

Waste Management

2025–2028 Business Plan
and 2025 Budget

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Executive Summary

Mission: To provide reliable, cost-effective, highly integrated, and customer-focused services that maximize resource recovery, support innovation and foster a circular economy.

Services We Provide

- Collection, processing and disposal of waste from residents and eligible small businesses and recycling from schools within the Cities of Brampton and Mississauga and the Town of Caledon.
- Operation of six Community Recycling Centres (CRCs) where residents can drop off a wide range of recyclable materials and re-usable items.
- Management of 20 former landfills, including ongoing monitoring and/or management of landfill gas and leachate.
- Promotion and education to encourage reduction, reuse and recycling and to educate residents and students about Peel's programs.
- Advocacy for fair and progressive Provincial and Federal waste management legislation, regulations and programs.

Interesting Facts About This Service

- Peel operates the second largest municipal waste management program in the province, collecting over 550,000 tonnes of waste from 1.5 million residents in approximately 347,000 curbside households and 107,000 units within 834 multi-residential buildings.
- 70 per cent of Peel's waste services are delivered by third party contractors.
- In 2023, a total of 445,000 customers visited Peel's Community Recycling Centres.
- In 2023, Peel, in partnership with one of its collection contractors, introduced Ontario's first electric waste collection vehicle.
- Over 250,000 Peel residents have now signed up for waste reminders, that they can receive by text, email, or phone.

Highlights of the Business Plan

- Transition of Peel's Blue Box program to producers on October 1, 2024, including:
 - The 2023 sale of Peel's Material Recovery Facility equipment and lease of Peel's Material Recovery Facility building.
 - Agreement to sell Peel's recycling collection containers (effective January 1, 2026).

- Agreement to provide blue box collection services, including at Community Recycling Centres, on behalf of producers from October 1, 2024 to December 31, 2025.
- Agreements to collect, process and market recyclables from non-eligible sources from October 1, 2024 until December 31, 2025.
- Producers' contractors taking over all blue box operations as of January 1, 2026, except collection and processing from non-eligible sources, which Peel will continue to be responsible for.
- Over the next few years, Peel will transition its in-house green bin organics processing to third-party processing, including demolition of Peel's existing in-house composting tunnels, expansion of Peel's transfer capacity and optimization of short- and long-term processing contracts.
- In 2024, staff reported to Council with recommendations on how a mixed waste processing facility fits into Peel's long-term waste management strategy and options for future procurement. Council approved the approach to competitively procure 100,000 tonnes-per year of third-party mixed waste processing capacity for a 20-year term with the facility located at the vendor's site(s).
- Since 2020, increases in waste collection costs have far outpaced headline Consumer Price Index (CPI) increases, and waste collection service providers have been absorbing inflationary increases beyond CPI. When Peel's collection contracts were extended/renegotiated in 2023 and 2024 due to the blue box transition and then due to Peel governance uncertainties, contractors were able to negotiate price increases, which is a key driver of the budget increases in 2025, 2026 and 2027 reflected in the table below.

Table 1. Budget Summary

	2025	2026	2027	2028
Operating Net Investment (in \$ thousands)	142,583	162,646	169,744	173,228
Capital Net Investment (in \$ thousands)	14,466	49,467	69,409	19,474
Full Time Equivalents	236.9	238.3	238.5	238.7

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

A Community where people utilize the full value of resources, and nothing goes to waste.

