



Town of Okotoks 2020 Waste Management Plan



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EXECUTIVE SUMMARY

As a stepping stone to the Town of Okotoks successful self-haul recycling programs, the Town of Okotoks embraced the idea of evolving the community's waste management initiatives in 2009, when Council adopted its first Resource Recovery Plan. In alignment with the Province's, "Too Good to Waste" Program, the 2009 Plan set an aggressive 80% community-wide waste diversion rate from landfill by 2015. While many of the Plan's key strategies were implemented (residential automated garbage cart collection, curbside recycling and yard waste collection programs, etc.), due to community receptivity at the time and external factors, the Town is not on course to achieve an 80% waste diversion rate by 2015. Through the evolution of existing service options, rapid population growth and a shift in the Town's long range growth plans, the existing Plan requires revision. The Town continues to be committed to reducing waste and maximizing the lifespan of the Regional Landfill. Through the implementation of the revised strategies and programs contained within the 2020 Waste Management Plan, Okotoks renews its commitment to working towards achieving an 80% waste diversion rate by 2020.

The Town of Okotoks' community wide solid waste stream consists of waste from three sources; residential (single family and multi-family developments - 26% of waste), IC&I (institutional, commercial and industrial facilities - 29% of waste) and C&D (construction and demolition - 45% of waste). The Town has the greatest impact over the residential sector as it owns and operates the utility, however the revised Plan must also include progressive IC&I and C&D waste sector strategies to achieve the Plan's target. As the C&D sector is the largest contributor to Okotoks' waste stream, the Town must actively engage the Provincial government to continue to push forward the C&D waste program that is included in Phase Two of the federal government's Canada-wide strategy for Sustainable Extended Producer Responsibility (EPR), targeted for 2017/2018.

Currently the Town is below the 80% target, achieving a 2014 waste diversion rate of 38% in the residential sector alone. This sector represents just a quarter of the community's overall waste stream. As waste diversion is calculated by tonnage, this diversion rate is not considerably off the municipal norm in Alberta, as recycling on average has greater volume and less weight than garbage. The removal of organic waste from the garbage stream has the greatest impact on municipal residential waste diversion rates as organic waste (food and yard waste) represents between 42-56% of traditional household garbage. Our current residential waste diversion rate is an indication that the Town must advance our waste management strategies over the next five years to begin to obtain our target.

For the successful implementation of the strategies included within this Plan, the Town must work in collaboration with its regional partners to develop regional waste material processing facilities and programs. The Foothills Regional Services Commission (FRSC) is a fundamental partner in the development and/or securing of long range processing facilities for single source commingled recycling and organic waste material within the region. These partnerships are essential to the long term financial and environmental sustainability of our municipal waste management program.

The following key strategies are proposed within the Plan:

- Revise the existing resource recovery utility to align philosophically with the Town's water utility; a conservation based user pay system.
- Revise the rates to incent / reward waste diversion from landfill programs (recycling and organic waste).
- Evolve the Town's subscription based Residential Recycling Collection (Blue Cart) Program to a residential-wide program. While the Town has achieved a 53% subscription rate, through continued observation, a large component of 47% of households not subscribing to the service continue to place recyclable material in their garbage.
- Implement a residential-wide Organic Waste Collection (Green Cart) Program.
- Implement a bylaw for Multi-Family and the IC&I Sector facilities to provide on-site single source commingled recycling and organic waste collection services.
- Evolve the Recycling Centre into an Eco Centre, providing a 'one stop' location for the recycling and safe disposal of excess and niche materials.
- Evolve all Town-based services (facilities, open space and community events) to include advanced recycling and organic waste diversion options.
- Progress C&D waste management initiatives in alignment with Alberta Environment and Sustainable Resource Development's (AESRD) implementation of their Extended Producer Responsibility Program.

While the Town of Okotoks was a leader within the waste management field in the late 1990s with the operation of one of the first multi-material Recycling Centres in the Calgary region, over the past ten years our waste management program and diversion rate from landfill has been surpassed by many other progressive municipal waste management programs. The leading municipalities within Canada are achieving an 80% community-wide waste diversion rate through a comprehensive suite of waste diversion programs.

If the Town can successfully implement the strategies contained within the Plan, specifically the organic waste programs, the Town will be on course to achieve our residential and IC&I sector targets. In alignment with AESRD's action plan for C&D Waste in 2018, the Town can begin to further increase the community-wide waste diversion rate and get ever closer to the 80% target.

INTRODUCTION

The Town of Okotoks is situated along the Sheep River within the pristine foothills of Alberta, approximately 20 kilometers south of the City of Calgary. Okotoks is a service centre for the surrounding region providing retail, commercial, recreational and institutional needs for a population much greater than its borders. The Town's population currently consists of 27,331 people, however over the next sixty years of community growth the Town's population is expected to reach approximately 80,000 people.

The Town is committed to providing superior services to its residents at competitive rates while maintaining a focus on environmental stewardship. The Town of Okotoks is known for its pursuit of sustainable development and planned community growth and is a recognized leader in water consumption and energy conservation. The Town aspires to continue to be a leader through all aspects of environmental stewardship, including progressive waste management practices.

TOWN SUSTAINABILITY PRINCIPALS

In 1998 the Town of Okotoks penned the "Legacy Plan", a Municipal Development Plan (MDP) that embedded strong sustainability principles into community development. In 2006, the Town adopted a sustainable vision which stated "In the year 2030, Okotoks is a leader in sustainability, driven by an involved, connected and creative community. Through visionary leadership, citizens are engaged in maintaining a safe, caring and vital community that honours culture, heritage and environment."

The vision resulted in the articulation of the four "pillars of sustainability":

- environmental stewardship,
- economic opportunity,
- social conscience, and
- fiscal responsibility.

The Town of Okotoks took a unique approach to community growth, which was based on the concept of living within the "carrying capacity" of its watershed. At the time, based on progressive water consumption targets, the carrying capacity was estimated at a "build out" population of 30,000 people. To support this limited growth scenario, the Town initiated comprehensive servicing plans that identified and anticipated the specific needs that the community required for "build out" population. The 2009 Resource Recovery Plan was based on the limited growth model and a population of 30,000 people.

Specific to waste management, the 1998 MDP outlined a goal of 30% reduction in per capita waste generation by the year 2015.

Due to growth pressures on the Town's boundary, Town Council made a decision in September of 2012 to move from a limited growth development model to one of continued growth. The continued growth model is to bring adequate land supply within the jurisdiction of the Town of Okotoks, through annexation, to accommodate the next thirty years of growth around the municipality. The new development plan is to also identify Okotoks' future urban growth areas outside the new municipal boundary after annexation that will protect an additional thirty-year land supply for long range future urban growth (60 years).

Future growth plans will maintain the values and principles that are important to residents, such as maintaining a friendly, safe and connected community. The Town will continue to protect the pristine Sheep River Valley and its commitment to sustainable growth and environmental stewardship. As the community grows the Town is committed to grow local businesses to be able to offer more local services as well as job creation.

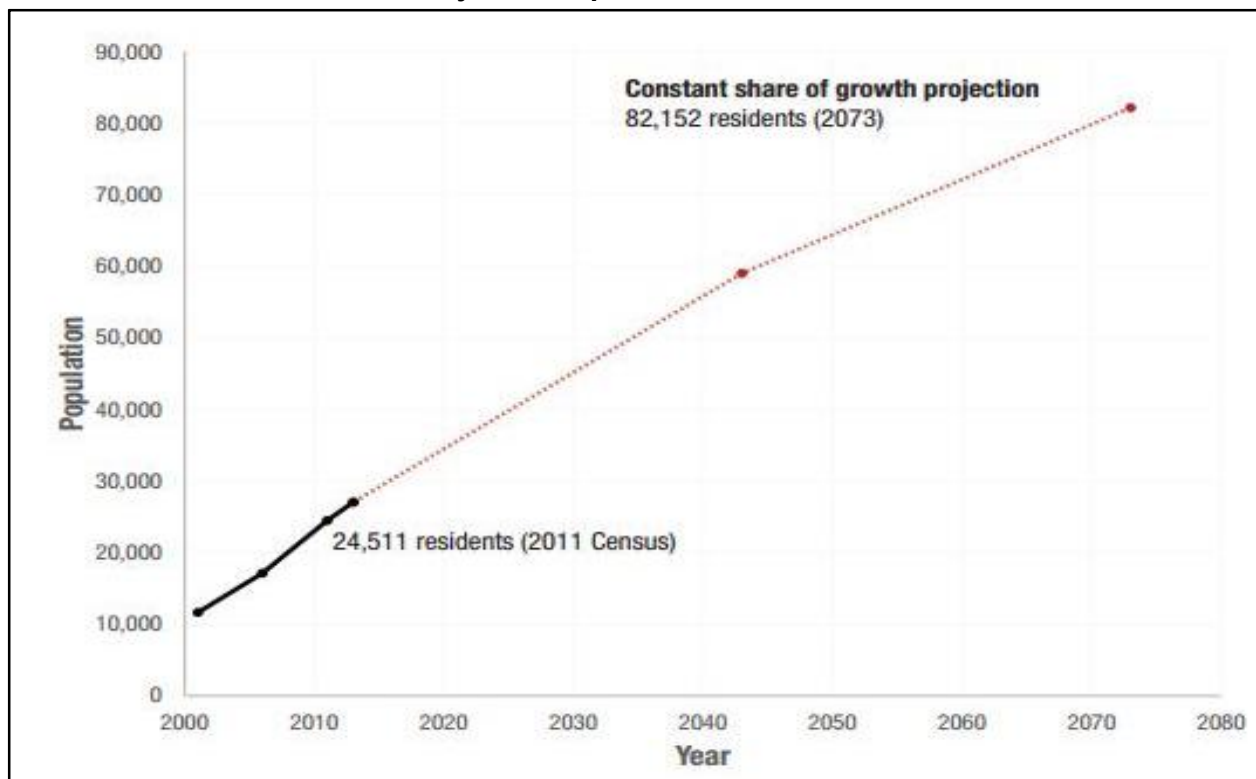
Sustainability and Environmental Stewardship will continue to be as important as ever as the community moves into this new chapter.

POPULATION & GROWTH

Growth in the Town over the next 60 years must consider important local and regional issues including high regional growth rates, high local growth rates and Okotoks' position as a regional service centre and demographic changes. The Calgary Region has and is expected to continue to experience significant growth and expansion; according to the Calgary Regional Partnership (CRP), the Region is expected to grow from 1.4 million (2011) to just over 3 million by 2076. The Town of Okotoks has received a major share of new growth in the region, receiving approximately 4.4% of the total regional growth from 2001-2011. This represents a 110% increase in residents from 2001 and 2011. Okotoks will be positioned to serve as an important regional service centre into the future, with the likely expansion of commercial space to meet the needs of surrounding communities in the southern Calgary Region.

As indicated in Exhibit 1, over the next 60 years, it is expected that the Town will grow to a population of approximately 82,152 people, an increase of approximately 203% over the 2013 population. These growth estimates assume that the Town will continue to capture about 4.4% of regional growth into the future.¹

EXHIBIT 1: Town of Okotoks Projected Population 2013-2073



Graph from Town of Okotoks Growth Study and Financial Assessment Report (2013)

¹ Town of Okotoks Growth Study and Financial Assessment Report (2013) O2 Planning and Design

The Town must evolve its utilities and services to meeting these expanding population needs. This includes a continued evolution on how our community and region manages its waste, as this substantial increase in population will have an impact on the lifespan of the Regional Landfill. With this projected population growth, the Town of Okotoks must evolve its waste diversion services and strongly work towards an 80% diversion rate from landfill.

WASTE MANAGEMENT CONTEXT

The responsibility for municipal solid waste management in Canada is shared among the federal, provincial/territorial and municipal governments. The federal government refers to municipal solid waste as recyclables, compostable materials, and garbage from homes, businesses, institutions, and construction and demolition sites. Municipal solid waste collection, diversion (recycling and composting) and disposal operations are the responsibility of municipal governments, while the provinces and territories are responsible for approvals, licensing and monitoring of operations.²

FEDERAL - CCME

The Government of Canada is engaged in municipal solid waste management issues related to sustainable development, toxic substances, international movement, federal lands and operations, air emissions, including greenhouse gas emissions, and through federal funding programs.

The Canadian Council of Ministers of the Environment (CCME) is comprised of the environment ministers from the federal, provincial and territorial governments. These 14 ministers meet at least once a year to discuss national environmental priorities and determine work to be carried out under the auspices of CCME. The Council seeks to achieve positive environmental results, focusing on issues that are national in scope and that require collective attention by a number of governments.³

On October 29, 2009, the Council of Ministers approved a Canada-wide Action Plan for Extended Producer Responsibility (EPR) and a Canada-wide Strategy for Sustainable Packaging Extended Producer Responsibility is an environmental policy approach in which a producer's responsibility for a product is extended to the post-consumer stage of a product's life cycle.⁴

Under the terms of the Action Plan, Canadian jurisdictions commit to working towards the development of EPR framework legislation and/or regulations to allow for action on the following identified priority products and materials:

Phase 1 - Jurisdictions commit to working towards managing the following products and materials in an operational EPR program within six (6) years of the adoption of the Action Plan:

- Packaging
- Printed materials
- Mercury-containing lamps
- Other mercury-containing products
- Electronics and electrical products
- Household hazardous and special wastes
- Automotive products

² Environment Canada. Pollution and Waste. Managing and Reducing Waste. Municipal Solid Waste. <http://www.ec.gc.ca/gdd-mw/default.asp?lang=En&n=EF0FC6A9-1> (Date modified 2013-07-12)

³ Canadian Council of Ministers of the Environment <http://www.ccme.ca/about/>.

⁴ Canadian Council of Ministers of the Environment http://www.ccme.ca/ourwork/waste.html?category_id=128

Phase 2 – Jurisdictions commit to working towards incorporating into operational EPR programs within eight (8) years of the adoption of the Action Plan for each of the following product categories:

- Construction materials
- Demolition materials
- Furniture
- Textiles and carpet
- Appliances, including ozone depleting substances⁵

The Canadian-wide Action Plan for EPR in Alberta is being developed and managed through Alberta Environment and Sustainable Resource Development (AESRD). In the future, the Action Plan for EPR, as directed by the Province, will impact the continued evolution of Okotoks' waste diversion programs. The 2020 Waste Management Plan may require additional adaptation when the Province of Alberta adopts and implements Phase 1 of the Action Plan through its provincial EPR program, estimated for 2015. Phase 2 of the Action Plan is estimated to be implemented through a provincial program by 2020. Phase 2 will have a large impact on municipal construction and demolition waste programs.⁶

PROVINCIAL

In the most recent Statistics Canada waste data (2010), Alberta had the highest waste disposal rate per capita, 30% higher than the national average.⁷ Alberta also had the third lowest waste diversion rate, 20% below the national average.⁸ That translates to about 1050 kg of waste per person, compared to the Canadian average of 729 kg per person and an Alberta diversion rate of 192 kg per person compared to the Canadian diversion rate of 239 kg per person.⁹

While Alberta in comparison to the other provinces is lagging with regard to its overall waste diversion goals, the Province has made strides in reducing waste over the past 35 years.

