jessica Linthorne, Director, Strategic Initiatives, Town of Saugeen Shores  
 FROM: Alida Kusch, Project Manager, Associate  
 DATE: July 13, 2020  
 SUBJECT: Municipal Innovation Council – Solid Waste Management Service Review  
 OUR FILE: 20-2896

Dillon Consulting Limited (Dillon) is currently completing the Solid Waste Management Service Review for the Municipal Innovation Council (MIC). The project entails seven key tasks as indicated in Figure 1.

Figure 1: Project Methodology



As part of Task 3, the scope of work entails a review of three to six jurisdictions that fit the context of this assignment and meet anticipated growth and future trends. Dillon has prepared a long list of jurisdictions based on the results of Task 2 that have been considered for review (Table 1). In the table, the cells highlighted in yellow were suggested jurisdictions by MIC members, municipality staff or Elected Officials. Text that is in blue indicates similarities to Bruce County communities. Red text indicates similar but alternative operations compared to Bruce County communities and green text indicates a new option for Bruce County communities. For comparison, an overview of Bruce County and its municipalities has also been provided.

Dillon has ranked the municipalities in Table 1 and the top six are recommended to be considered for the jurisdictional review. Dillon requests for the MIC to review the jurisdictions to confirm which jurisdictions to include in the Solid Waste Management Service Review.

Note that for Task 4 options will not be limited to the results of Task 3. Options will be developed from the following sources:

- Results of reports from participating Bruce County municipalities;
- Interactive information gathering interviews with MIC municipalities;
- Jurisdictional reviews; and
- Findings from research on provincial and national best practices and innovative approaches to managing waste.

Table 1: List of Jurisdictions Considered

| Short List Rank | Municipality/ County/ Region        | Province | Population           | Population Density (km <sup>2</sup> ) | Rationale for Consideration   | Rank Notes (Dillon) |
|-----------------|-------------------------------------|----------|----------------------|---------------------------------------|---|---------------------|
| n/a             | Bruce County and its municipalities | ON       | 68,147 (2016 Census) | 16.7                                  | <ul style="list-style-type: none"> <li>• Two-tier municipal government structure with majority of waste management under lower tier responsibility</li> <li>• First Nations manage their own waste management system</li> <li>• Demographic is rural with a large agricultural sector</li> <li>• Community populations range from a couple hundred up to 11,500 (Kincardine)</li> <li>• High seasonal population for the cottage districts</li> <li>• County responsibility for MHSW collection, events and reporting</li> <li>• County partnership for recycling collection and processing; BASWR</li> <li>• BASWR RPRA diversion rate: 27.7%</li> <li>• Multi-sorting at curbside by BASWR collector</li> <li>• Blue Box recycling accepts a limited type of materials</li> <li>• Some municipalities operate their own programs for additional Blue Box type materials (plastic film, polystyrene) and agricultural bale wrap</li> <li>• Municipalities partner with extended producer responsibility (EPR) organizations for diversion programs; electronic waste, tires</li> <li>• Municipalities partner with charity organizations; Diabetes Canada for clothing, textiles and household items</li> <li>• Some municipalities have a swap or share area for used items at their landfill</li> <li>• Landfill disposal and depots are a municipal operation and responsibility</li> <li>• Municipalities manage 2-3 landfills and or transfer stations and produce annual monitoring reports</li> <li>• Weekly curbside garbage collection is a municipal responsibility; contracted services, some contracted with BASWRA</li> <li>• Bag tag system, varying cost/tag/bag across County</li> <li>• No organics collection program for food waste</li> <li>• Leaf and yard waste (LYW) and brush is typically used for landfill cover</li> <li>• Compost products are not typically produced from LYW</li> <li>• Typically no bulky items collection system; residents drop off only</li> <li>• Local environmental volunteer organizations are active in some communities and initiate projects</li> <li>• Promotion and education is a municipal responsibility typically communicated through newsletters, mail out inserts or social media</li> </ul> |                     |