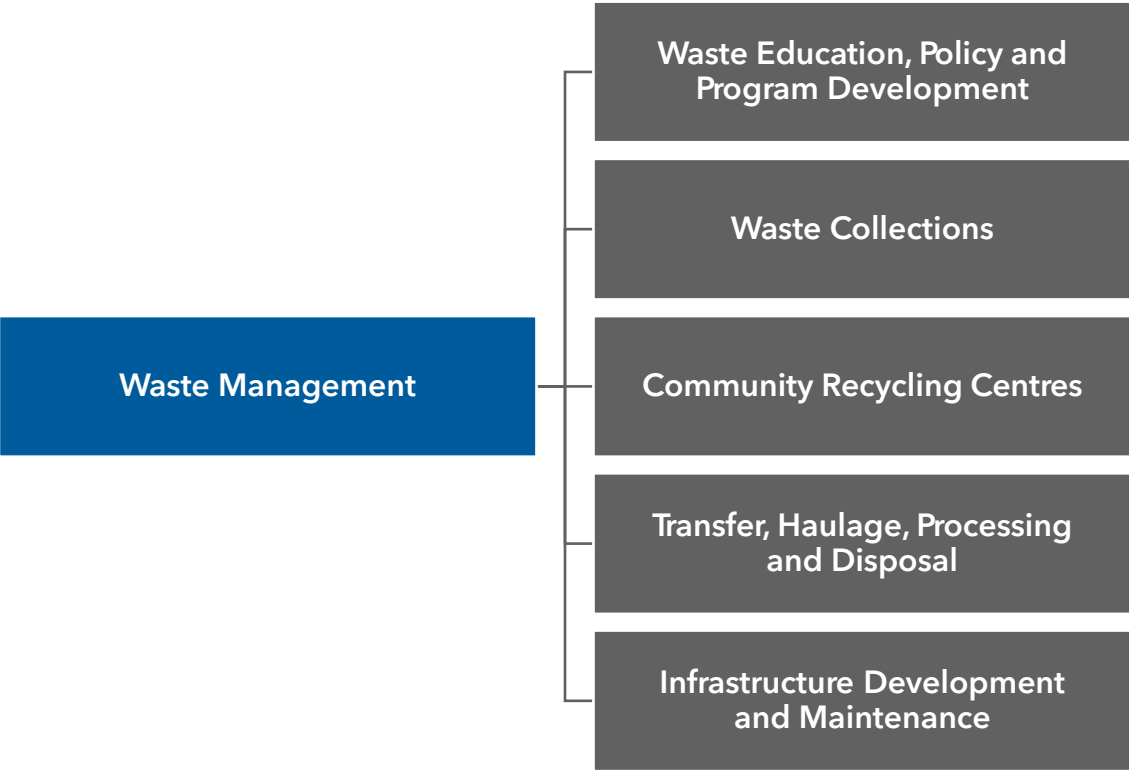
Mission

To provide reliable, cost-effective, highly integrated, and customer-focused services that maximize resource recovery, support innovation and foster a circular economy.

Goals of Service

1. Maximize the recovery of resources from residential waste in a way that supports innovation and fosters the growth of the circular economy.
2. Design and deliver waste management services that meet the needs of the customer in a cost-effective manner.
3. Achieve 75 per cent 3Rs diversion by 2034.
4. Reduce GHG emissions from residential waste management.

Service Delivery Model



Service Levels and Trends

Service Levels

Waste Management services are delivered through a number of operational activities. The existing service levels for these activities are summarized below.

Curbside Waste Collection

Waste collection services are provided to curbside households using third-party service providers under contract to and overseen by Peel. Residents are provided with Peel-owned carts for their organics, recycling and garbage. Collection is performed on a four-days a week schedule that includes the following services:

- Bi-weekly collection of blue box and garbage (including bulky items).
- Weekly collection of green bins.
- Seasonal yard waste collection from March to December.
- Battery collection twice a year.
- Three waste exemption periods per year with no set-out limits.

Peel has waste collection design standards that ensure the safe entry and exit of waste collection vehicles for new residential developments. Waste collection services at new developments are provided once it has reached 90 per cent occupancy.

Multi-Residential Waste Collections

Waste collection services are provided to multi-residential households using third-party service providers under contract to and overseen by Peel. Garbage is collected from multi-residential buildings twice a week and recycling is collected once a week; however, some buildings receive twice-a week pickup for recycling due to storage space restrictions.

Diversion at multi-residential buildings is tracked and buildings are issued quarterly report cards outlining the amount of garbage and recycling collected by Peel and indicating their performance relative to similar buildings.