- Beverage Container Recycling Program (1972)
- Waste Management Assistance Program (close municipal dumps and develop regional landfills (1975)
- Pesticide Container Collection Program (1980)
- Alberta Hazardous Chemicals Act (1985)
- Household Hazardous Waste Program (1988)
- Environmental Protection & Enhancement Act (EPEA)(1992)
- Tire Recycling Program (1992)
- Used Lubricating Oil Recovery Program (1997)
- TetraPaks added to Beverage Container Recycling Program (1997)
- Milk Jug Recycling Program (1999)

⁵ Canadian Council of Ministers of the Environment (CCME), Canada Wide Action Plan for Extended Producer Responsibility, 2009, p.ii.

⁶ Canadian Council of Ministers of the Environment (CCME), Canada Wide Action Plan for Extended Producer Responsibility, 2009, p.ii.

⁷ Statistics Canada, Environment Accounts and Statistics Division, CANSIM tables [051-0001](#) and [153-0041](#), Catalogue no. [16F0023X](#).
Last modified: 2013-11-25.

⁸ Statistics Canada, Environment Accounts and Statistics Division, CANSIM tables [051-0001](#) and [153-0043](#), Catalogue no. [16F0023X](#).
Last modified: 2013-11-25.

⁹ Alberta Proposed Designated Materials Recycling Regulation Consultation Workbook.

On October 3, 2014, Alberta Environment and Sustainable Resource Development (AESRD) began consultation on several proposed changes to Alberta's regulatory framework for recycling designated materials. The intent of these changes is to update and expand the provincial recycling efforts and build upon Alberta's waste strategy 'Too Good to Waste', the provincial roadmap for waste reduction and management. The revised strategy is to improve the performance of existing product stewardship programs and create additional product stewardship programs. The Province is currently looking for feedback on the following proposed changes:¹⁰

- Consolidation of Existing Regulations
- Electronic Recycling Program Expansion
- Enabling of Extended Producer Responsibility
- Designation of Household Hazardous Waste
- Environmental Fees
- Used Oil Materials Recycling Program: Environment Fee and Expansion
- Designation of Packing of Printed Paper

This proposed expansion of Alberta's waste management strategy may also positively impact the Town's 2020 Waste Management Plan over the next five years.

CALGARY REGION

1. THE CALGARY AND REGION WASTE REDUCTION GROUP (C&RWRG)

The goal of the Calgary and Region Waste Reduction Group is to support responsible waste management through regional collaboration and communication among those responsible for managing waste on behalf of their communities within the Calgary Region.

This group consists of municipal waste managers and educators from Calgary and area urban and rural municipalities and regional waste commissions. The group meets several times a year to share knowledge, learn from technical presentations and discuss approaches to current waste management issues.

While each municipality may deliver programs in a slightly different way to suit their needs and situation, the fundamentals of responsible waste management are universal and the region has a common goal of reducing waste to landfill. The C&RWRG is working to generate regional collaboration on waste management programs and policies within the municipalities surrounding Calgary. Through working together with residents, businesses and institutions in the member communities, the municipalities within the region can deliver efficient and sustainable waste management programs.

Waste managers in the region have successfully implemented creative education programs and innovative waste reduction technologies that work for their municipalities. Residents, businesses and institutions are welcome to become involved in the work of the C&RWRG through supporting waste and recycling programs in their community and doing their best to apply the principles of Reduce, Reuse and then Recycle to the materials they use in their daily lives.

¹⁰ Alberta Proposed Designated Materials Recycling Regulation Consultation Workbook.

SUB REGIONAL

1. FOOTHILLS REGIONAL SERVICES COMMISSION (FRSC)

The Foothills Regional Services Commission is a separate legal entity established in 1989 by the Province at the request of the Town of Okotoks, the Town of High River, and the Municipal District of Foothills. In 1992 the Commission was expanded to include the Towns of Turner Valley and Black Diamond. The Regional Services Commission is responsible for the operations of the Foothills Regional Waste Management Facility and the Frank Lake Effluent Pumping Station.¹¹

The Commission consists of one Council representative from the MD of Foothills and the Towns of Okotoks, High River, Black Diamond, Turner Valley and Nanton.

The Foothills Regional Waste Management Facility (FRWMF) otherwise known as "The Landfill" is operated by the Foothills Regional Services Commission (FRSC). Each member municipality of the FRSC pays a proportionate share of the Waste Management Facility's operating expenses based on the amount of waste their municipality delivers to the facility.

In 2014, the FRSC retained CH2M HILL to complete an initial assessment of options for locating and developing a centralized facility for processing recyclables for the member municipalities. The *Technical Memorandum: Initial Evaluation of Regional Recycling Processing Options* is included within Appendix A of this Plan.

Through the review of existing collection and processing facilities for each municipality and historical quantities of material diverted through each municipal program, CH2M HILL developed six scenarios with associated costs:

- Scenario 1: Regional Transfer Station at Landfill to contracted private sector Material Recovery Facility (MRF) for processing commodity to market.
- Scenario 2A: Regional Transfer Station at MD of Foothills Public Works Yard (Aldersyde) to contracted private sector Material Recovery Facility (MRF) for processing commodity to market.
- Scenario 2B: Regional Transfer Station at new Aldersyde Property to contracted private sector Material Recovery Facility (MRF) for processing commodity to market.
- Scenario 3: MRF at Landfill for onsite processing commodity to market.
- Scenario 4A: MRF at MD of Foothills Public works Yard (Aldersyde) for onsite processing commodity to market.
- Scenario 4B: MRF at new Aldersyde Property for onsite processing commodity to market.

The results of the financial evaluation indicated that with respect to the same type of facility (Transfer Station or MRF) there is little difference in cost between siting the facility at the Foothills Landfill or the MD Yard in Aldersyde. There would be a higher cost siting either facility on new land in Aldersyde, due to the additional procurement of land. When it comes to facility type, there is a significant difference, primarily due to the substantially higher capital cost associated with a MRF over a Transfer Station.¹²

The scenarios and associated capital and ongoing operating costs are to be reviewed by FRSC in 2014/2015.

¹¹ http://www.mdfoothills.com/council/boards__committees.html

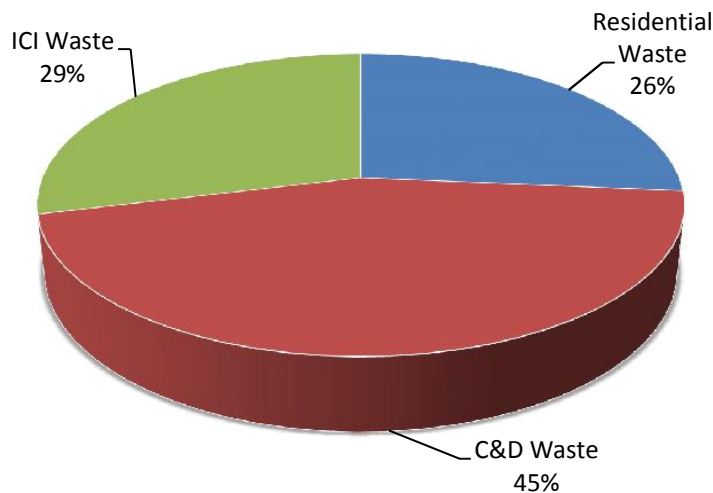
¹² CH2MHill Technical Memorandum: FRSC Initial Evaluation of Regional Recyclables Processing Options

CURRENT STATE

CURRENT WASTE STREAM CHARACTERISTICS

Generally, the municipal solid waste stream is considered to be comprised of waste from three sources; residential dwellings; institutional, commercial and industrial (IC&I) premises; and construction and demolition (C&D) projects. The relative contribution of each of these streams within Okotoks is summarized in Exhibit 2. C&D waste contributes more to the overall waste stream, which is common in most municipalities and is reflective of community growth.

Exhibit 2: Town of Okotoks Waste Stream Quantities by Source (2009 Data)



Town of Okotoks 2009 Resource Recovery Plan (CH2M Hill)

The Town has the greatest influence over residential waste reduction, as the Town owns and operates the utility for residential households. The Town can incent reduction through the rates and fees and available service options. Within the *Evolution of Waste Diversion Program* section of this Plan (pg. 24), a revision of the waste management utility (rates & fees) towards a more “pay as you throw” philosophy and the expansion and addition of several waste diversion service options are detailed. While the Town does not typically provide garbage, recycling or organic waste collection services to the Multi-Family Sector, it can influence change through the Waste Bylaw, mandating that waste diversion strategies are implemented.

Additionally, the Town does not provide garbage, recycling or organic waste collection services to the IC&I Sector, however it can influence change within this sector through the Waste Bylaw, mandating that waste diversion strategies (based on facility use) are implemented. As this sector currently produces approximately the same percentage of total waste as the residential sector (most likely at a higher percentage of garbage to landfill) it must be included within the Town’s overall waste diversion goals.

The Construction and Demolition (C&D) Waste Sector produces the highest quantity of waste of the three sectors within the Town of Okotoks. This is common within most Alberta municipalities and is a difficult stream to manage at the municipal level. A municipal based C&D waste diversion program would be costly to run and would require a high level of administrative capacity. As this sector has been identified by many municipalities as a senior level government responsibility (provincial and/or federal) the Town of Okotoks will continue to lobby senior levels of government for the timely development and implementation of a nation-wide C&D diversion program. In the interim, the Town will continue to promote C&D waste diversion within its own construction projects and highlight the efforts of local builders who voluntarily divert their C&D waste from landfill.

1. RESIDENTIAL SECTOR WASTE STREAM

Exhibit 3: Town of Okotoks Residential Waste Stream Characteristics

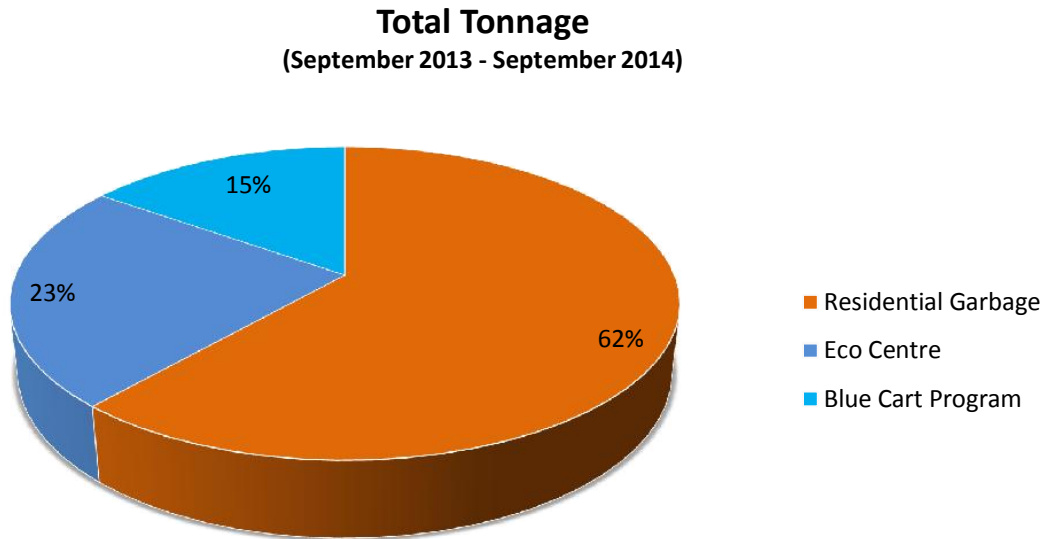
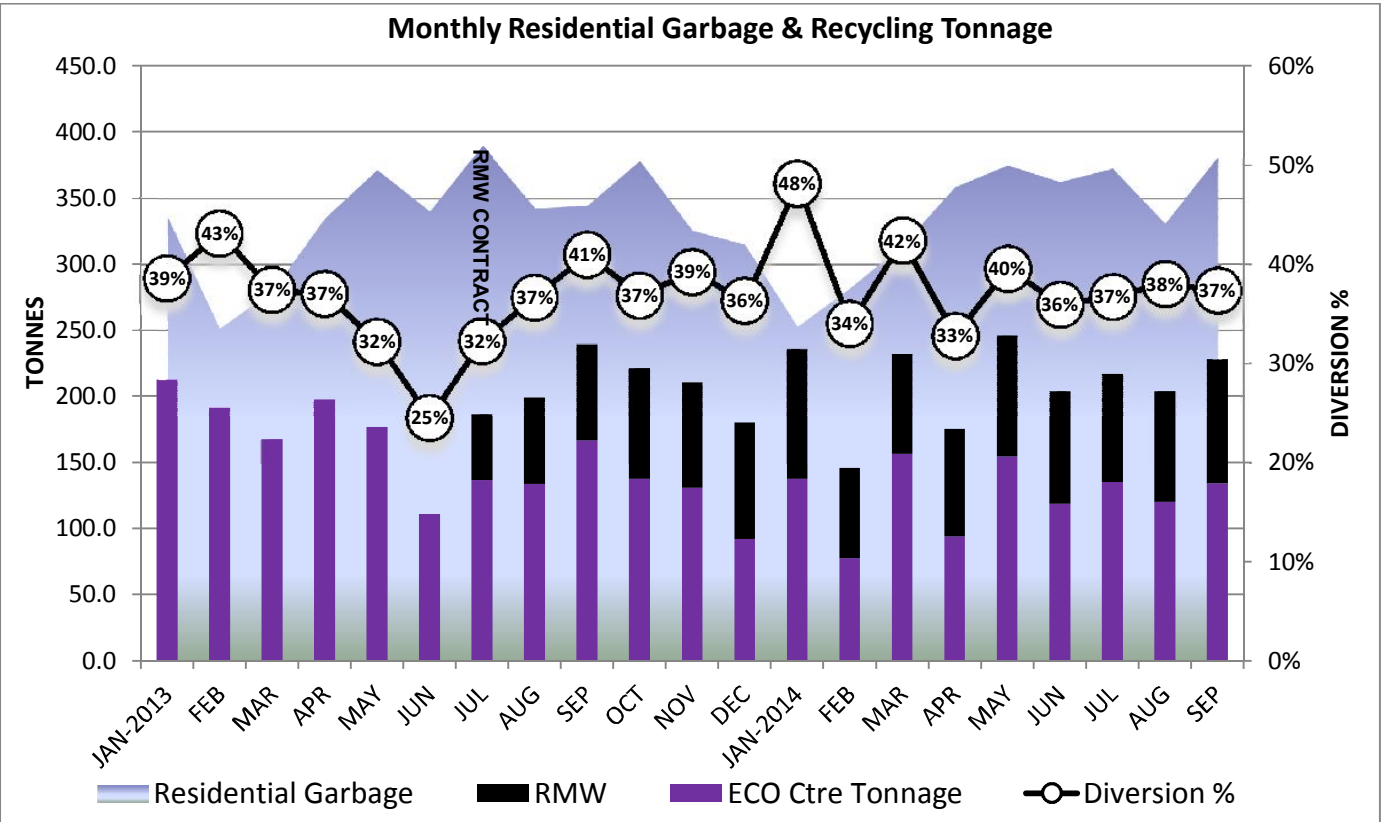
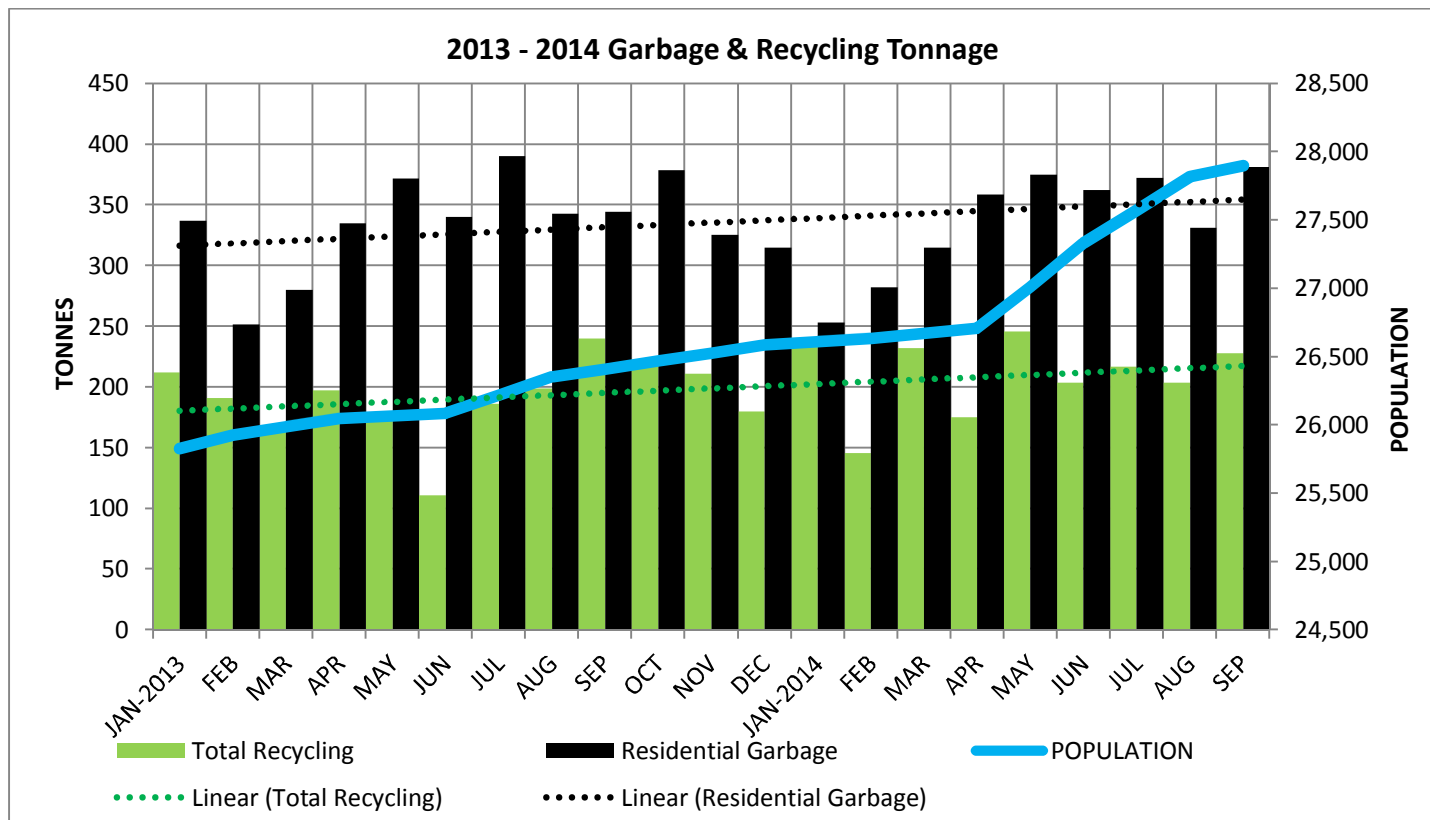