| Short List Rank | Municipality/ County/ Region                                      | Province | Population   | Population Density (km <sup>2</sup> ) | Rationale for Consideration  | Rank Notes (Dillon)   |
|-----------------|---|----------|--|---------------------------------------|--|---|
| 1               | Oxford County   | ON       | 121,000 people (8 municipalities - Woodstock, Tilsonburg, Ingersoll) | 54.4                                  | Two-tier municipal government structure<br>Bag tag system<br>Sustainability plan and zero waste goal (initiated because of the Walker landfill Environmental Assessment)<br>Volunteer group Zero Waste Oxford discussing COVID-19, EPR, circular economy, etc.<br>CAO role includes working with the Zero Waste Oxford group   | Agricultural region (2,000 farms) in SW Ontario, has a waste plan with a diversion target set, uses community groups to initiate options along with the CAO, two tiered structure with a County wide waste responsibility. Currently 50% diversion rate. In same RPRA Municipal Group #5. |
| 2               | Grey County (Including Southgate, Chatsworth and Georgian Bluffs) | ON       | 93,830   | 20.8                                  | Neighbouring County to the East, comparable demographics<br>Comparable population<br>Comparable population density<br>Curbside cart collection in some areas<br>Goods Exchange Day (Owen Sound)  | Includes the three municipalities that have organics program for very small communities (recommended by SS Mayor). Partnership initiatives.   |
| 3               | Norris Arm/Central Waste Management Region                        | NL       | 75,000 pop. Central Region and 32,200 households, 100 communities    |                                       | Very rural, geographically wide area in Central Newfoundland<br>Closed all dumps and kept one large engineered landfill for the new Region, established in 2008<br>Recycling markets challenges<br>Curbside collection, clear bags mandatory<br>Public drop off operational 6 days per week<br>Organics study completed in 2015  | Atlantic perspective. Downsizing of number of landfills to one central one for the region.  |
| 4               | Muskoka District  | ON       | 61,000 permanent and up to 82,000 seasonally                         |                                       | Similar to the MIC municipalities; rural demographic<br>Large cottage seasonal increase of residents<br>GIS application to waste collection routes<br>Local government is governed by a two-tier system. The District Municipality of Muskoka forms the upper-tier. Six Area Municipalities make up a lower-tier.<br>Both levels collaborate and align services to achieve cost-efficiencies | Cottage area Southern Ontario (GTA cottagers). Learn from their experiences.  |

| Short List Rank | Municipality/ County/ Region     | Province | Population                     | Population Density (km <sup>2</sup> ) | Rationale for Consideration   | Rank Notes (Dillon)   |
|-----------------|----------------------------------|----------|--------------------------------|---------------------------------------|---|---|
| 5               | County of Peterborough           | ON       | 56,619                         | 14.8                                  | Same RPRA Datacall Municipal Grouping #5 Rural Regional<br>Seasonal population<br>Diversion rate >50%<br>Organics program   | Smaller municipality with organics program and high diversion. Wins CIF awards for waste management and P&E.  |
| 6               | Sunshine Coast Regional District | BC       | 31,977 of which half are rural |                                       | BC was the first 100% EPR Blue Box provincial program<br>Organics program in place, drop off for rural, curbside for urban<br>Landfill is approaching end of life capacity  | Western perspective, very rural area, 100% EPR, organics program.   |
| 7               | Wellington County                | ON       | 90,932                         | 34.2                                  | Comparable population<br>Diversion rate 39%; similar to Northern Bruce Peninsula rate (37%)<br>Rural areas<br>Collaboration with City of Guelph neighbour<br>Circular Economy (organics) Smart City initiative  | Collaborates with Guelph however Guelph is very far advanced in diversion performance and services.   |
| 8               | Greater Miramichi RSC            | NB       | 39,193                         | 3.3                                   | Very low pop. density<br>Rural regional service commission (Waste Management and Land Use Planning roles)<br>NB has 12 Regional Service Commissions (RSCs). Each region is responsible for providing MSW service within its boundaries<br>Province has obliged the municipalities within defined regions to collaborate/cooperate to provide waste management services<br>Has less aggressive/progressive management requirements as compared to NS Provincial waste strategy<br>Implementing 100% EPR blue box program | NB provincially mandated regional structure differs from ON. However the municipalities are responsible for collection and the Regions (RSCs) are responsible for landfills and EPR and stewardship programs. Regions also share facilities- landfills and MRFs. NB has too many landfills. 100% Blue Box EPR is in the works by their Ministry, but seems to have stalled. |