A multi-residential waste diversion working group, made up of building owners, property managers and related associations that have an interest in waste collection service and coordinated by staff, has been established to focus on resource recovery in multi-residential buildings.

Textiles are collected through third-party drop-off bins at various multi-residential buildings across Peel.

Some buildings have battery collection year-round through third-party collection receptacles located within the buildings. Peel has expanded the

collection of household hazardous waste and electronic materials by providing receptacles in buildings, ensuring safe diversion from the garbage stream.

Peel's waste collection design standards also ensure the safe entry and exit of waste collection vehicles for new multi-residential developments. Waste collection services at new multi-residential properties are provided once the property has reached 90 per cent occupancy.

Business Improvement Areas and Other Services

Peel also provides collection of public space litter containers and service to small businesses in Business Improvement Areas (BIAs) and along residential collection routes, to municipal and Regional facilities, and to schools, including.

- Once-weekly or twice-weekly public space litter container collection along roadways (local municipalities collect litter containers within parks and non-standard litter containers along roadways).
- Twice-weekly collection of cart-based garbage from BIAs and other locations that receive cart-based garbage collection services.
- Weekly collection of cart-based recyclables in BIAs and publicly funded schools in Brampton and Mississauga.
- Twice-weekly collection of garbage and weekly collection of recycling from Regional and Municipal facilities.

Processing

Collected waste is taken to the Peel Integrated Waste Management Facility (PIWMF) on Torbram Road in Brampton, one of Peel's six third-party transfer stations, or the yard waste transfer facility at Fewster CRC. From there, it is either processed in-house, hauled to one of Peel's third-party processing contractors for processing or hauled to Peel's third-party landfill for disposal.

The PIWMF includes: a single-stream material recovery facility, an organics composting facility, and a waste transfer station. In 2023, Peel finalized the sale of the Material Recovery Facility (MRF) equipment and the lease of the MRF building to a third party. The third-party owner will process Peel's recycling until the blue box program is transitioned to the producers in October 2024. After that, they will use the facility to process blue box material on behalf of producers. The balance of the site is Peel owned and operated.

Peel is also moving towards third-party processing of green bin organic materials and is in the process of developing procurement documents to decommission and remove the composting equipment and expand the transfer station at PIWMF.

Community Recycling Centres

Residents and eligible small businesses can drop off materials at any of the six CRCs that Peel owns and operates (two in Brampton, two in Caledon and two in Mississauga). These facilities complement and enhance curbside, multi-residential and BIA waste collection programs. Materials accepted at the CRCs include recyclables, garbage, yard waste, household hazardous waste, scrap metal, waste electronic and electrical equipment, shingles, drywall, wood, carpet, mixed plastic, clean fill and construction, renovation and demolition material. In 2024, Rubble was added to the list of materials diverted. All six CRCs accept goods in working condition for reuse. Over 55 per cent of material received at CRCs is diverted from landfill.

The CRCs located in Brampton and Mississauga operate seven days a week from 8:30am–4:30pm. throughout the year The Bolton CRC operates from Tuesday to Saturday from 8:30am–4:30pm, and the Caledon CRC operates from Monday to Saturday from 8:30am–4:30pm. Brampton and Mississauga CRCs offer extended evening hours during summer months. All CRCs are closed on statutory holidays.

Promotion and Education

Peel utilizes strategic marketing and communications approaches and channels to create awareness among residents about what waste services are available in Peel and how to properly use them. Built upon the 3Rs (**R**educe, **R**euse, **R**ecycle), Peel delivers education and outreach programs including annual resident campaigns and comprehensive school programming for students that encourage active participation in our programs and positive daily waste habits that contribute toward an environmentally sustainable community for life in Peel.

Advocacy

Waste Management advocates to all levels of government on the issues that benefit the environment and Peel residents. Waste Management works collaboratively with provincial and federal governments to guide the development of green policies and strategies. It also coordinates advocacy efforts with industry associations and other relevant stakeholder groups.