Exhibit 4: Town of Okotoks Residential Waste Diversion Rate



As identified in Exhibit 3 and Exhibit 4, the Town’s current annual average residential waste diversion rate from landfill is approximately 38%. Considering the residential sector contributes to approximately 26% of all waste produced within Okotoks and currently we are only diverting 38% of a quarter of the total waste produced within the municipality, the Town must progress our community’s waste diversion strategies. At minimum, through this Plan, the Town must target to achieve an 80% waste diversion rate within the residential sector.

Exhibit 5: Town of Okotoks Residential Waste Characteristics & Population



TOWN OF OKOTOKS WASTE BYLAW

The Town of Okotoks Waste Bylaw 12-12 was adopted by Town Council at the April 9, 2012 Council meeting. Bylaw 12-12 regulates and controls the provision of a waste collection utility for the Town of Okotoks. The Bylaw addresses the following resource recovery related topics:

1. PROVISION OF RESIDENTIAL (SINGLE-FAMILY) WASTE COLLECTION SERVICES:

a) Residential Garbage Collection Service

The Waste Bylaw states that the Town and/or Town approved contractor shall collect garbage from one Town of Okotoks official residential garbage collection cart per household per week. The Town's curbside garbage collection service and associated utility rates, as per the current Rates, Fees and Charges Bylaw, are mandatory to all eligible residential households within the municipality. The current standard official Town of Okotoks garbage cart, as approved by Town Council, is a 120L black cart.

Bylaw 12-12 has made provisions for those requiring greater capacity for their garbage, at an increased fee. All eligible residential households have the option to increase their weekly garbage capacity by subscribing to a larger garbage cart (180L cart) or an additional 120L garbage cart. Garbage cart changes are limited to once a year at no charge. Residents may also choose to purchase an official yellow excess waste bag (available at Sobeys, Safeway, the Municipal Centre or the Recreation Centre). Official yellow excess waste bags shall be collected on a household's garbage collection day, when placed beside their garbage cart. All additional subscription option's associated rate and fees are set out in the Rates, Fees and Charges Bylaw (Bylaw 09-12).

b) Residential Recycling Collection Service

The Waste Bylaw also states the Town and/or Town approved contractor shall collect the recyclable material, from an official Town recycling cart, weekly from each eligible household that has subscribed to the Town's recycling collection service in accordance with the Rates, Fees and Charges Bylaw. The Town's current recycling collection service is optional, through subscription, to all eligible residential households within the municipality. The current standard official Town of Okotoks recycling cart, as approved by Town Council, is a 240L blue cart. All eligible residential households have the option to increase their weekly recycling capacity by subscribing to an additional 240L recycling cart.

c) Residential Yard Waste Collection Service

The Town's yard waste collection program is operated through a pre-purchased yard waste collection bag that has the collection cost built in the purchase cost of the bag. The cost of the yard waste bag is based on the current Rates, Fees and Charges Bylaw. Official Town yard waste bags are collected on an on-call basis, unrelated to a household's standard garbage and recycling day.

2. NON RESIDENTIAL WASTE REQUIREMENTS

Waste Bylaw 12-12 defines non-residential premises as multi-family residential (apartment buildings and condominiums), commercial, industrial and institutional premises. The Waste Bylaw states that all non-residential premises must provide a sufficient number of waste receptacles and/or commercial containers to hold at minimum one week's accumulation of waste. Non-residential premises may make their own arrangements for collection of such waste material or contract with the Town for the collection of the waste material.

3. LEVYING AND COLLECTION OF FEES AND CHARGES

Any owner of a premises from which waste is collected and disposed of by the Town pursuant to the Waste Bylaw shall be invoiced for and pay bi-monthly charges for the collection, removal and disposal/processing of waste in accordance with the rates and fees specific in the Rates, Fees and Charges Bylaw.

Table 1: 2014 Resource Recovery Rates & Fees (as per Bylaw 09-12)

Garbage Rates	
120L garbage cart	\$18/bi-monthly
180L garbage cart	\$27/bi-monthly
Official yellow excess waste bag	\$4/bag
Recycling Rates	
Recycling Facility Fee	\$6.50/bi-monthly
240L recycling cart	\$16.90/bi-monthly
Yard Waste Rates	
Yard Waste bag	\$3/ bag
Branches Tag	\$3/ tag

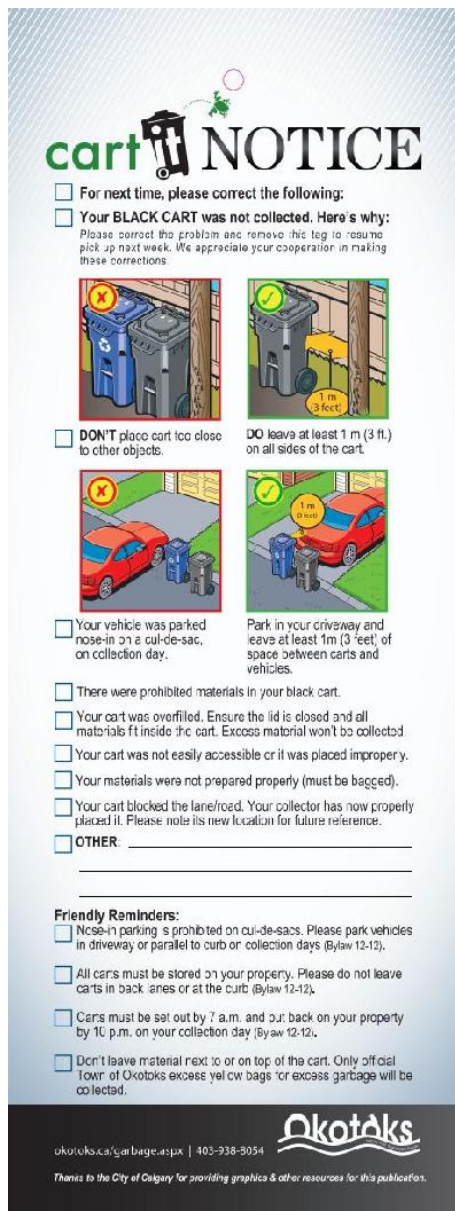
2. ENFORCEMENT

When Administration has reason to believe that an owner has contravened any section of the Waste Bylaw, the Town may proceed to carry out the required activity, whether of an educational or punitive measure.

3. VIOLATION TAGS AND VIOLATION TICKETS

The Town of Okotoks may issue the following Violation Tags as part of an educational campaign. The Town reserves the right to not collect excess materials and/or a cart that contravenes any section of the Waste Bylaw.



Exhibit 6: Garbage Cart & Recycling Cart Violation Tags





cart NOTICE

☐ For next time, please correct the following:

☐ **Your BLACK CART was not collected. Here's why:**
Please correct the problem and remove this tag to resume pickup next week. We appreciate your cooperation in making these corrections.

☐ **DON'T** place cart too close to other objects. **DO** leave at least 1 m (3 ft.) on all sides of the cart.

☐ Your vehicle was parked nose-in on a cul-de-sac, on collection day. **DO** leave at least 3 m (10 feet) of space between carts and vehicles.

☐ There were prohibited materials in your black cart.

☐ Your cart was overfilled. Ensure the lid is closed and all materials fit inside the cart. Excess material won't be collected.

☐ Your cart was not easily accessible or it was placed improperly.

☐ Your materials were not prepared properly (must be bagged).

☐ Your cart blocked the lane/road. Your collector has now properly placed it. Please note its new location for future reference.

☐ **OTHER:** _____

Friendly Reminders:

☐ Noise-in parking is prohibited on cul-de-sacs. Please park vehicles in driveway or parallel to curb on collection days (Bylaw 12-12).

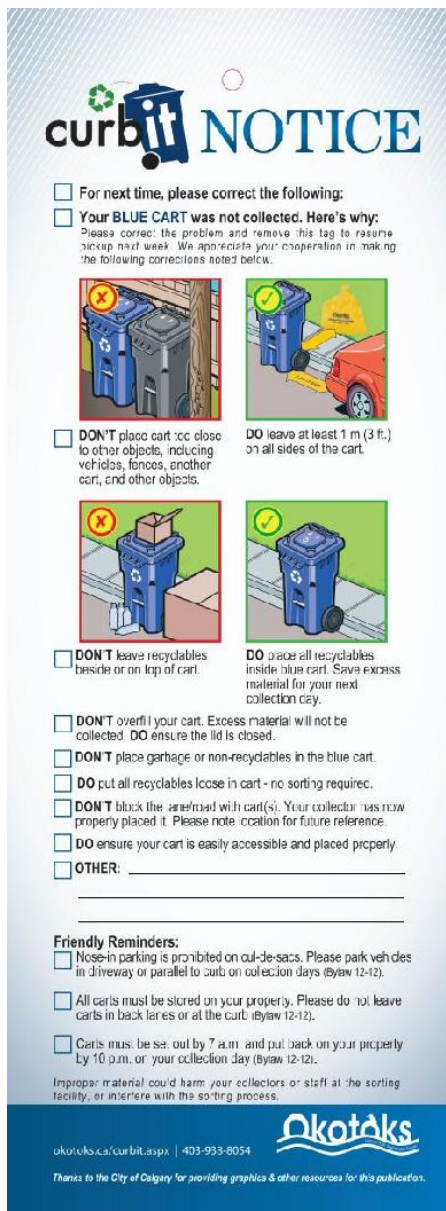
☐ All cars must be stored on your property. Please do not leave cars in back lanes or at the curb (Bylaw 12-12).

☐ Cars must be set out by 7 a.m. and put back on your property by 10 p.m. on your collection day (Bylaw 12-12).

☐ Don't leave material next to or on top of the cart. Only official Town of Okotoks excess yellow bags or excess garbage will be collected.

okotoks.ca/garbage.aspx | 403-938-8054



Thanks to the City of Calgary for providing graphics & other resources for this publication.





curbit NOTICE

☐ For next time, please correct the following:

☐ **Your BLUE CART was not collected. Here's why:**
Please correct the problem and remove this tag to resume pickup next week. We appreciate your cooperation in making the following corrections noted below.

☐ **DON'T** place cart too close to other objects, including vehicles, fences, another cart, and other objects. **DO** leave at least 1 m (3 ft.) on all sides of the cart.

☐ **DON'T** leave recyclables beside or on top of cart. **DO** place all recyclables inside blue cart. Save excess material for your next collection day.

☐ **DON'T** overfill your cart. Excess material will not be collected. **DO** ensure the lid is closed.

☐ **DON'T** place garbage or non-recyclables in the blue cart.

☐ **DO** put all recyclables loose in cart - no sorting required.

☐ **DON'T** block the lane/road with cart(s). Your collector has now properly placed it. Please note location for future reference.

☐ **DO** ensure your cart is easily accessible and placed properly.

☐ **OTHER:** _____

Friendly Reminders:

☐ Noise-in parking is prohibited on cul-de-sacs. Please park vehicles in driveway or parallel to curb on collection days (Bylaw 12-12).

☐ All cars must be stored on your property. Please do not leave cars in back lanes or at the curb (Bylaw 12-12).

☐ Cars must be set out by 7 a.m. and put back on your property by 10 p.m. on your collection day (Bylaw 12-12).

Improper material could harm your collectors or staff at the sorting facility, or interfere with the sorting process.

okotoks.ca/curbit.aspx | 403-938-8054

Thanks to the City of Calgary for providing graphics & other resources for this publication.

4. PROHIBITIONS & PENALTIES

If an educational campaign and the non-collection of material are ineffective, the Town reserves the right to issue a penalty as defined within the Waste Bylaw through Municipal Enforcement. The specified penalty stated within the Waste Bylaw for a violation of any provision of the Bylaw is \$250. If a person violates the same provision two or more times within a one year period, the specified penalty for the subsequent violation shall be \$500.

WASTE MANAGEMENT UTILITY

The Waste Management Utility is designed as a full cost recovery utility. As such, all costs associated with operations, maintenance, contracting, facilities and financing are recovered through rate charged to the utility's customers. The utility rates are set based on the overall costs of service and allocated to each customer based on their specific program participation (i.e. garbage cart subscription, Blue Cart recycling collection service). The waste management function does not require any support from the general tax levy of the Town of Okotoks. All waste management utility rates and fees are set out in the Town of Okotoks Rates, Fees and Charges Bylaw.