| Short List Rank | Municipality/ County/ Region      | Province | Population                        | Population Density (km <sup>2</sup> ) | Rationale for Consideration   | Rank Notes (Dillon)  |
|-----------------|-----------------------------------|----------|-----------------------------------|---------------------------------------|---|--|
| 9               | County of Norfolk                 | ON       | 64,044                            |                                       | Same RPRA Datacall Municipal Grouping #5 Rural Regional<br>Seasonal population<br>Diversion rate >50%   | High diversion rate and same grouping, but is a rural single-tier municipality.  |
| 10              | Huron County                      | ON       | 59,297                            | 17.4                                  | Neighbouring County to the South, comparable demographics<br>Comparable population<br>Comparable population density<br>Curbside cart collection in some areas<br>Bluewater Recycling Association (BRA) MRF, similar accepted/limited Blue Box materials | Not a significant difference from Bruce County except for carts collection   |
| 11              | County of Northumberland          | ON       | 89,684                            | 47.1                                  | Same RPRA Datacall Municipal Grouping #5 Rural Regional<br>Some seasonal population<br>Diversion rate >39%<br>Two stream Blue Box collection<br>Organics curbside carts   | Two stream Blue Box collection (2 boxes), organics program (carts). Weekly curbside pickup of household recycling, organics, and garbage. Even with this system their diversion rate would be expected to be higher than 39%. Unsure of reasons. |
| 12              | North Bay                         | ON       | 51,553                            |                                       | Same RPRA Datacall Municipal Grouping #5 Rural Regional<br>Seasonal population<br>Diversion rate >32%<br>Northern Ontario location; transportation/markets challenges   | Their transport/shipping /markets issues are much more longer in distance compared to Bruce County   |
| 13              | Thompson-Nicola Regional District | BC       | 132,663                           | 2.9                                   | Very low pop. density<br>27 Eco Depots or Transfer Stations for the Region<br>BC has a 100% EPR Blue Box program  | Reverting back to a depot rather than a curbside system may not be seen as favourable  |
| 14              | Kenora                            | ON       | 15,000 permanent, 45,000 seasonal |                                       | Pop 15,000 but reaches 45,000 in summer season<br>Considering new organics program<br>Sends Blue Box to MRF in Winnipeg 200 km away<br>Collects from seasonal cottages in summer (May-Sept) only  | Much farther North and no organics program. Feasibility study for organics was put on hold.  |