Customer Inquiries and Issues

Residents are able to contact Waste Management with inquiries and waste related issues through the call centre, website, and in-person at Peel's sites. Issues are either resolved by call centre staff or escalated to waste management in-office or on-road staff for resolution. In 2024, Peel invested in the two contract Waste By-law Enforcement Officers that were approved in the 2024 budget to maintain our service levels and keep pace with growth in Peel.

Maintenance

Waste Management maintains Peel's waste management infrastructure including state of good repair, asset management and landfill monitoring.

Roadmap to a Circular Economy

Peel's long-term waste management plan, the Roadmap to a Circular Economy in Peel (Roadmap), was adopted in 2017 and identifies 17 action items with 50 sub actions that will allow Peel to achieve its 75 per cent waste diversion target by 2034.

The Roadmap, aligned with provincial growth forecasts, uses a 2041 planning horizon. In 2025, it will be eight years since Regional Council adopted the Roadmap. A review and update will strategically refine the identified programs, policies, and processing capacity, improving overall service delivery for residents. It will also align with updated provincial legislation, support the development of end markets for new products, and consider the effectiveness of new processing technologies. For more information, refer to Budget Request # 62 – Long-Term Waste Management Strategy Update.

Trends

Provincial and Federal Legislation

Provincial and Federal government legislation, direction, commitments, and initiatives have major impacts on how Peel manages and funds its waste management system.

Currently, significant and rapid transformation of waste management services is being driven by provincial legislation. A number of waste diversion programs have recently, or are currently, transitioning to a producer responsibility framework. Ontario's iconic municipal blue box programs are transitioning between July 2023 and December 2025 with Peel's program transitioning on October 1, 2024. Waste Management will continue to provide blue box collection services on behalf of producers during the transition period to ensure it is as seamless as possible for our residents. The province continues to refine its other producer responsibility programs with the next regulatory changes expected in late 2024. The province has also set food and organic waste diversion targets, and has signalled a potential organics disposal ban, resulting in the development and expansion of organics diversion programs across the province.

Inflation Pressures

Current market conditions have led to an increase in waste collection costs. Peel's waste collection pricing is based on 2014 costs, plus Consumer Price Index (CPI) adjustments, which no longer reflects current market realities. Further, the current waste collection contracts only account for inflation

through CPI adjustments, which have been insufficient to cover actual cost increases. The Covid-19 pandemic and current geopolitical conflicts impacted supply chains so significantly that waste management costs have increased at rates far greater than headline inflation due to significant increases in the cost of labour, trucks, spare parts, fuel, and insurance. Waste collection service providers with long term contracts with municipalities have been absorbing inflationary increases beyond CPI. Recent competitive procurements across Ontario have regularly resulted in price increases of 25 to 50 per cent or more. When Peel's collection contracts were extended/renegotiated in 2023 and 2024 due to the blue box transition and then to mitigate uncertainties surrounding Peel governance, contractors were able to negotiate price increases.

The negotiated increases, along with the resolution of outstanding contract disputes and increases to internal transfers to Mississauga and Brampton for vacuum leaf collection, result in overall collection costs increases of 20 per cent in 2025, 20 per cent in 2026 and, depending on negotiations, an additional, smaller increase in 2027. While these increases are significant, they are not as high as the increases experienced as the result of recent competitive procurements of waste collection services by municipalities in Ontario. Put another way, had Peel not negotiated extensions and instead went to the market as originally scheduled, it could/would have seen even larger price increases.

Climate Change

An increased focus on addressing climate change at the federal level has seen their price on carbon emissions increase to incentivize emission reductions and a ban of problematic single-use plastics as part of its move towards a circular economy. Waste Management is actively exploring low carbon initiatives to reduce green house gas (GHG) emissions from waste such as the use of Anaerobic Digestion to reduce processing emissions and produce renewable natural gas and the use of low-carbon and zero emission waste collection vehicles to reduce emissions and improve urban air quality.