CUSTOMER SATISFACTION

The Town of Okotoks conducts residential household surveys on a triennial basis. The information obtained from these surveys is extremely valuable in determining the success of specific Town Plans, strategies and programs, through public support and acceptance. Each iteration of the survey includes questions specific to the public support of our sustainable practices and specific resource recovery programs.

1. 2009 RESIDENTIAL HOUSEHOLD SURVEY

The 2009 Residential Household Survey contained four questions related to 'green' practices and resource recovery programs:

- i. Importance of Adopting "Green" Practices
 - 73% of respondents answered very important
 - 22% of respondents answered somewhat important
 - 3% of respondents answered not very important
 - 1% of respondents answered not important at all
 - 1% of respondents answered don't know / no response
- ii. Preference for Recycling
 - 56% prefer to personally deliver recycling to recycling depot or drop off bins
 - 42% prefer to utilize the weekly curbside collection program
 - 2% did not state preference
- iii. Satisfaction with Disposal Services
 - Garbage collection
 - 90% satisfied or very satisfied (91% stated in 2006 Survey)
 - Recycling Depot
 - 86% satisfied or very satisfied (85% stated in 2006 Survey)
- iv. Importance versus Satisfaction with Town Services
 - Key Strengths
 - Ambulance
 - Fire Services
 - Garbage Collection
 - Recycling Depot
 - Public Library

2. 2013 RESIDENTIAL HOUSEHOLD SURVEY

The 2013 Residential Household Survey contained three questions related to 'green' practices and resource recovery programs:

- i. Importance of Adopting "Green" Practices
 - 67% of respondents answered very important
 - 28% of respondents answered somewhat important
 - 4% of respondents answered not very important
 - 1% of respondents answered not important at all
 - 1% of respondents answered don't know / no response
- ii. Satisfaction with Resource Recovery
 - 78% of respondents were satisfied or very satisfied
 - 13% of respondents were dissatisfied
 - 3% of respondents don't use/ can't comment
 - 1% no response
- iii. Town Programs, Services and Facilities: Additional Comments
When asked to provide comments:
 - 5% of the respondents reported dissatisfaction with the garbage service and/or garbage regulations
 - 2% of the respondents reported recycling pick-up adds to garbage fee/need to improve recycling services/bins

The 2009 Household Survey was conducted prior to the implementation of the automated garbage collection program (2012) and the automated recycling collection program (2013). From the data obtained through the 2013 Residential Household Survey, it appears since the implementation of the automated garbage collection program, customer satisfaction has decreased. Under the previous garbage collection program, 88% of customers were satisfied or very satisfied with the Resource Recovery Program (average of garbage collection and recycling depot statistics – 2009 Survey) compared to 78% of customers being satisfied or very satisfied with the Resource Recovery Program in the 2013 Survey. This 10% decrease in customer satisfaction is most likely related to the introduction of the 120L garbage cart. The potential dislike of the 120L garbage cart (related to capacity) could also be related to the 5% of respondents being dissatisfied with the garbage service and/or garbage regulations in the 2013 Survey. Additionally it was noted that 2% of respondents did not like to have to pay an additional utility fee for curbside recycling.

Both surveys were conducted prior to the implementation of our automated single-stream curbside recycling collection program (where subscriptions increased by 83%) and the option of subscribing to a 180L garbage cart. The next Residential Household Survey will be conducted in 2016 or 2017.

EXISTING PLAN

The Town of Okotoks Resource Recovery Plan was formulated in 2009 in collaboration with CH2M HILL. The 2009 Plan was the first Town document to set the ambitious waste diversion target of 80% diversion from landfill by 2015. This target was set in alignment with the regional waste management efforts of the CRP and the Province of Alberta's goal of 80% diversion from landfill and the establishment of no new landfills in the province after 2015.

The development of the 2009 Plan for the Town of Okotoks drew upon ideas and influences from research into the Town's existing waste and recycling systems (prior to 2009) and from input provided by key stakeholders and the public. The diverse group of stakeholders included the CRP, Alberta Environment, waste and recycling service providers, Foothills Regional Services Commission and Town of Okotoks staff members. The information gathered through the workshops and interview sessions with the stakeholders served as the basis for developing an "Action Plan" of policies and programs with associated implementation timelines to 2015.

The Action Plan formed the basis for the 2009 Plan and associated timelines. The Plan stated four specific strategies:

- Expanded Recycling Strategy
- Organic Waste Diversion Strategy
- Construction & Demolition (C&D) Waste Diversion Strategy
- Awareness, Accountability, and Reporting Strategy.

The long-term potential for incremental diversion of waste resulting from the implementation of the proposed strategies was estimated to be in the order of 10,000 tonnes per year, approximately a third of Okotoks' total municipal solid waste stream.

Table 2: 2009 Resource Recovery Plan Key Strategies

Key Strategy	Proposed Implementation (Year)	Program Implemented (Year)	Notes
Expanded Recycling			
Implement recycling collection services for single family households.	2009	2009	2009 Program was a dual stream system with recyclable processed at Recycling Centre. Program shifted to single stream automated collection with off-site private contractor processing in July 2013.
Implement recycling program for open spaces.	2009	2013	Open Spaces: to date 40 refundable beverage container bins have been located in park spaces throughout Town. Program to be evolved in 2020 Plan.
Implement recycling program for Town facilities and special events.	2010	2010 (town facilities) N/A (special events)	Special Events: still to be implemented (identified in revised strategy).
Expand recyclable collection program to ICI Sector.	2010/2011	N/A	Strategy to be revised within updated 2020 Plan.
Establish additional satellite recycling depots.	2009-2011	N/A	No longer applicable with automated single stream collection.

Facilitate the implementation of a cardboard disposal prohibition at Foothills Landfill.	2012	N/A	Discussions ongoing.
Organic Waste Diversion			
Implement subscription based yard waste collection for single family households.	2009	2009	Cut n Call Program Branches introduced to Program in 2013.
Implement organic waste collection program for Town facilities and special events (biodegradable service item procurement).	2011	N/A	Special event & facilities: still to be implemented (identified in revised strategy).
Work with FRSC & CRP to establish regional organics processing capability.	2010 - 2012	N/A	Discussions ongoing and strategy to be revised in 2020 Plan.
Implement year-round organic waste collection for single family residences.	2013	N/A	Curbside Organics Program: still to be implemented (identified in revised strategy).
Extend organic waste collection to local business and institution on subscription basis.	2014	N/A	Strategy to be revised within 2020 Plan.
Construction & Demolition (C&D) Waste Diversion			
Develop a C&D waste management policy for Town construction projects. Set C&D Diversion targets for Town construction projects.	2009	N/A	To date policy has not been created, however all new Town facilities constructed since 2009 have been designed to achieve LEED® Gold Certification with minimum 80% of C&D waste diverted from landfill.
Establish a regional C&D Waste Recovery Depot. Revise C&D tipping fee structure at Foothills Landfill.	2009 - 2010	N/A	FRSC was awaiting progress of Provincial C&D Waste Reduction Program (2010). Program has not progressed to date.

FUTURE STRATEGIES

With the decision to move toward a continued growth model, it is inevitable that the current voluntary and optional waste diversion services will not be environmentally or financially sustainable into the future. In 2020, the estimated population of the Town of Okotoks will be 34,000 and growing. As population increases, achieving our waste diversion goal of 80% diversion from landfill, through voluntary recycling and education programs alone, will not be achievable. The new waste diversion strategies must be more rigid and farther reaching than voluntary and single family household programs. Outlined below are the expanded strategies employed to assist the Town in achieving our 2020 waste diversion goal.

To achieve our Plan's objectives in the most environmentally and financially sustainable manner, the implementation of local / sub-regional processing facilities for single stream recycling and organic waste is required. The Town through its regional partnerships, the FRSC and the Calgary and Region Waste Reduction Group, needs to promote the development of sub-regional Material Recovery Facilities (MRF) for the collection, processing and distribution of waste diversion materials. While contracting the services through the existing private sector is a viable option in the interim, it is not ideal long term from a financial or environmental perspective due to current private sector tonnage processing rates (as an individual municipality) and/or hauling distances.

Table 3: 2020 Waste Management Plan Key Strategies

Key Strategy	Proposed Implementation Year	Brief Description
Evolved Waste Management Utility		
Restructure rates and fees with Waste Management Utility.	2015 - 2020	Revise rates and fees to align with the water utility into a volume-based rate structure. A 'pay as you throw' philosophy. To first be implemented in alignment with the introduction of the residential wide blue cart recycling program in the fall of 2015. To be continuously reviewed as additional requisite programs are introduced over the five years of this Plan. Proposed that the Recycling Centre / Eco Centre fee be removed as a detailed line item within the utility bill.
Expanded Recycling Strategy		
Implement residential wide recycling collection services for single family households.	2015	Single stream automated program (240L blue carts) to be provided to all households in the fall of 2015. Requirements to be included in Waste Bylaw revision in early 2015.
Implement multi-family on-site recycling collection requirements.	2015 / 2017	Through the Waste Bylaw revision in early 2015, the following requirement to be included; owners/managers of multi-family premises must provide on-site recycling storage & collection services for their premises by 2017. Multi-family recycling program to at minimum divert the same materials included within the Town's residential-wide recycling collection (Blue Cart) program, from landfill.
Work with FRSC to establish regional MRF or transfer station.	2015	FRSC currently completing a feasibility analysis on the development of a MRF / transfer station at the Foothills Regional Landfill or Aldersyde corridor (2014/2015).
Evolve Town facility recycling program.	2015	Town facilities to evolve current pre-sorted recycling program to a single stream blue cart system for staff and public use. All Town facilities to be included in Program in 2015.

Implement Town special events recycling program.	2015 / 2017	Town to provide portable garbage, refundable beverage container, single-stream recycling and organic waste bins/carts at all Town events. Pilot Program to be launched in 2015 (three events). All applicable Town events to be included in 2016/2017.
Implement public spaces recycling program.	2015 / 2017	Town to provide garbage, refundable beverage container and single-stream recycling bins within Town public spaces and pathways. Garbage and refundable beverage container bins to be implemented in 2015/2016 with single-stream recycling bins added in 2016/2017.
Evolution of the Town of Okotoks Recycling Centre to the Okotoks Eco Centre.	2015 / 2017	Facility to evolve into the collection site for more niche recycling items that are not collected within the residential Blue Cart Program (i.e. polystyrene, household hazardous waste, CFL bulbs, electronics, appliances, etc.) Facility to also provide waste diversion educational services for the community. While additional niche items may be added in the interim the full rebranding of the Eco Centre is dependent on the construction schedule of the redevelopment of the Operations yard.
Implement IC&I on-site recycling collection requirements.	2017 - 2019	Through an amendment to the Waste Bylaw in 2017, owners/managers of industrial, commercial and institutional premises must provide on-site recycling storage & collection services for their premises by 2019. IC&I recycling program to potentially have different diversion requirements based on land use and facility's operations.
Expanded Food/Organic Waste Strategy		
Yard waste programs.	N/A	Current Cut n Call Program to continue in existing format (optional service). Yard Waste drop-off site at newly-branded Eco Centre to remain as a self-haul option for residents.
Implement food/organic waste early adopters program.	2015	Recycling Centre/Eco Centre to provide organic waste carts for residents/businesses to drop off their food/organic waste for composting. Yard waste not included in program.
Implement Town special events organic waste program.	2015 / 2017	Town to provide portable garbage, refundable beverage container, single-stream recycling and organic waste bins/carts at all Town events. Pilot Program to be launched in 2015 (three events). All applicable Town events to be included in 2016/2017.
Implement single family organic waste collection <i>pilot</i> program.	2016	Organic waste carts (green 120L carts with locking lids) to be provided to approximately 500 households in the spring/summer of 2016. Collection of material to be weekly, the same day as garbage & recycling collection. Program to accept yard waste.
Evolve Town organic waste program.	2016 / 2017	Town to provide organic waste containers in addition to garbage, single source recycling, and refundable beverage container bins in Town facilities for staff and public use.

Implement residential-wide organic waste collection services for single family households.	2017	If the 2016 pilot program as designed is successful, organic waste collection services to be implemented to all single family households. Alternative program to be implemented if pilot program as designed is unpopular with program participants.
Work with FRSC & ECOAG Composting Facilities to establish a regional organic waste processing for municipalities.	2016/2017	Town and/or FRSC to complete a feasibility analysis on the development of regional organic processing site at the Foothills Regional Landfill or Aldersyde corridor (2016/2017).
Implement multi-family on-site food/organic waste collection requirements.	2017/2019	Through an amendment to the Waste Bylaw in 2017, owners/managers of multi-family premises must provide on-site food/organic waste storage & collection services for their premises by 2019. Multi-family food/organic waste program to at minimum divert the same food waste materials included within the Town's Organic Waste Diversion Program, from landfill.
Implement IC&I on-site organic waste collection requirements.	2018 / 2020	Through an amendment to the Waste Bylaw in 2018, owners/managers of industrial, commercial and institutional premises must provide on-site organic waste storage & collection services for their premises by 2020. IC&I organic waste diversion program to potentially have different requirements based land use and facility's operations.
Garbage Services		
Garbage collection services for single family households.	N/A	Single family household garbage collection to remain as currently designed (120L cart/weekly). Potential to evolve to bi-weekly collection to be analyzed in 2018. Residents to continue to have the option to subscribe to additional garbage capacity at a rate defined within the Rates, Fees and Charges Bylaw.
Construction & Demolition Waste Strategy		
Develop a C&D waste management policy for Town construction projects.	2015	Development of a minimum 80% construction and demolition waste diversion from landfill policy for Town construction projects.
Lobby for advancement in C&D waste diversion requirements.	2016	Lobby senior government (Provincial and/or Federal) for a C&D Management Program.
Facilitate the revision of the C&D tipping fees at the Foothills Regional Landfill.	2016	Work with FRSC to evolve the fee structure for C&D waste; promoting recycling through reduced recycling fees and increased landfill fees specific to C&D waste.
Establish a regional C&D Waste Recovery Depot or transfer station.	2017	Work with FRSC in developing a C&D waste recovery depot or transfer station at the Foothills Regional Waste Management Facility.
Facilitate the implementation of a C&D waste disposal prohibition at Foothills Regional Landfill.	2018	Work with FRSC in the development of a C&D waste to landfill disposal ban. Potential direction to be provided through Alberta Environment and Sustainable Resource Development.

EVOLUTION OF WASTE DIVERSION PROGRAMS

EXISTING CONTEXT & PROPOSED EVOLUTION

- **RATES & FEES**
- **MULTI-SECTOR PROGRAMS**
- **RESIDENTIAL SECTOR PROGRAMS**
- **MULTI-FAMILY SECTOR PROGRAMS**
- **INSTITUTIONAL, COMMERCIAL & INDUSTRIAL (IC&I) SECTOR PROGRAMS**
- **CONSTRUCTION & DEMOLITION (C&D) SECTOR PROGRAMS**
- **INTERNAL MUNICIPAL PROGRAMS**

RATES & FEES

1. RESIDENTIAL DWELLING RATES & FEES

A. EXISTING STRUCTURE

The existing waste management fees are described within the Resource Recovery section of Bylaw 09-13, the Fees, Rates and Charges Bylaw. The current fees are as follows:

Table 4: Residential Resource Recovery Fees

Service	Effective Year	Current Fee	Unit of Measure
Garbage Collection Services			
Base collection rate (120L garbage cart/week)	2013	\$18.00	Per cart / bi-monthly
Subscription to larger base garbage cart (180L garbage cart/week)	2013	\$27.00	Per cart / bi-monthly
Subscription to additional garbage cart (120L garbage cart/week)	2013	\$18.00	Per cart / bi-monthly
Excess Waste Bag	2009	\$4.00	Per Bag
Recycling Collection Services			
Blue Cart Program (240L recycling cart/week)		\$16.90	Per cart / bi-monthly
Subscription to additional recycling cart (240L recycling cart/week)	2013	\$16.90	Per cart / bi-monthly
Yard Waste Collection (Cut n Call)			
Cut n Call Kraft Yard Waste Bag	2009	\$3.00	Per Bag
Cut n Call Branches Twine	2013	\$3.00	Per Twine
Recycling Centre Programs			
Base rate for Recycling Centre	2013	\$6.50	Bi-monthly

The current rates and fees do not promote a 'pay as you throw' philosophy nor financially promote waste diversion strategies over traditional garbage services. Currently, a resident only saves \$1.10/bi-monthly when choosing to subscribe to a 240L recycling cart over subscribing to 240L of garbage capacity. It is also cheaper for a resident to upgrade to a 180L garbage cart than to choose to manage their excess material through the Blue Cart Program, \$9 for the extra 60L of garbage capacity versus \$16.90 for the extra 240L of recycling capacity.

