



## 2024 to 2027 Business Plan

### Service: Garbage, Recycling and Composting

**\$0.36**

Cost per day for the average rate payer (2024 to 2027)

**3.51%**

Of the 2024 to 2027 City of London Net Property Tax Supported Budget

#### Who we are:

- The City provides garbage collection and disposal services to single and multi-family homes in the community, with certain services (e.g., disposal) extended to the business sector. The City also provides garbage collection to commercial customers located on residential routes (approximately 1,000 customers). The City provides leaf and yard waste collection and management to residents of the community. The City provides four multi-material EnviroDepots open year-round. The Green Bin program scheduled to start in January 2024, and the remaining components of the 60% Waste Diversion Action Plan are expected to be implemented and/or modified. The City, under contract with industry, will continue to administer Blue Box recycling collection services to curbside households and most multi-residential buildings until the end of 2025.

- The Environmental Assessment for the expansion of the W12A Landfill site is expected to be approved by the Minister of the Environment, Conservation and Parks (MECP) in early 2024, which will provide waste disposal capacity for residents, local businesses, and industry for the next 25 years.

### What we do:

- Garbage Collection and Disposal contributes to the health of the environment and the citizens of the community through the appropriate collection and management of household waste that cannot be diverted and converted into a resource.
- The City contributes to the health of the environment and citizens of the community through the appropriate collection and management of materials that can be source separated (e.g., recyclables, Green Bin materials and Leaf and Yard materials) and converted into a resource. In doing so, the City creates products of value from materials discarded by residents; promotes waste reduction and reuse opportunities; and raises the multi-benefits of reducing materials for recycling and composting.

### Why we do it:

- **Mandatory** – The provision of household waste collection and disposal is essential for the public health of residents. The provision of a Source Separated Organics (e.g., Green Bin Program) and leaf and yard waste programs are mandatory for municipalities with populations in excess of 50,000 residents.

The following table provides an overview of the budget for this service:

Budget Summary (\$000's)	2024	2025	2026	2027	2024 to 2027 TOTAL
Gross Operating Expenditures	\$47,748	\$49,383	\$37,609	\$38,111	<b>\$172,851</b>
Other Revenues	-\$20,412	-\$19,793	-\$7,761	-\$8,068	<b>-\$56,034</b>
<b>Net Tax Levy Supported Operating Budget</b>	<b>\$27,336</b>	<b>\$29,590</b>	<b>\$29,848</b>	<b>\$30,043</b>	<b>\$116,817</b>
Total Capital Expenditures	\$6,888	\$4,627	\$5,823	\$27,894	<b>\$45,232</b>
Full-Time Equivalents (FTE's)	116.6	116.6	116.6	116.6	N/A

Reflects Draft 2024 to 2027 Multi-Year Budget – December 12, 2023.

## Linkage to the 2023 to 2027 Strategic Plan

This service supports the following Strategic Areas of Focus in the 2023 to 2027 Strategic Plan:



**Reconciliation, Equity,  
Accessibility, and  
Inclusion**



**Economic Growth, Culture,  
and Prosperity**



**Housing and  
Homelessness**



**Mobility and  
Transportation**



**Wellbeing and Safety**



**Climate Action and  
Sustainable Growth**



**Safe London for Women,  
Girls, and Gender-Diverse  
and Trans People**



**Well-Run City**

## Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this service:



### Environmental:

- The work of this service directly addresses the desired environmental sustainability outcomes stated in the London Plan, Council's Strategic Area of Focus of Climate Action and Sustainable Growth, and the Climate Emergency Action Plan. Leadership and collaboration within the Corporation and the actions of Londoners to reduce waste, create valued resources through recycling, composting and resource recovery, while reducing the nuisance impact of landfill operations to lower greenhouse gas generation locally. Technically sound design and operation of waste facilities and processes minimizes the environmental impacts of solid waste systems on the natural environment and human health. Actions such as reducing food waste by encouraging Londoners to be more aware of their actions reduces greenhouse gases locally but also globally as food is often transported hundreds or thousands of kilometres to be consumed in London. The continued reduction of the impact of methane generated at the landfill through flaring remains a positive (and mandatory) investment with the potential for even greater benefits from turning the methane into an energy source through the creation of renewable natural gas. Broader actions supporting the growth of the circular economy not only brings further greenhouse gas reduction opportunities but also creates local and regional employment opportunities.