Technological Advancements

Peel's waste reduction and resource recovery efforts are also influenced by technological advancements that improve our ability to separate and recycle materials and by the evolution of the waste stream and the residents we serve. Staff are closely monitoring both to ensure Peel is well positioned to adopt technological advancements that fit our waste stream.

Labour Shortage

A continent-wide truck driver and mechanic shortage is impacting the entire waste sector in Ontario. This is a significant pressure for waste management because the waste management sector in Ontario, and across North America, relies heavily on the efficient movement of material by truck.

Performance Measures and Results

The Region of Peel is committed to delivering services effectively and efficiently. Peel's performance measures are used to assess how well we are doing at achieving our goals and identify areas where we could improve operations. The resulting data informs decision-making and strengthens accountability.

Waste Diversion Measures

Diversion Rate for Peel

Calculated by dividing the annual tonnage of waste diverted from landfill through Peel's waste diversion programs by the total annual tonnage managed. For 2023, 48 per cent of Peel's residential waste was diverted.



Diversion Rate at Community Recycling Centres

Calculated by dividing the annual tonnage of reusable and recyclable goods managed at the Community Recycling Centres by the total annual tonnage managed at the Community Recycling Centres. For 2023, 55 per cent of material dropped off at Community Recycling Centres was reused or recycled.

Financial Stewardship Measures

Gross and Net Operating Cost per Household

Calculated by dividing the annual gross and net operating costs of the program by number of households served. For 2023, the gross operating cost was \$353 per household and the net operating cost was \$293 per household.

Gross and Net Operating Cost per Tonne

Calculated by dividing the annual gross and net operating costs of the program by the number of tonnes managed. For 2023, the gross operating cost was \$296 per tonne and the net operating cost was \$246 per tonne.

Customer Satisfaction Measures

Percentage of Peel Residents Satisfied with Curbside Collection Services

The next customer satisfaction survey for Peel's curbside collection service will be conducted in 2025.

Percentage of Peel Residents Satisfied with Community Recycling Centre Services

The next customer satisfaction survey for Peel's Community Recycling Centre services will be conducted in 2025.

Business Process Measures to Ensure Efficiency

Participation Rate by Diversion Program

Measured by curbside set-out audits. For 2023, 95 per cent of curbside households participated in blue box program and 71 per cent of curbside households participated in the green bin program.

Contamination Rate by Diversion Program

Measured by waste audits. For 2023, 25 per cent of the material curbside customers put in the blue bin was not blue box program material (5 per cent was non-recyclable packaging and 20 per cent was true contamination). For 2023, 26 per cent of the material multi-residential customers put in the blue bin was not blue box program material (3 per cent was non-recyclable packaging and 23 per cent was true contamination). Approximately 3 per cent of the material collected in the green bin program was not green bin program material.

Percentage of Recoverable Material in the Garbage

Measures the amount of blue box material and green bin material in the garbage. For 2023, 17 per cent of the material in curbside garbage could have gone in the blue bin and 35 per cent could have gone in the green bin; 27 per cent of the material in multi-residential garbage could have gone in the blue bin and 30 per cent could have gone in the green bin.