While the current rate system does not strongly promote recycling or penalize garbage production, through an analysis of current residential utility accounts, it was observed that 53.3% of all households are choosing to subscribe to the Blue Cart Recycling Collection Program and only 8.6% of all households are subscribing the additional garbage capacity (180L or 240L). Further, it was also observed that of the 668 households (6.8%) subscribing to additional garbage capacity, 68.6% of these households also subscribe to the Town's Blue Cart Recycling Collection Program. This indicated that the majority of households requiring additional garbage capacity are not doing so because they choose not to recycle, it is due to the need for additional garbage capacity.

B. PROPOSED STRUCTURE

It is proposed that the Waste Management Rates and Fees be restructured to align with our successful Water Utility Rates and Fees, which are based on a user pay system. The user pay system should also be focused on incenting waste diversion, therefore resulting in higher excess garbage rates. Residents will have the option to subscribe to additional waste capacity (increase cart sizes and volumes) however should pay the reflected costs of producing more waste to landfill. As with water, these excess volume rates should assist in offsetting conservation rates (recycling and organic waste composting).

With the proposed implementation of residential-wide recycling and organic waste collection programs in 2015 and 2017 respectively, the continued inclusion of the Recycling Facility fee within utility's rates needs to be considered. Residents may not find the required Blue Cart Program Collection fee and additional Recycling Centre fee palatable. Many may question why they need to pay the Recycling Centre fee now that their recycling material is being collected at curb and processed at an alternate location. This potential push back could be heightened with the implementation of the fee related to organic waste collection in 2017. While the Recycling Centre will evolve to the Eco Centre and will continue to offer niche services that are not available within the Blue Cart Program, there could potentially be a strong push back from the community. It is proposed that this fee be retitled to reflect its new use (Eco Centre Fee) or removed from utilities and included in taxes.

Additionally, it is proposed that a combined Waste Management Fee be considered for residential customers, where potentially all four baseline items (garbage, recycling and organic waste collection and Eco-Centre operation) are combined into one utility fee.

2. NON-RESIDENTIAL RATES & FEES

A. EXISTING STRUCTURE

Currently the Town provides garbage collection to a limited number of commercial businesses (grandfathered service) and on-site recycling collection service (through the Blue Cart Program) to three multi-family residential complexes (each unit has an individual utility account). The existing waste management fees are described within the Resource Recovery section of Bylaw 09-13, the Fees, Rates and Charges Bylaw. The current fees are as follows:

Table 5: Non- Residential Resource Recovery Fees

Service	Effective Year	Current Fee	Unit of Measure
Garbage Collection Services (limited grandfathered commercial businesses)			
Base collection rate (120L garbage cart/week)	2013	\$18.00	Per cart / bi-monthly
Subscription to larger base garbage cart (180L garbage cart/week)	2013	\$27.00	Per cart / bi-monthly
Subscription to additional garbage cart (120L garbage cart/week)	2013	\$18.00	Per cart / bi-monthly
Excess Waste Bag	2009	\$4.00	Per Bag
Recycling Collection (Blue Cart) Services (limited multi-family developments)			
Blue Cart Program (240L recycling cart/week)		\$16.90	Per cart / bi-monthly
Subscription to additional recycling cart (240L recycling cart/week)	2013	\$16.90	Per cart / bi-monthly
Recycling Centre Programs (all commercial and multi-family utility customers)			
Base rate for Recycling Centre	2013	\$6.50	Bi-monthly

B. PROPOSED STRUCTURE

Under the revised strategy, the Town does not intend to provide garbage collection services to any additional commercial businesses or to expand into the multi-family, industrial or institutional sectors. Any amendments to the residential garbage rates, related to a user-pay system, to be mirrored with the non-residential garbage rates.

The Town may be interested in pursuing offering additional on-site recycling options to the multi-family sector and/or IC&I in the future. The Town would be looking to potentially provide this optional service to these sectors in competition with the private sector. All future rates and fees related to this potential service are to be competitive and based on service cost recovery.

MULTI-SECTOR PROGRAMS

1. FOOTHILLS REGIONAL SERVICES COMMISSION (FRSC) DROP-OFF PROGRAMS

A. EXISTING PROGRAMS

FRSC operates the Foothills Regional Waste Management Facility (FRWMF) which is located on Highway 783 (16 Street East), approximately 6 kilometers south of the Town of Okotoks. The Facility offers the following self-haul/drop-off programs for all residential, IC&I and C&D sectors:

Table 6: FRSC Waste Diversion Programs

Program	Process	Tonnage Fees Apply
Garbage Disposal	Class II Landfill	Yes
Leaf & Yard Waste (& small branches) Processing	Class I Composting Facility	Yes
Recycling:		
• Antifreeze / Glycol	Alberta Recycling Management Authority (ARMA) Program	Free
• Pesticide containers		
• Household hazardous waste (HHW)		
• Electronics (cell phones, cell phone batteries, televisions, computers, computer accessories)		
• Paint		
• Tires		
• Used oil & used oil filters	Alberta Used Oil Management Authority (AUOMA)	Free
• Cardboard	Town of Okotoks	Yes
• Fluorescent light bulbs	Glass fill (filter EnviroSort)	Free
• Batteries	Seacon Metals (private)	Yes
• Appliances (stoves, fridges, freezers, clothes washers and dryers)	K&K Recycle (private)	Yes
• Propane bottles	Tank Traders (private)	Yes
• Scrap metal	K&K Recycle (private)	Yes
C&D Material Diversion:		
• Clean wood	Wood is chipped and sold as landscape mulch	Yes
• Concrete	Concrete is crushed and utilized for roads within facility	Yes
• Clean untreated drywall	Composed on site	Yes

Table 7: Foothills Regional Waste Management Facility Hours of Operation

Regular Facility Hours	Extended Summer Hours (June 1, 2014 to September 17, 2014)
<ul style="list-style-type: none"> Monday – Saturday: 8:30am to 4:30pm Sunday & all Statutory Holidays: closed 	<ul style="list-style-type: none"> Monday: 8:30am to 4:30pm Tuesday & Wednesday: 8:30am to 6:30pm (for smaller residential loads, leaf and yard waste and recycling only) Thursday – Saturday: 8:30am to 4:30pm Sunday & all Statutory Holidays: closed

Table 8: Town of Okotoks Self Haul Waste Materials (2013)

Material	Recycled or Composted (tonnes/year)	Disposed of in Landfill (tonnes/year)
Mixed Solid Waste		4,043.70
Animal Products		0.90
Mixed C&D		9.76
Wood		0.55
Concrete	0.95	
Grass / Leaves	995.33	
Yard Waste	25.30	
Mixed Soil		3.16
Clean Topsoil		115.84
Metal	0.79	
Oil	0.38	

In addition, FRSC rents building space to the Foothills Salvage and Recycling Society (non-profit organization) which operates the Foothills Salvage Centre. The Salvage Centre is dedicated to keeping items out of the landfill that are still usable. The Centre sells the donated items (no fee to leave items) at low price points with the residual income donated to local charitable organizations. In 2013, a total of \$87,000 was collected with \$71,000 donated to local charities and \$16,000 to Flood Rescue.

B. PROPOSED PROGRAM EVOLUTION

Through the Town of Okotoks' Council Representative on the FRSC, negotiate the following program improvements over the next five years:

- Extended customer service hours for residents to access facility in evenings (summer) and weekends (additional Sunday hours).
- Amended tipping fees to incent waste diversion programs and increase tipping fees related to the disposal of materials into the landfill.
- Education & Awareness Program that educates facility users in mixed load prevention and clean material for landfill diversion.
- Continue to promote the education & awareness of covering loads to prevent littering along Highway 783 (16 Street East)
- Continue to maintain diversity of existing waste diversion programs.

2. ALBERTA BEVERAGE CONTAINER RECYCLING COUNCIL (ABCRC) PROGRAM

A. EXISTING PROGRAM

The ABCRC is a provincially incorporated not-for-profit product stewardship corporation. Their mandate is to be the agent for the beverage manufacturers to operate a common collection system for registered containers, be responsible for recycling beverage containers, comply with regulations and Beverage Container Management Board (BCMB) bylaws and promote the economic and efficient collection of beverage containers.

The Okotoks Bottle Depot is located within approximately two blocks of the Town's Recycling Centre. The Bottle Depot is the community's primary regional point for refundable beverage containers under the ABCRC provincial program. This facility is an independently owned and operated bottle depot.

B. PROPOSED PROGRAM EVOLUTION

It is envisioned that the Okotoks Bottle Depot and any additional future independently owned and operated ABCRC bottle depots in Okotoks continue to be the main collection and drop-off recycling site in the municipality for refundable beverage containers.

3. TOWN OKOTOKS DROP-OFF WASTE DIVERSION PROGRAMS

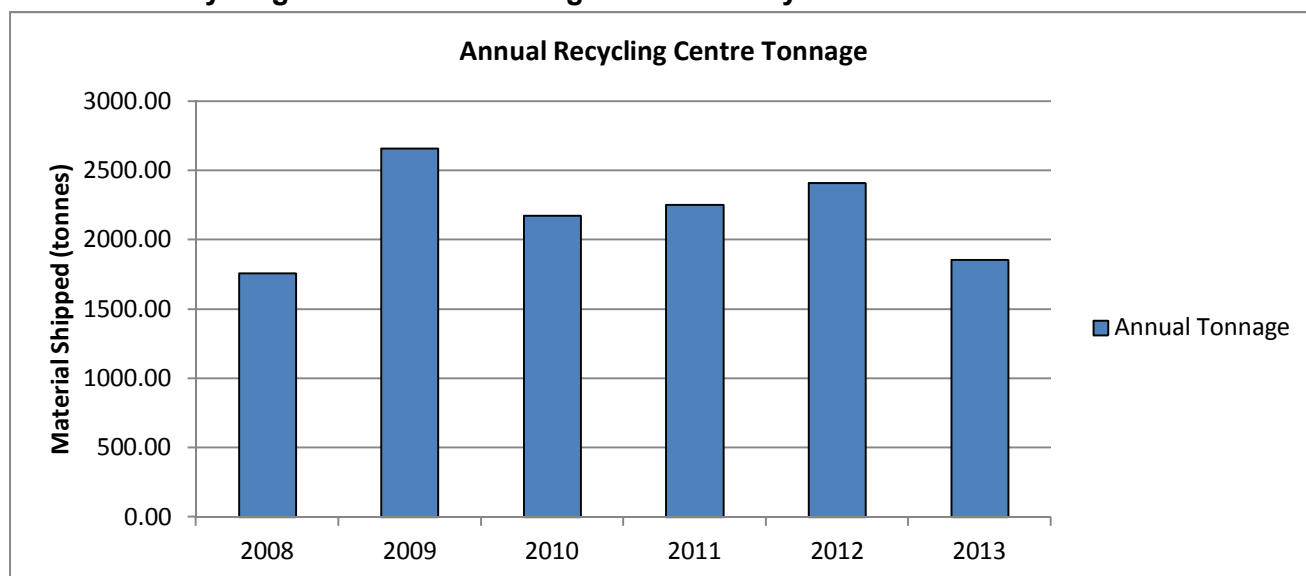
A. EXISTING PROGRAMS

Recycling Programs

The Town of Okotoks has operated a successful community drop-off waste diversion program for decades through the Okotoks Recycling Centre and Southside Recycling Station.

The Town's waste diversion program was enhanced with the implementation of the subscription-based residential recycling collection program in 2009, increasing the community's per capita waste diversion from landfill by approximately 12.5%. In 2013, the residential household recycling collection program evolved from a dual source into an automated single-stream comingled collection program bringing about a pivotal change in Okotoks' previous waste diversion strategy. Subscriptions to the household collection program increased by 83%, positive for our Community's overall diversion goals (approximately 20% reduction in waste to landfill compared to pre curbside program), however unfavourable for the historical operational model of the Town's drop-off recycling programs and associated facilities, as detailed by the drop in recyclables received at the Recycling Centre as detailed below in Exhibit 7.

Exhibit 7: Recycling Centre Total Tonnage Processed by Year



Okotoks Recycling Centre

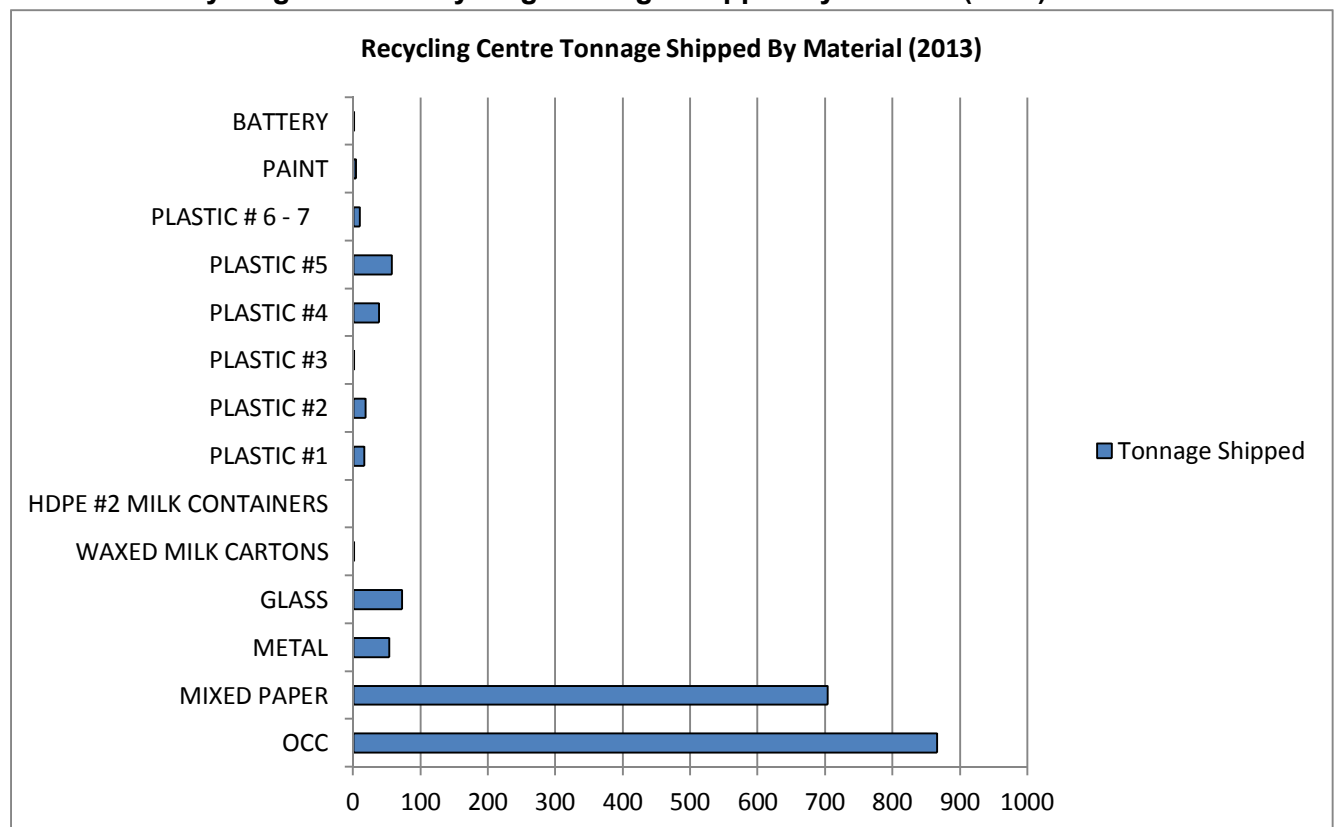
The Recycling Centre first opened its doors in 1992. The multi-building facility is located within the Town's Operation's yard in the central part of Okotoks,. The Recycling Centre is open seven days a week and accepts a number of source separated items for recycling directly from the residential and IC&I sectors within Okotoks and surrounding MD of Foothills (through a cost share agreement). The Recycling Centre also currently accepts materials collected by private subscription curbside recycling services by private service companies.