### Socio-economic Equity:

- Embedded in the work to deliver waste management services is the need to address, where possible, socio-economic equity concerns. These concerns are specifically addressed in the design of community engagement programs, strategies and action plans, and communication investments to deliberately expand the reach of waste diversion and disposal initiatives to all Londoners. Many of the initiatives and programs in this service strive to improve the affordability of aspects of life in London. Consultation with Londoners continues to inform the implementation of the Green Bin program and other changes to waste collection. Whether information is required in different languages, delivered differently, or identify where service exceptions are needed, this service will present a

reasonable range of alternatives, if possible, and within defined budgets.

### Governance:

- If the services provided by Waste Management were not delivered to Londoners or internal to the Corporation and/or did not meet Provincial government legislation and regulatory requirements, significant risks and health concerns would arise. Those risks would potentially include risks to the environment, human health risks, reputational risks to the City and/or financial risks if alternative approaches were more costly. London's ability to manage the full solid waste lifecycle (generation, collection, processing and final disposal or recovery) creates opportunities for increased efficiency and reduces reliance on other jurisdictions for service continuity and stability. Engagement with London residents has historically, and will continue to, direct many aspects of the work of this area to ensure that services are in line with community expectations and appropriately scoped to serve all segments of the City.

The following section provides an overview of the key activities the service plans to undertake from 2024 to 2027 to implement the Corporation's 2023 to 2027 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

### Service Highlights 2024 to 2027

- The Environmental Assessment for the expansion of the W12A landfill site, is expected to be approved by the Minister of Environment Conservation and Parks in early 2024. Construction and development of the approved expanded site including all of the required environmental and nuisance control measures will commence over the 2024 to 2027 period.
- The Green Bin program for residents receiving curbside collection services will start in 2024 as well as a pilot program to evaluate collection of source separated organics from multi-residential buildings.
- The Blue Box program will fully transition to financial and operation control of industry by the end of 2025.
- The remaining items of the 60% Waste Diversion Action Plan will be implemented.
- Continue examination of resource recovery and waste conversion technologies and completion of a long-term Resource Recovery Plan. This work focuses on materials, combined feedstocks of materials, recycling, composting, digestion, waste conversion and energy recovery options. This work will be completed alongside activities at the London Waste to Resources Innovation Centre.
- Create a plan for sustainable growth through waste diversion and energy management innovation that addresses the flow of materials (manufactured and natural), resources and energy (i.e., circular economy).

- Continued optimization as part of our continuous improvement philosophy of existing diversion, collection, and disposal operations. This work will be conducted within the context and framework of the above noted service highlights as these undertakings will require several changes to how existing services are provided.

### Risks and Challenges Anticipated in 2024 to 2027

- Tipping fee revenue from the W12A Landfill site can fluctuate significantly from year to year depending on the strength of the economy, external competition, Provincial direction for higher diversion from the industrial, commercial and institutional sectors, and overall marketplace factors dealing with the quantity of garbage being handled at private landfill sites in southwestern Ontario and Michigan (United States).
- Lingering supply chain and inflation pressures from the COVID-19 global pandemic continue to have the potential to impact the cost and timing of implementation of items noted above in service highlights.
- Legislation, regulations and expectations from Provincial regulators continues to increase at waste management facilities (e.g., health and safety, environmental protection, neighbourhood impacts, etc.). Further investments in these areas are anticipated.

### Other reference information and links:

- Link to the City of London website [The London Plan \(Official Plan\) | City of London](#)
- Link to the City of London website [Climate Emergency Action Plan | Get Involved London](#)
- Link to the City of London website [Plans and Strategies | City of London](#)
- Link to the City of London website [Resource Recovery Strategy | Get Involved London](#)
- Link to the City of London website [Garbage and Recycling | City of London](#)

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