Figure 1. 2023 Recoverable Materials in Garbage – Curbside

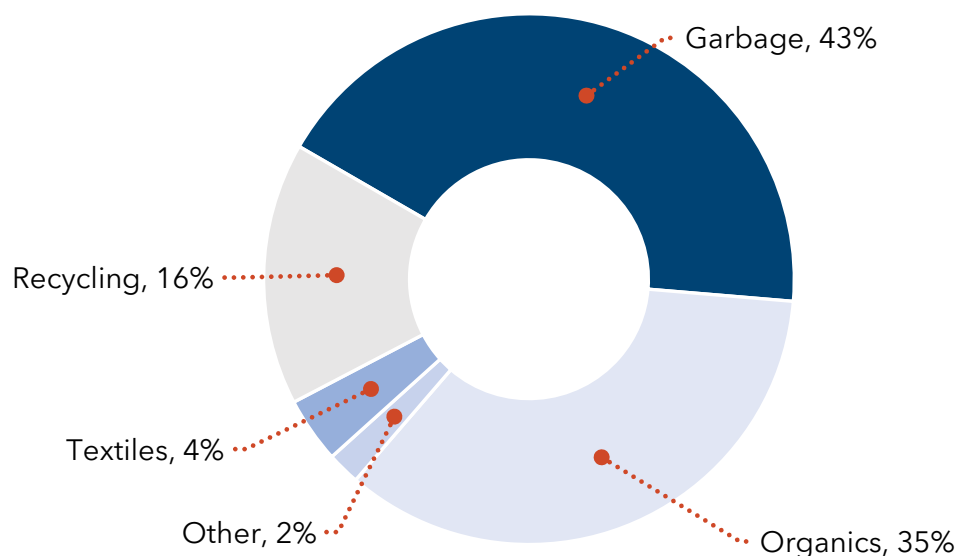
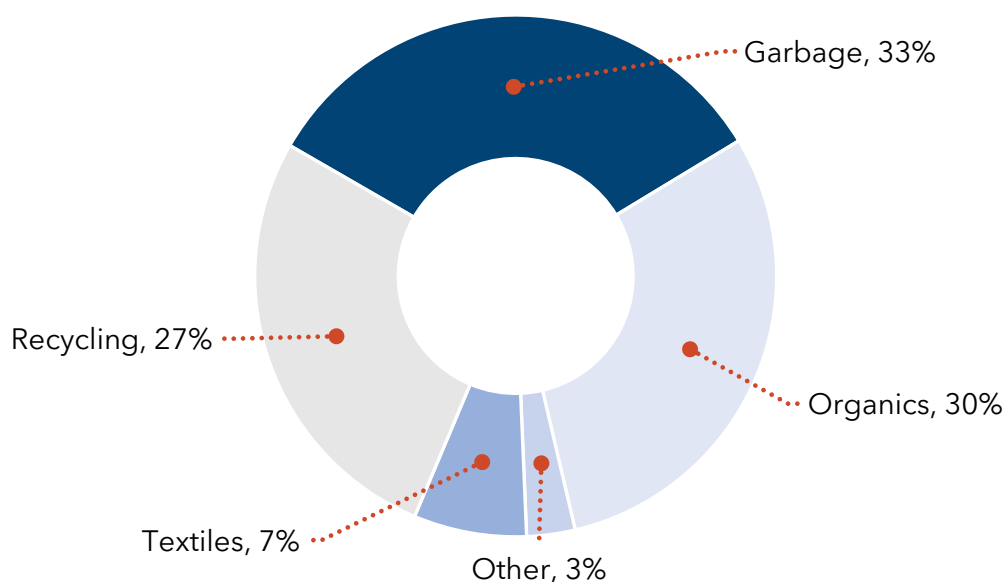


Figure 2. 2023 Recoverable Materials in Garbage – Multi-Residential



Percentage of Households Collected Past 6pm (Late Collections)

Calculated by dividing the number waste collection trucks collecting past 6pm. by the number of collection trucks in the fleet. In 2023, 7 per cent of trucks collected past 6pm.

Annual Number of Community Recycling Centre Users

Measured by the number of customers that visited the Community Recycling Centres. In 2023, 445,000 customers visited Peel's Community Recycling Centres.

Awards and Achievements

Awards

Innovation Golden Award. In 2023, CRC Operations received the North American Hazardous Material Management Association (NAHMMA) Program Innovation Golden Award for pioneering contributions in Household Hazardous Waste services, emphasizing innovative recycling strategies, educational campaigns, and hazard reduction measures.

Outstanding Personal Service Award. In 2023, CRC Operations was honored at the NAHMMA convention receiving an Outstanding Personal Service Award for exceptional efforts in pollution prevention, hazard reduction in municipal waste, and upholding NAHMMA's mission across North America.

BRONZE Award for Promotion and Education. In 2024, Peel received the Municipal Waste Association's BRONZE Award for Promotion and Education for the 2023 Organics campaign.