Table 9: Town of Okotoks Recycling Centre Hours of Operation

Monday - Friday	9am – 5pm
Saturday	9am – 5pm
Sunday	12pm – 5pm
Statutory Holidays	Closed

Accepted Materials:

- Plastics #1
- Plastics #2 (dotted & lined)
- Plastics #3
- Plastics #4 (film)
- Plastics #5
- Plastics #6 and #7
- Milk cartons / jugs
- Alkaline & rechargeable batteries
- Tassimo T-discs & Nespresso Capsules
- Tin cans
- Scrap metal
- Automotive oil containers
- Electronics
- Paint (cans and aerosols)
- Cell phones
- Printer cartridges
- Aluminum cans & beverage bottles
- Newspaper
- Mixed paper
- Cardboard (OCC)
- Office paper
- Tetra packs
- Books (trade)
- Glass food jars
- Coffee bags (mixed material)

Exhibit 8: Recycling Centre Recycling Tonnage Shipped by Material (2013)

Southside Recycling Station

The Town of Okotoks operates a 24 hour drop-off recycling station, located within the Wal-Mart parking lot, on the south side of Okotoks. The Station consists of six (4.6 m³ / 6 cubic yard) containers. In 2013, the Town on average serviced the 3 cardboard bins twice a day (estimated 400kg/day) and the 3 paper bins once a day (estimated 200kg/day), diverting approximately 219,000 tonnes of material per year from landfill.

Accepted Materials:

- Mixed paper
- Cardboard

Household Hazardous Waste (HHW)

The Town of Okotoks Fire Services Business Centre offers the Household Hazardous Waste (HHW) Program for residents looking to properly dispose of their reactive, corrosive, flammable, and/or toxic items. Common items include bleach, propane gas cylinders, insecticides, oven cleaners, and antifreeze. Residents can drop off these items at the Okotoks Fire Station 1 (132 Milligan Drive) during business hours. The HHWs collected from the Fire Station by Foothills Regional Waste Management Facility staff on an on-call basis.

Paint Program

As of 2013, the Town's paint recycling program transitioned from the Okotoks Fire Station to the Okotoks Recycling Centre as the Town-approved collection site for paint. Paint collected at the Recycling Centre is collected and processed by EnviroSort (Clean Harbors). In 2013, the Town shipped 4.5 Tonnes of paint.

Yard Waste (Grass & Leaf Waste) Program

Un-bagged grass and leaves can be dropped off at the yard waste enclosure located at the Recycling Centre 24 hours a day. Yard waste from the Recycling Centre is hauled to the Foothills Regional Waste Management Facility for composting. In 2013, 980.57 tonnes of yard waste (376 trips) was diverted from landfill through this program.

Seasonal Programs

- a) Pumpkin Composting Program:
For the month of November, the yard waste collection area at the Okotoks Recycling Centre accepts pumpkins. The pumpkins are shipped and processed through the Foothills Regional Waste Management Facility's Class 1 Composting site.
- b) Christmas Tree Chipping Program:
Annually starting December 26th, residents can place their Christmas trees at the curb for collection. Residents and businesses also have the option of dropping their tree off at the Okotoks Recycling Centre for processing. In partnership with Fortis Alberta the trees are chipped into mulch. Historically the mulch has been utilized in Town applications and available to residents for use at their own homes, however due to Gypsy Moth Larvae which can be found in Christmas trees this practice will end in 2014. The gypsy moth is one of the most destructive pests of hardwood trees and if mulch chipped from Christmas trees is not processed through windrow composting, the larvae can be transferred to live trees.

Education & Outreach

The Recycling Centre provides educational waste diversion tours to elementary schools and community groups (children 12 years of age and under). In 2014, 565 students were toured through the facility.

B. PROPOSED PROGRAM EVOLUTION

Recycling

With the progression of the Town's residential household recycling collection service to an inclusive program in 2015, and multi-family and IC&I thereafter, the materials included within the Town's drop-off programs must evolve to include materials not traditionally recycled or not accepted through single-source co-mingled recycling programs/processing facilities.

With the construction of the Town's Operations Administration and Fleet Building in 2015, the daily operations of the Waste Management Business Centre will be impacted. Due to the loss of the existing plastics bailing building for the Operations Centre construction program, Waste Management Services will have less capacity to process large quantities of recycling material onsite. Advancing the Town's residential household collection program to a residential-wide program in 2015 and processing the collected material at a MRF at an alternate location (private contractor) will assist the Business Centre in managing interim operations and processing during this site redevelopment.

The Town is to continue to accept the program's existing materials (as detailed in Section 3A) in the interim as the other sectors (multi-family and IC&I sectors) collection programs evolve over the next five years. Additionally, the Town currently has an agreement with the MD of Foothills for MD residents to drop off their materials at the Town's two locations.

Town of Okotoks Eco Centre

Under the revised resource recovery strategy, it is proposed that between 2015 and 2017 the Town of Okotoks Recycling Centre be rebranded as the Eco Centre and transition into an educational and specialty facility, whilst continuing to enable residents to dispose of their excess recycling materials. The Eco Centre is to provide a one-stop shop for residents to recycle more niche materials that cannot be collected within the comingled automated collection programs. These niche materials are to include but are not limited to:

- light bulbs (CFLS, fluorescent, etc.)
- oil containers
- batteries
- HHW
- e-waste (including appliances and power tools)
- coffee pods
- books
- paint
- printer cartridges
- polystyrene
- shredding events

With the implementation of a residential-wide single-source recycling collection program and evolving multi-family recycling collection requirements, in the future, some of the more traditional recycling at the Eco Centre may be phased out. The rebranded Eco Centre will need to continuously evolve offering speciality recycling services to meet the needs of residents and the evolution of consumer goods within the market.

Southside Recycling Station

It is envisioned that despite the evolution of the recycling programs and the transition into the Eco Centre, the Southside Bins (paper and cardboard) will still provide a popular service for residents on the south side of Okotoks to dispose of their excess mixed paper and recycling. The need for this facility is to be monitored over the next five years to gauge resident use and types of materials disposed.

Household Hazardous Waste

Household hazardous waste (HHW) includes paint, batteries, household cleaners, pesticides, etc. HHW is to be relocated from the Fire Station to the Eco Centre to offer a more convenient location for residents. Currently, under the existing HHW program, very few HHW items are being diverted from the landfill. With all materials being accepted at one convenient location, it is anticipated that the volume of materials diverted from landfill, including HHW, will increase. One central location for waste diversion simplifies serving and communication to residents.

Food/Organic Waste

For early organic waste adopters, organic waste carts are to be provided at the Eco Centre in late 2014 for residents to dispose of their organic waste. These organic waste carts are for food and household compostable waste and not for the disposal of yard waste (grass, leaves and branches). These carts are to also be utilized as part of the Town's Special Event Waste Diversion Program. These carts will be phased out in the future when both residential base food/organic waste collection programs are fully implemented in 2019.

Yard Waste

The bulk grass and leaf drop-off area is to remain in operation as a self-haul option for residents at the Okotoks Eco Centre. The drop-off area is to be closed off to commercial business and landscape contractor use in 2015 and be maintained as a resident only self haul site.

Seasonal Programs

The annual Pumpkin Composting and Christmas Tree Chipping Programs is to remain as designed.

Education & Outreach

This Eco Centre is to become the hub for Waste Management Services in 2016/2017 with an information desk for all related public inquiries (cart exchange, instructions for recycling, dispatch, customer feedback, etc.). In partnership with the Town's proposed LEED® Gold Operations Building, the Eco Centre is to act as an educational hub that showcases various Town and community environmental initiatives and provides educational tours to the community at large. In 2015, the Waste Management Business Centre is to provide further education opportunities to a wider range of age groups, schools and community groups through on-site tours and classroom presentations.

RESIDENTIAL SECTOR PROGRAMS

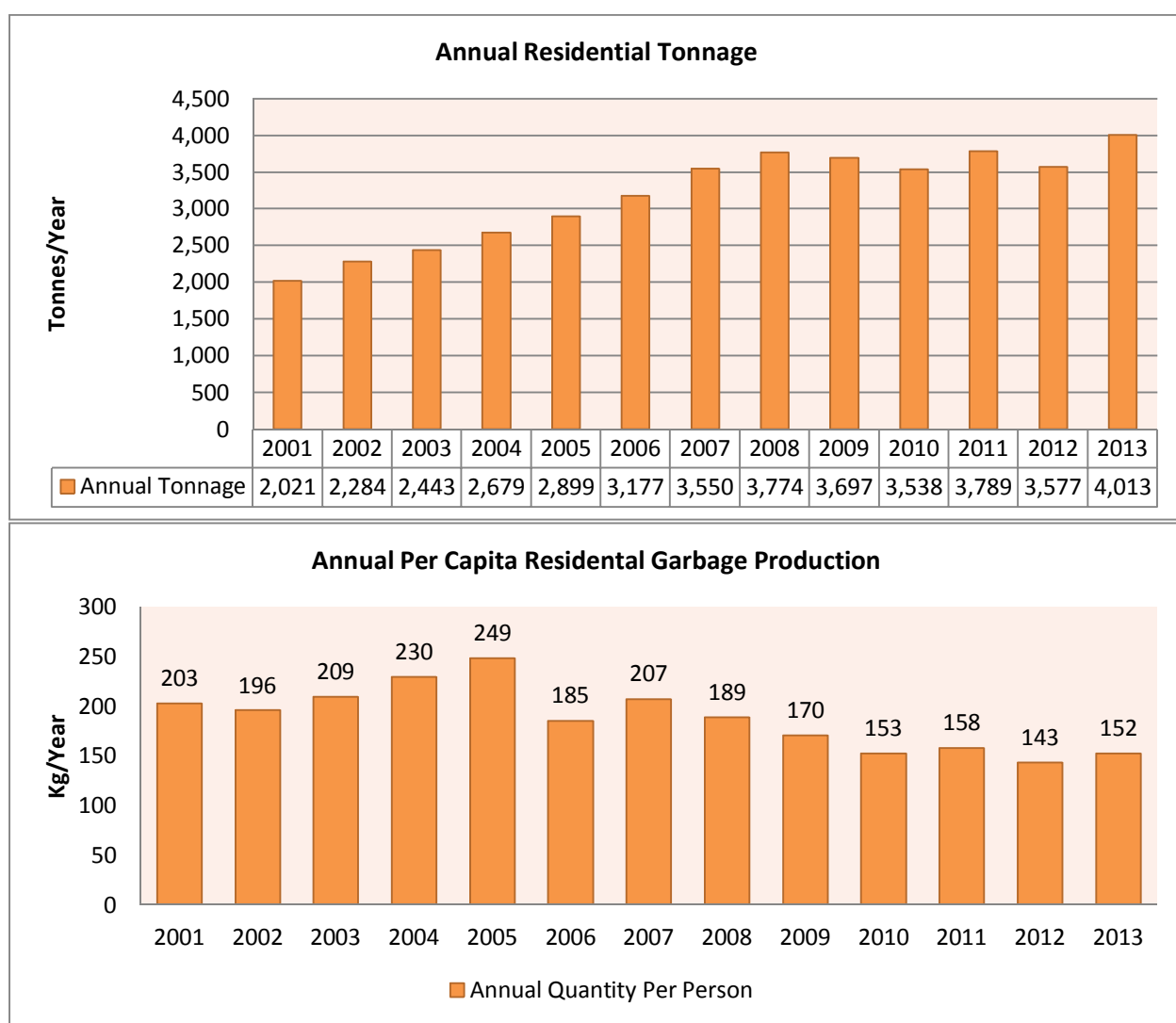
1. HOUSEHOLD GARBAGE COLLECTION PROGRAM

A. EXISTING PROGRAM

The Town of Okotoks automated garbage collection program was launched on April 16, 2012. The Town operates three automated garbage trucks (Labrie Expert 2000) to collect garbage five days a week from approximately 7,750 detached homes. Curbside garbage collection is mandatory for all detached homes. The Town collects garbage from street fronts and alleys.

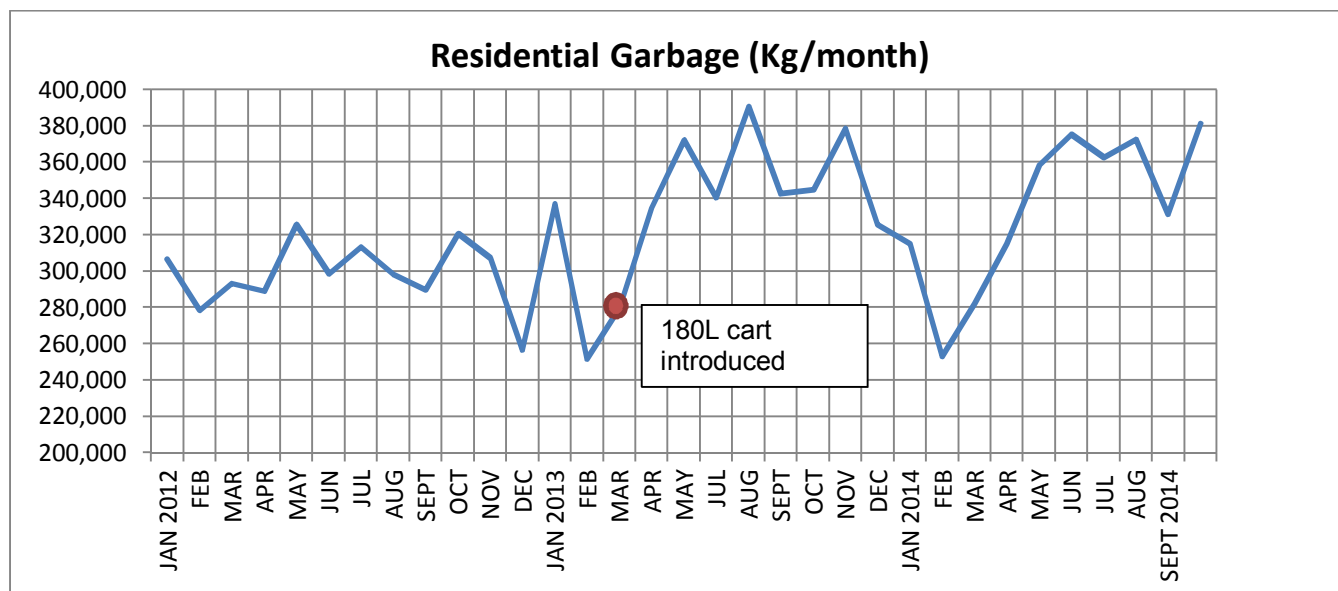
All households are provided one 120L black garbage cart with the option to switch to a 180L cart or subscribe for an additional cart (subject to additional fees). Residential garbage collected by the Town of Okotoks automated refuse trucks is transported daily to the Foothills Regional Waste Management Facility / Class II Landfill for disposal.