| Short List Rank | Municipality/ County/ Region                             | Province | Population                                    | Population Density (km <sup>2</sup> ) | Rationale for Consideration  | Rank Notes (Dillon)  |
|-----------------|--|----------|---|---------------------------------------|--|--|
| 15              | Township of Georgian Bluffs and Chatsworth (Grey County) | ON       | 10,500 and 6,600                              |                                       | In 2013 these two Municipalities invested into an Anaerobic Biogrid Digester (organics processing)<br>\$1.5 - 2 Million which included a sewage lagoon<br>Hydro One revenue for electricity e.g. \$70,000 (10 months).<br>Over time, septic waste (not SSO) has become the main source that fuels the digester<br>Some discussion about "mothballing" the facility until future organics MECP regulations in Ontario are in place (2025?)<br>Saugeen Shores could explore potential partnership with Chatsworth/Georgian Bluffs. Is transporting of Sewage/Biosolids to a site like Georgian Bluffs Biogrid Digester an option if they are nearing capacity at their Southampton sewage plant as a short term solution? OCWA operates the Sewage Lagoon for Chatsworth and Georgian Bluffs. The Lagoon is located about 35 minutes from Saugeen Shores Southampton Sewage Plant. | We can include this in Grey County   |
| 16              | Kawartha Lakes   | ON       | 75,423 and 31,000 seasonal                    |                                       | Rural areas<br>Large seasonal population<br>Pop. comparable to Bruce County<br>Diversion rate is 38%   | No organics, not providing much different services   |
| 17              | Township of Southgate (Grey County)                      | ON       | 7,190   | 11.4                                  | Fairly small municipality<br>Green Cart curbside program for the handling of organics<br>Green compost cart is collected every week<br>Blue recycle cart and grey garbage carts are collected on alternating weeks<br>Agricultural area<br>Eco Park (220 acres). The Park has 2 industries involved in the environment sector: Lystek which produces liquid fertilizer and Gro-Bark which produces soil from compost and wood chips.   | Can include in Grey County   |
| 18              | East Hants   | NS       | 22,453 residents (9,000 homes and businesses) |                                       | Rural regional district (1 of 7)<br>Provincial mandate to cooperate as regions, mid-late 90s<br>Linked to the implementation of NS's progressive waste management legislation<br>Second-generation (composite lined) landfills<br>Disposal bans<br>Province has obliged the municipalities within defined regions to collaborate/cooperate to provide waste management services  | NS has a long running mandate for curbside collection of 3 streams, supported by landfill disposal bans, clear bags and legislation. Not applicable to Ontario right now. Very expensive program per capita. |

| Short List Rank | Municipality/ County/ Region       | Province | Population               | Population Density (km <sup>2</sup> ) | Rationale for Consideration  | Rank Notes (Dillon)  |
|-----------------|------------------------------------|----------|--------------------------|---------------------------------------|--|--|
| 19              | Regional District of East Kootenay | BC       | 60,439<br>(16,000 rural) | 2.2                                   | <p>Very low pop. density</p> <p>All of the waste collected at the municipal and rural transfer stations around the Cranbrook, Kimberley and surrounding rural areas is hauled to the Central Sub region Landfill.</p> <p>Yellow bin recycling program with over 600 yellow bins out across the East Kootenay for the collection of recyclables</p> <p>5 transfer stations for the Region</p> | A depot bins only recycling program would not be favourable over current curbside program service  |
| 20              | Jasper                             | AB       | 4,590                    | 5.0                                   | <p>High tourist attraction</p> <p>Small town, rural</p> <p>Organics program using community drop off bins for food waste (SSO)</p> <p>Uses an animal-proof neighbourhood food-waste collection system that seems to work quite well</p>  | This is an organics technology/approach/ we can apply to an organics recommendation/consideration. |
| 21              | City of Guelph                     | ON       | 131,794                  | 87.2                                  | <p>Green Bin program</p> <p>Very high separation of waste and raw materials</p> <p>Comprehensive waste services full review benchmarking in 2018, by Dillon MRF facility review completed</p> <p>Partner with Wellington County on Circular Economy (Food) Smart City initiative</p> <p>Very high diversion rates 53-63%</p>   | Too large (pop and density) and very advanced in diversion services and performance                |
| 22              | Durham Region                      | ON       | 645,862                  | 256                                   | <p>Much larger, but lessons learned with cooperating with local tiers</p> <p>Only Ontario Region with an EFW incineration facility (Covanta)</p>   | Too large to compare, more resources   |
| 23              | York Region                        | ON       | 1,100,000                | 624                                   | <p>Much larger, but lessons learned with cooperating with local tiers</p> <p>Progressive waste diversion performance</p> <p>Regional Waste Management Strategy is updated every 5 years</p>  | Too large to compare, more resources   |
| 24              | Metro Vancouver                    | BC       | 2,556,000                |                                       | <p>Much larger, but lessons learned with cooperating with local tiers.</p> <p>Organics landfill ban</p>  | Too large to compare, more resources   |



MUNICIPAL INNOVATION COUNCIL

# Waste Management Services Review

**Draft Report (Version 1)**

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#### References

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