2024 Volunteer of the Year Award. In 2024, a Waste Management staff member received Waste to Resource Ontario 2024 Volunteer of the Year Award, recognizing one volunteer who generously gave their time and talents and provided valuable contributions to the waste and recycling sector.

Longstanding Program Excellence Award. In 2024, Peel received North American Hazardous Material Management Association (NAHMMA) Longstanding Program Excellence Award recognizing how, over the past two decades, strong leadership and guidance have been instrumental in navigating the changing Extended Producer Responsibility landscape for Household Hazardous Waste. Since establishing the Bolton HHW depot in 1998, continuous improvements have enhanced safety and efficiency at HHW depots in Mississauga, Brampton and Caledon. These innovations have streamlined the process of collecting HHW materials from residents.

Achievements

Roadmap to a circular economy in Peel. Since the approval of Peel's long-term waste management strategy, Roadmap to a Circular Economy in Peel, in 2017, 12 out of 50 sub-actions have been completed and 37 are ongoing or in progress.

The 2025 budget submission includes Budget Request # 62 – Long-Term Waste Management Strategy Update, which, if approved, provides funding to strategically refine the proposed programs, policies, and processing capacity, improving overall service delivery for residents. It will also allow Peel to align its strategy with latest provincial legislation and consider the effectiveness of new processing technologies.

Ontario's first electric waste collection vehicle. In 2023, Peel, in partnership with one of its collection contractors, introduced Ontario's first electric waste collection vehicle as another step towards a low carbon fleet.

Peel Housing Corporation (PHC) – organics collection program. In collaboration with Peel Housing Corporation, an organics collection program was launched in May 2024. This initiative aims to divert 50 per cent of food waste and organic material by 2025, in alignment with Peel's diversion goals and the Province's *Food and Organic Waste Policy Statement (2018)*.

Waste reminders for residents. As of mid-2024, over 250,000 residents have signed up for waste reminders that they can opt to receive via text, email, or phone. These reminders, along with an online calendar, provide timely updates on curbside and special collection events. This initiative fosters community engagement essential for achieving Peel's 75 per cent waste diversion target by 2034.

The 2025–2028 Business Plan Outlook

Planning for the Future

To help plan for the future, staff is taking steps to manage the waste generated by Peel residents as effectively and efficiently as possible while increasing diversion, supporting innovation and fostering a circular economy. As part of this, Waste Management will be looking to deliver on the following:

Implimenting Previous Year's Budget Requests

Highlights of the 2024 Budget requests:

- **Chemical cab.** Waste Management piloted the collection of Household Hazardous Waste (HHW) and electronic materials from multi-residential buildings. In 2023, based on the success of the pilot, Council approved the expansion of the program Region-wide, phased in over two years and included two new contract HHW staff in the 2024 budget to support the expansion. In 2024, Peel hired the two contract HHW Operators that were approved in the 2024 budget to improve the removal of HHW and electronic materials from multi-residential garbage, which will help ensure the future success of Mixed Waste Processing.
- **Enforcement plan.** Waste Management has implemented curbside and multi-residential enforcement programs to reduce contamination in the blue box and other waste collection programs, which will reduce collection and processing costs. Based on positive results in 2022 and 2023, Council approved two additional contract waste by-law enforcement officers to maintain our service levels and keep pace with growth in Peel. In 2024, Peel hired the two contract Waste By-law Enforcement Officers that were approved in the 2024 budget.
- **Circular Economy Initiatives Fund.** In 2023, Council approved a three-year pilot Circular Economy Initiatives Fund to support innovative, community-based projects that focus on reducing waste and promoting the circular economy and included \$300,000 over three years in the 2024 budget to fund the pilot. The fund was launched in July 2024 and staff is currently reviewing funding applications from community groups.

Blue Box Transition

The Blue Box program is the largest and most well-known waste diversion program in the province. Blue Box programs across the province will transition to full producer responsibility between July 1, 2023, and December 31, 2025. Peel's program will transition on October 1, 2024.