Exhibit 9: Residential Garbage Production



Currently, 215 households (2.8% of all households) are subscribing to an additional 120L garbage cart (240L garbage capacity/household/week) and 453 households (5.8% of all households) are subscribing to a 180L garbage cart (180L garbage capacity/household/week).

Exhibit 10: Residential Garbage and Impact of 180L Garbage Cart



B. PROPOSED PROGRAM EVOLUTION

Through the 2020 waste diversion strategy, garbage collection over time will be greatly supplemented by recycling and organic waste collection programs. The combined strategies should result in decreased residential waste sent to landfill and increased material diverted from landfill through recycling and organic waste processing facilities.

No changes to the existing residential garbage collection program are proposed at present, except for potential efficiencies in existing truck routing. Households are to continue to receive the standard 120L garbage cart for weekly collection. Garbage is to continue to be collected five days a week and be transported to Foothills Regional Waste Management Facility by Town automated garbage trucks. The Program is to be reviewed in 2018 after the implementation of the residential-wide Organic Waste Collection (Green Cart) Program.

Required Resources

The Town's existing three automated garbage trucks should continue to meet the needs of future growth, servicing up to an estimated 12,000 households per week. While three trucks will be sufficient for 12,000 households, as the trucks' service hours increase they will require a much higher maintenance demand and associated costs. The Town currently has 1,200 120 L carts in stock for future growth. After the implementation of the residential wide Organic Waste Collection (Green Cart) Program in 2017, it is proposed that the option to subscribe to an additional garbage cart capacity be reviewed. At present the Town has limited stock of the 180L carts. It is proposed, that until the Green Cart Program is implemented, the Town has the following options;

- Have residents who require excess garbage capacity subscribe to the additional 120L cart or purchase Excess Yellow Waste Bags.
- Purchase a limited quantity of additional 180L carts.

Fees

It is proposed that with the implementation of the residential-wide Blue Cart Recycling Program in 2015, each household will receive a combined waste management fee rather than two separate line items within the utility bill. This combined rate billing is to continue with the implementation of the residential organic waste program in 2017. All garbage-related rates should reflect the philosophy of promoting waste diversion from landfill and should incent recycling or organic waste program rates. An additional cart(s) may be obtained by a household through subscription, at a rate defined within the Town's Rates, Fees and Charges Bylaw.

2. HOUSEHOLD RECYCLING COLLECTION (BLUE CART) PROGRAM

A. EXISTING PROGRAM

The Town of Okotoks first launched its curbside recycling collection program on September 1, 2009. At the time, the program was designed as a dual-stream recycling program with materials delivered to and processed at the Town of Okotoks Recycling Centre. The Town shifted to a single-stream (blue cart) automated collection method on July 8, 2013, which resulted in an 83% increase in household subscriptions.

The Town contracts with RMW Consulting, Inc. for its automated recycling cart collection program. The current contract with RMW Consulting, Inc. is for five years; however provisions were included where either party could discontinue the contract with 60 days' notice.

The Town's recycling cart collection program is optional to residents and is subscription-based. The Program accepts single stream commingled mixed material and utilizes a private Material Recovery Facility (MRF) for sorting.

RMW operates one automated truck to collect recycling five days a week from approximately 4,127 detached homes. The Town's contractor collects recycling from street fronts and alleys.

All subscribing households are provided one 240L blue recycling cart with the option to subscribe to an additional 240L cart (subject to additional fees).

All recyclable materials collected through the Town's curbside collection program are currently transported to RMW's MRF located in Crossfield, AB.

Currently 4,127 households (53% of all households) are subscribing to the Town's Blue Cart Recycling Program.

Exhibit 11: Number of Residents Subscribing to Residential Household Collection Service
(From initial Program roll out in September 2009 to September 2014)

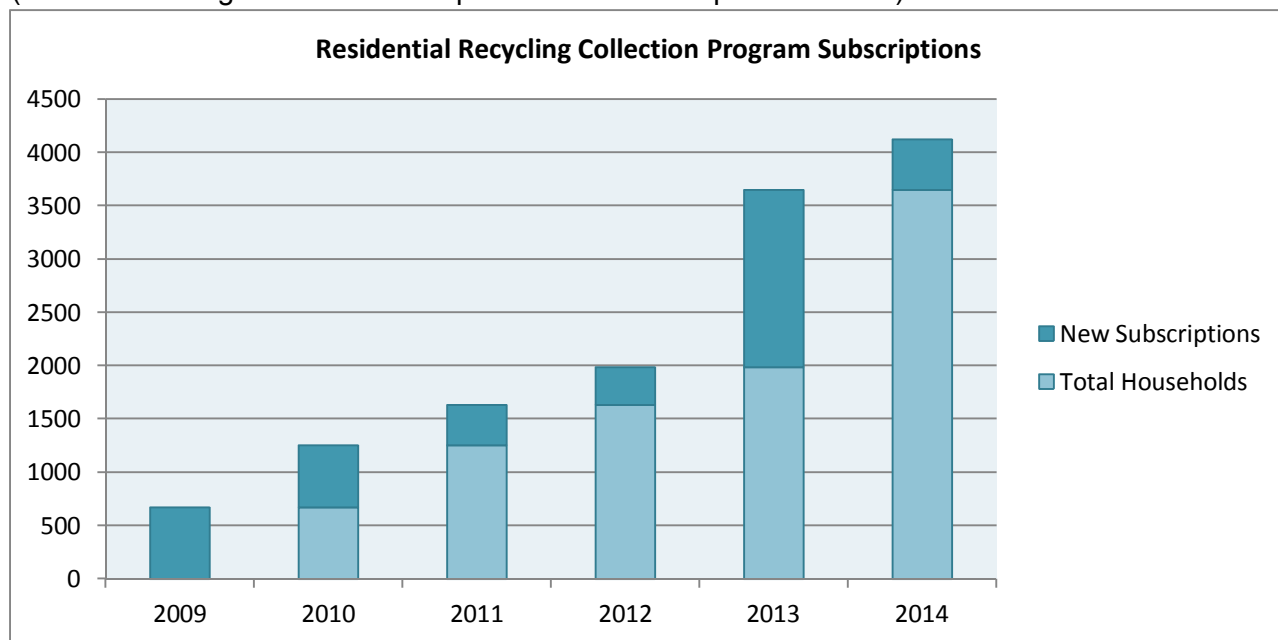
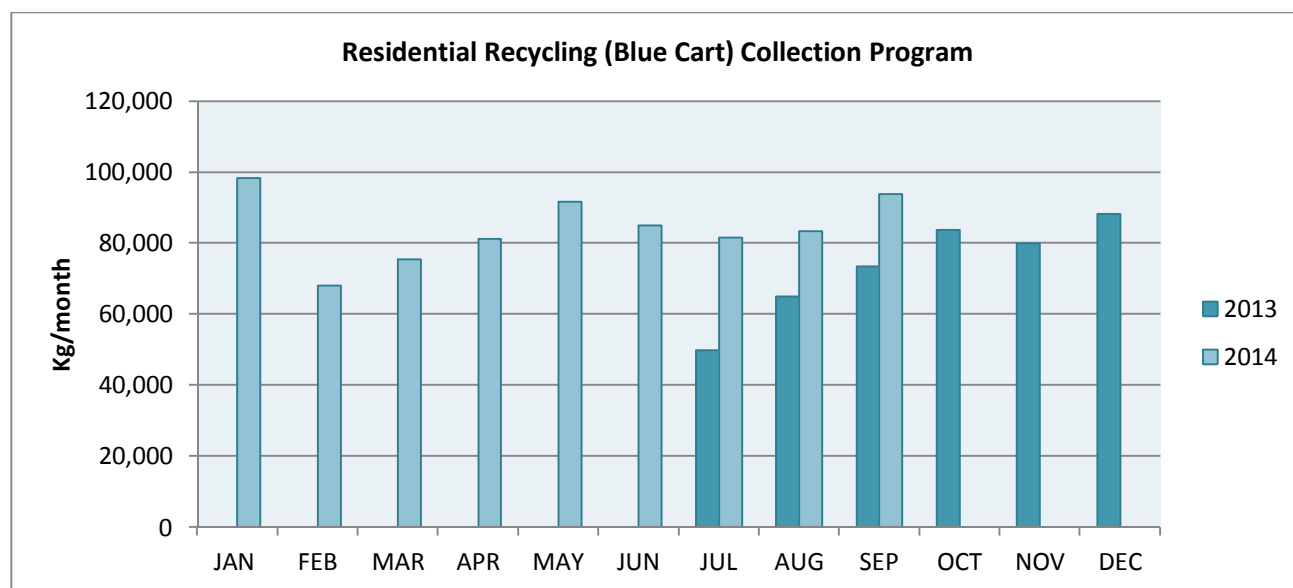


Exhibit 12: Recycling Materials (by weight) Collected through Automated Recycling Blue Cart Collection Program



B. PROPOSED PROGRAM EVOLUTION

In 2015, through an amendment to the Waste Bylaw, the Town's existing Household Blue Cart Collection Program to evolve to a residential-wide service for all eligible single family households within the Town of Okotoks. Each eligible single family household will receive a 240L blue cart for weekly single-stream recycling collection. The associated bi-monthly recycling collection fee, as defined by the Town's Rates, Fees and Charges Bylaw, to be added to each household's utility bill (potentially a combined waste management fee). An additional 240L blue cart(s) can be obtained by a household through subscription, at a rate defined within the Town's Rates, Fees and Charges Bylaw. All recycling rates should reflect the philosophy of promoting waste diversion from landfill and should be more favourable than garbage rates.

The Program accepts a wide range of single stream materials;

- Mixed paper
- Cardboard & boxboard
- Metal food cans & foil
- Glass jars & bottles
- Plastics #1 through #7 (except polystyrene foam packaging or containers)
- Beverage containers
- Specialty items such as coffee pods, light bulbs, batteries etc. are not included in Program

Recycling carts are to be collected on the same day as garbage collection days.

With the residential Blue Cart Recycling Program evolving to a residential wide program in 2015 and the requirement for all multi-family complexes to implement a recycling collection service by 2017, the development of a sub-regional MRF or transfer station would be environmentally and financially beneficial for the Town and neighbouring municipalities. While contracting the processing of the material in the short term is a viable option, long term may prove unsustainable due to current MRF distances and the associated trucking costs due to increased time and fuel consumption.

The Town will continue to contract the collection and processing of material until a regional or local owned and operated MRF or transfer station is established. At this time, it may be more financially sustainable to bring the collection of recyclables in house, under Town or sub-regional operation. If not viable the Town may continue to contract the collection of the material to the regional MRF or private MRF. If the Town is responsible for material collection, it is anticipated that between two to three additional automated trucks would be required for this service.

3. HOUSEHOLD ORGANIC WASTE COLLECTION (GREEN CART) PROGRAM

A. EXISTING PROGRAM

The Town of Okotoks does not currently provide a household organic waste collection program. Food waste must be disposed of through the Town's garbage collection program and yard waste is self hauled to the Recycling Centre or collected at curb through the Cut n Call Program.

As roughly 42-56% of traditional household garbage is compostable organic waste (31% yard waste and 21% food waste), to achieve the Town's 80% waste diversion goals, a residential organic waste program will be required.

B. PROPOSED PROGRAM(S)

Organic Waste Collection Pilot Program

In 2016, the Town is to implement a pilot organic waste automated collection program for approximately 500 households. The intent of the 12 month pilot is to gauge the acceptance of the collection of organic waste, the material included within the program and the proposed cart sizes.

The 500 households included in the pilot program would receive the following waste collection services:

- One 120L green organic waste cart (with lockable lid) collected weekly in addition to their weekly recycling and garbage collection.
- One kitchen catcher (with lid)
- Compostable bag liners
- “How to” Guide

The 120 L organic waste carts would accept the following materials:

- Plate scrapings
- Fruits and vegetables
- Meat, fish, shellfish and bones
- Bread, pasta, rice, beans and grains
- Egg shells and dairy products
- Sauces, dressings, oils and condiments
- Pastries, cookies, cakes and muffins
- Nuts, seeds, chips, popcorn and candy
- Coffee filters, coffee grounds and tea bags
- Soiled paper plates, napkins and paper towels
- Fast food packaging (wrappers, bags, boxes etc.)
- Grass and leaves
- Plants and weeds
- Branches and prunings

It is proposed for the pilot project, that the Town will contract the collection of organic waste weekly, the same day as a participating household’s garbage day. For the pilot, the Town is to contract the collection and processing of the material at a facility approved by Alberta Environment and Sustainable Resource (AESRD) and certified through the Composting Council of Canada for the processing of this type of organic matter.

Households selected for the pilot program will receive the above mentioned services in 2016 for no additional cost to their utility bill. These households’ weekly recycling collection service (as implemented in 2015) and garbage collection would remain unchanged. If the pilot is successful, the service modal would be expanded to all residential households in 2017. If the pilot program is not popular as designed, due to service, collection and/or cart size issues, the program will be modified prior to the implementation of a residential wide organic waste collection program.

Residential Wide Organic Waste Collection Program

In 2017, the Town is to implement a residential wide organic waste collection program for all eligible single family households within the Town of Okotoks. Through the Program, every household will receive an organic waste cart for weekly automated food/organic waste collection. The Program to be designed based on the results of the 2016 Organic Waste Pilot Program, including cart size, frequency of collection, acceptable materials, ancillary requirements (kitchen catchers, bag liners etc.), collection and processing. The associated bi-monthly organic waste collection fee, as defined by the Town's Rates, Fees and Charges Bylaw, is to be added to each household's utility bill (proposed combined waste management fee with garbage and recycling). An additional organic waste cart(s) can be obtained by a household through subscription, at an additional rate defined within the Town's Rates, Fees and Charges Bylaw. All organic waste rates should reflect the philosophy of promoting waste diversion from landfill and should be more favourable than garbage rates.

It is proposed that in the short term, the collection and processing of the organic waste be subcontracted. The contracted processing facility must be approved by AESRD and the Composting Council of Canada to process this type of organic matter. In the long term, a regional or local organic waste processing facility that would accept the Town's program's organic waste material would be of great benefit to the Town of Okotoks and its neighbouring municipalities from an environmental and financial perspective. If the Town brings the collection of the organic waste in house, approximately three additional garbage trucks would be required.

Within the organic waste collection program, the following program requirements are to continue to be monitored and enforced:

- Organic waste collection is a residential-wide service
- Residents to have the option of subscribing for additional organic waste capacity
- All carts must be out for collection by 7am
- Cart lids must be closed (no bags on top)
- Carts to be placed at least one metre from all other objects

4. HOUSEHOLD YARD WASTE COLLECTION PROGRAM

A. EXISTING PROGRAM

The Cut n Call Program offers a curbside collection option for residents to compost their leaves, grass and branches. The Program runs between May and November.

Residents can purchase official Town of Okotoks Cut n Call bags and tags for \$3 at Sobeys, Safeway, the Municipal Centre or the Recreation Centre. The compostable Cut n Call bags are for the collection of grass and leaves. The Cut n Call branch tags are for the collection of bundled braches. Residents call the number on the bag and/or tag for collection.

B. PROPOSED PROGRAM EVOLUTION

Yard waste, including grass, leaves, branches, plants, weeds and clippings, are proposed to be accepted in the pilot and organic waste collection programs. The 120L cart is recommended for the organic waste program as, for the majority of year (winter) the cart would only be partially filled with organic waste. In the summer months, residents will have the option to top-up their organic waste cart with yard waste and self-haul excess yard waste to the yard waste drop-off bin(s) at the Recycling Centre. The option of utilizing a 240L cart was considered to allow for more yard waste capacity in the summer months, however due to our short growing season, it would be largely empty for the majority of the year. This option could be pursued further if strongly desired by residents during the pilot organic waste program.

With the option for residents to dispose of their yard waste through their household organic waste cart the continuation of the existing Cut n Call Program for grass, leaves and branches would need to be monitored for popularity and financial viability. If demand for this service drops and the cost to service remains high, the Cut n Call Program may be ended. Residents will continue to have the option to self-haul yard waste to the Recycling Centre/Eco Centre.

MULTI-FAMILY SECTOR PROGRAMS

1. ON-SITE GARBAGE COLLECTION

A. EXISTING PROGRAM

Through the Waste Bylaw, the Town of Okotoks requires an owner of a multi-family premise to provide garbage collection services. A sufficient number of waste receptacles and/or commercial containers to hold a minimum of one week's accumulation of waste are required.

The Town currently does not internally service any multi-family premises with garbage collection.

B. PROPOSED PROGRAM EVOLUTION

The requirement for the owner of a multi-family premise to provide garbage receptacles and/or commercial containers to hold at minimum one week's accumulation of garbage, as defined within the Waste Bylaw, to remain unchanged within the revised strategy.

Under the revised strategy, the Town does not intend to service any multi-family premises with garbage collection.

2. ON-SITE RECYCLING COLLECTION

A. EXISTING PROGRAM

The Town currently does not require the owner of multi-family premise to provide recycling and/or organic waste collection services to its residents. Currently these programs are either being offered to these residents by choice of owner / residents association or residents are choosing to recycle their materials at the Okotoks Recycling Centre.

It has been noted that a large majority of multi-family complex's commercial garbage containers contain a high percentage of recyclable material. The Town has also received correspondence from residents from multi-family complexes expressing their desire for recycling collection services to be provided by their complex's owners. To reach the Town's waste diversion goals, requirements for owners of multi-family premises to provide residents with recycling collection services will need to be implemented.

The Town currently, through RMW, provides on-site recycling collection services at the following three multi-family developments (all units have individual utility accounts):

- Dakota's (Air Ranch)
- Turnbury (Crystal Ridge)
- Sheep River Villas (Sheep River)

B. PROPOSED PROGRAM

Through an amendment to the Waste Bylaw in 2015, the Town is to implement requirements for the owners /managers of all multi-family premises (including mobile home parks) to provide their development with on-site recycling storage and collection services by 2017. All multi-family recycling programs are at minimum to divert the same materials included within the Town's residential wide Blue Cart Program, from landfill. It will be up to each condo board or property owner/manager to make arrangements and provide proof of waste diversion plan and service to the Town.

Under the revised strategy, the Town may choose to be a service provider to this sector and offer on-site recycling services to multi-family premises.

A close monitoring and thorough analysis of existing multi-sector recycling programs and approaches in neighbouring communities (i.e. City of Calgary) will be undertaken.

3. ON-SITE ORGANIC WASTE COLLECTION

A. EXISTING PROGRAM

The Town currently does not require the owner of a multi-family premise to provide organic waste collection services to its residents. Currently these programs are either being offered to these residents by choice of owner / residents association.

As roughly 42-56% of traditional residential garbage is compostable organic food waste, to achieve our 80% waste diversion goals, multi-family food/organic waste requirements will be required.

B. PROPOSED PROGRAM

Through an amendment to the Waste Bylaw in 2017 and phased in through development approvals, the Town is to implement requirements for the owners /managers of all multi-family premises (including mobile home parks) to provide their development with on-site organic waste storage and collection services by 2019. All multi-family organic waste programs are to at minimum divert the same materials included within the Town's residential-wide organic waste diversion program from landfill. It will be up to each condo board or property owner/manager to make arrangements and provide proof of waste diversion plan and service to the Town.

IC&I SECTOR PROGRAMS

1. ON-SITE GARBAGE COLLECTION

A. EXISTING PROGRAM

Through the Waste Bylaw, the Town of Okotoks requires an owner of a commercial, industrial or institutional premise to provide garbage collection services. A sufficient number of waste receptacles and/or commercial containers to hold a minimum of one week's accumulation of waste are required.

The Town currently does not internally service the IC&I sector with garbage collection.

B. PROPOSED PROGRAM

The requirement for the owner of a commercial, industrial and institutional premise to provide garbage receptacles and/or commercial containers to hold at minimum one week's accumulation of garbage, as defined within the Waste Bylaw, is to remain unchanged within the revised strategy.

Under the revised strategy, the Town does not intend to service the IC&I sector with garbage collection.

2. ON-SITE RECYCLING COLLECTION

A. EXISTING PROGRAM

The Town currently does not require the owner of a commercial, industrial or institutional premise to provide recycling and/or organic waste services to its facilities.

It has been noted that a large majority of commercial, industrial and institutional premises' commercial garbage containers contain a high percentage of recyclable material. While a large majority of these premises' garbage containers contain recyclable material, the ICI sector has been successful with the recycling of cardboard and refundable beverage containers.

To reach the Town's waste diversion goals, requirements for owners of commercial, industrial and institutional premises to provide their facilities with recycling (in addition to cardboard and beverage containers) collection services will need to be implemented.

B. PROPOSED PROGRAM

Through an amendment to the Waste Bylaw in 2016 and phased in through development approvals, the Town is to implement requirements for the owners /managers of all commercial, industrial and institutional premises to provide their development with on-site recycling storage and collection services by 2018. Materials required to be diverted from landfill to be further identified through land use and building operation. It will be up to each property owner/manager to make arrangements and provide proof of waste diversion plan and service to the Town.

3. ON-SITE FOOD/ORGANIC WASTE COLLECTION

A. EXISTING PROGRAM

The Town currently does not require the owner of a commercial, industrial or institutional premise to provide food/organic waste services to its facilities. Currently the food and beverage service industry produces large quantities of food waste that is not diverted from landfill through a Class 1 Composting Facility.

B. PROPOSED PROGRAM

Through an amendment to the Waste Bylaw in 2018 and phased in through development approvals, the Town is to implement requirements for the owners /managers of specified commercial (food industry), industrial and institutional premises to provide their development with on-site food/organic waste storage and collection services by 2020. Requirements for the implementation of a food/organic waste program are to be identified through land use and building operation ideally focused on the food and beverage service industry. It will be up to each property owner/manager to make arrangements and provide proof of waste diversion plan and service to a certified compost facility to the Town.

CONSTRUCTION & DEMOLITION (C&D) WASTE SECTOR PROGRAMS

A. EXISTING PROGRAM

To date, the Town of Okotoks has not implemented a C&D Program. The administrative requirements to operate and enforce this type of Program would be demanding and require increased resourcing for implementation. The 2009 Resource Recovery Plan identified utilizing a financial tool to encourage change. The Plan suggested utilizing economic incentive and disincentives such as increased tipping fees at the Foothills Landfill for recyclable construction material sent to landfill. The strategy involved the implementation of a transfer station or Materials Recovery Facility (MRF) with lower tipping fees for the recyclable construction material to incent C&D waste to be recycled over landfilled.

The Town and the FRSC were hoping to align our regional C&D waste diversion strategies under the direction of the Province and their Construction & Demolition Waste Reduction Program. In 1999, a C&D Waste Reduction Advisory Committee was formed by Alberta Environment to examine barriers and opportunities for waste reduction within this sector. Alberta's "*Too Good Too Waste*" strategy developed in 2007 included a commitment to develop and implement a provincial stewardship program for C&D waste materials. After stakeholder consultations were completed in 2006 and 2007, the Province released a proposed strategy which included the development of waste diversion construction standards, provincial disposal bans of specific materials (e.g. aggregate), and a deposit refund program for C&D projects. The proposed strategy was estimated to cost \$2 million per year to administer with a start-up cost of an estimated \$1.3 million. The goal was for the Plan to be reviewed and approved by Cabinet in 2009 with the Program implemented in 2010. This Program did not make the Cabinet Agenda and has been put on hold indefinitely.

B. PROPOSED PROGRAM

Within Phase 2 of the CCME approved and provincially endorsed Canada-Wide Action Plan for Extended Producer Responsibility (EPR), jurisdictions (AESRD) will commit to working towards incorporating construction and demolition programs into operational EPR programs within eight years of the adoption of the Plan (2009). As this work is likely not to take traction in Alberta until 2017, in the interim the Town of Okotoks and its FRSC member municipalities can make some strides towards reducing C&D waste at the Foothills Regional Landfill.

The Town of Okotoks is to develop an internal C&D waste management policy in 2015, for its own facility construction and demolition projects. This policy is to consist of a minimum 80% diversion rate from landfill. In the Town's most recent construction and demolition project, the Southridge Emergency Services building, this level of diversion was achieved (in alignment with the LEED® Gold Certification). This level of waste diversion is also designed to be achieved at the Town's next facility development, the Operations Centre Administration and Fleet Buildings.

It is also proposed that the Town work in partnership with the FRSC to evolve the fee structure at the Foothills Regional Waste Management Facility (FRWMF) to promote recycling through reduced recycling fees and increased landfill tipping fees for C&D waste at the facility. Eventually the fees could evolve to a ban on the tipping of C&D material into the landfill. The Town and the FRSC could also look at the inclusion of a larger scale C&D transfer station at their site, in alignment with the potential development of a single source recycling transfer station or Material Recovery Facility (MRF).

INTERNAL MUNICIPAL PROGRAMS

1. TOWN FACILITIES WASTE DIVERSION PROGRAM

A. EXISTING PROGRAM

The Town of Okotoks currently contracts its building facility's solid waste collection through Waste Management Inc. All Town facilities are equipped with staff recycling stations which collect mixed paper, cardboard, soft and hard plastics, metal, glass, coffee bags and refundable beverage containers. Recycling material is collected weekly through the Town's Waste Management Services' staff and processed at the Okotoks Recycling Centre.

Okotoks Recreation Centre, Pason Centennial Arena, Town Council Chamber, Rotary Performing Arts Centre, Heritage House and the Okotoks Art Gallery all have public recycling receptacles for mixed paper and refundable beverage containers. These receptacles are also serviced through Town staff.

Okotoks Recreation Centre and Pason Centennial Arena have been experiencing an ongoing increase in garbage production, mostly related to a large increase in building usage. It however has been noted that a large majority of the garbage produced at the Okotoks Recreation Centre and Pason Centennial Arena consists of recyclables. At the Recreation Centre the garbage consist primarily of coffee cups, refundable beverage containers and plastic from the building's concession.

B. PROPOSED PROGRAM

With the evolution of the Eco Centre away from traditional recycling operations, due to the implementation of the community wide household recycling collection program in 2015 and the multi-family and IC&I sector onsite recycling collection services in 2017 and 2018 respectively, the existing municipal facility pre-sorted recycling programs will be phased out. The existing system will be transitioned to waste management stations, which will include garbage, single-stream recycling, refundable beverage container and organic waste bins together within one labelled station. For public education and awareness, and in alignment with the Town's residential collection programs, the universally branded colours of black for garbage, blue for recycling, green for organics and gold for beverage containers is to be utilized on the stations. Town facilities with the most public traffic and highest annual garbage production rates will be implemented first. The program will be implemented at Town facilities along the proposed timeline (for staff and public areas):

- 2015: Waste Management Stations, consisting of a garbage, refundable beverage container and single-source/commingled recycling receptacle, to be implemented at the Town Facilities
- 2016/2017: Organic waste receptacle to be added to Waste Management Stations at all Town Facilities.

In 2015, the Waste Management Stations are to be serviced by internal staff and sorted at the Recycling Centre. If the internal servicing of the material proves too difficult sort and process, the service is to be contracted out to the private sector.

When organic/food waste is added into the Stations in 2016/2017 it is envisioned that both the recycling and organic waste containers are to be collected by automated trucks and processed at a MRF and organic waste processing facility respectively. In the short term, until sub-regional or local facilities are in operation, the collection and processing of the material will be privately contracted.

2. SPECIAL EVENT WASTE DIVERSION

A. EXISTING PROGRAM

Currently the Town provides garbage and refundable beverage container receptacles (40 portable bins) at all Town run events. Both receptacles are placed throughout the event however are not all clearly labeled or location indicated at sites.

B. PROPOSED PROGRAM

Town to provide single stream recycling and organic waste carts in addition to garbage and refundable beverage container carts at all Town of Okotoks organized events. Pilot program to be launched in 2015 at 3 three events and expanded to all Town organized events in 2016/2017. Similar to the public spaces recycling program, all special events are equipped with waste stations to capture as much material as possible. These are minimum 3-stream stations, with waste, recycling and compost. The Town no longer rolls out large quantities of stand along amounts garbage cans at events, but rather strategically positioned waste management stations throughout the event. Stations to be identified to the public through orientation markers/flag poles. By 2017, vendors at Town run events will be required to utilize only recyclable or compostable cutlery, plates, cups, etc. and in promotional material at Town events and promote other waste reduction initiatives such as “bring your own mug/thermos” programs.

3. OUTDOOR PUBLIC SPACES WASTE DIVERSION PROGRAM

A. EXISTING PROGRAM

The Town currently has 261 garbage cans located throughout its parks and pathways network, which are serviced by the Parks Business Centre weekly throughout the year. Of the 261 garbage cans, 150 are serviced twice a week and 25 serviced daily in the spring and summer months.

The Town has six double permanent beverage recycling container bins located in high profile and high use parks. In partnership with the Alberta Beverage Container Recycling Council (ABCRC) the Town has procured 10 additional double permanent beverage recycling container bins for installation in parks in the spring of 2015.

B. PROPOSED PROGRAM

Town to provide waste management stations in outdoor public spaces, including parks, pathways and major pedestrian streets. Two types of stations are proposed, a small station that consists of a garbage bin and a refundable beverage container bin and a larger station consisting of garbage, comingled recycling, refundable beverage container and organic waste bins. The small station is to be for parks and pathways and the large stations for major streets, which are often utilized throughout the year for community events.

The program is to be launched in 2015 with the implementation of several small waste stations throughout the Town's parks and major pathways (as detailed above in the Existing Program). It may also be possible for several of the most popular stations to be expanded in the future to include a comingled recycling bin. Elizabeth Street / North Railway Street are proposed to be the first locations for the implementation of the larger waste stations, targeted for 2016. The program is to expand to additional locations from 2016 onwards based on public use and demand.

The waste diversion stations to be serviced and material collected through Town staff. Town to contract further transportation to processing facility and processing of material until regional material processing facilities are established.