During the transition period, producers are required to maintain the current blue box program. As of January 1, 2026, producers are required to implement an expanded and standardized Blue Box program across Ontario that meets the regulatory requirements set by the province. Peel has entered into agreements with the Producer Responsibility Organization responsible for providing service on behalf of producers to provide recyclables collection service on their behalf until December 31, 2025, to ensure a seamless transition for Peel residents with full funding from Producers. Staff has also successfully negotiated the sale of Peel's recycling collection containers effective January 1, 2026.

The 2025 budget includes annual net savings \$3.2 million from the transition of blue box collection operations to full producer responsibility and \$4.1 million from the transition of blue box processing operations to full producer responsibility, for a total of \$7.3 million. An additional \$2.8 million of annual savings were recognized/included in the 2022 budget to begin phasing in future blue box savings. An additional \$1.5 million of annual lease revenues for the MRF building/site were recognized/included in the 2024 budget (10-year term plus extension options). One-time capital revenues from the sale of Peel's blue box material recovery facility equipment were included in the 2023 budget. One-time capital revenues from the sale of Peel's blue carts will be included in the 2026 budget.

Organics and Yard Waste Plan

In 2022, Regional Council approved a new long-term organics and yard waste processing strategy to enable Peel to expand its green bin organics program to include additional materials, process increased tonnage from population growth, contribute to Peel's diversion goals, and meet provincial organics diversion targets. Staff is currently developing an implementation plan. Depending on the approach taken, there is strong potential to contribute to Peel's interim target of reducing GHG emissions by 45 per cent below 2010 levels by 2030 and future ambition of net zero emissions by 2050.

Mixed Waste Processing

The Roadmap identified Mixed Waste Processing as a way to divert recyclables and organics from garbage. In 2024, staff reported to Council with recommendations on how a mixed waste processing facility fits into Peel's long-term waste management strategy and options for future procurement. Council approved the approach to competitively procure 100,000 tonnes-per year of third-party mixed waste processing capacity for a 20-year term with the facility located at the vendor's site(s).

New/Next Collection Contracts

In late 2024 or early 2025, subject to a decision by the Minister of Municipal affairs and housing, staff will issue procurement documents for Peel's next waste collection contracts, which will commence in 2027. The preparatory work includes conducting pilots to test AI Technology and a Zero Emission Waste Collection Truck and an industry sounding to identify innovative and best practices to help inform the required service levels and technologies that will ultimately give Peel and its residents best and added value – economically and environmentally – under the future collection contracts.

Asset Management

The Enterprise Asset Management (EAM) Team supports Waste Management in the management and maintenance of its assets through the development of an enterprise asset management strategy, investment plans, practices and tools, including the implementation and maintenance of an integrated EAM system (Maximo), which will allow Waste Management to make informed decisions with respect to asset maintenance practices to reduce risks and optimize performance to meet and maintain program services.

Waste Collection Design Standards Manual

Peel's population continues to grow, and housing will become intensified which means that our waste management system needs to evolve to support this intensified growth. In order for Peel's Waste Management program to meet operational service levels in the coming years, the Roadmap to a Circular Economy in Peel was developed, setting the direction for the development and implementation of several waste management initiatives intended to improve the service provided to our customers, minimize waste generation and maximize resource recovery. Staff is in the process of updating the Waste Collection Design Standards Manual to better support intensification, including an aging population, and align with upcoming regulatory changes (i.e., Blue Box transition). The Waste Collection Design Standards Manual sets out features that must be incorporated into the design of a variety for developments in Peel that must be met in order to receive Regional waste collection service.

Climate Change

The actions in the Roadmap to a Circular Economy consider the impacts that waste management operations may have on climate change. Staff is focused on reducing GHG emissions associated with Peel's waste management program and investing in climate friendly initiatives. Current curbside waste collection contracts include a requirement that waste collection vehicles use compressed natural gas as fuel, which generates lower GHG emissions than diesel, and some of Peel's organic waste materials are sent to third-party

anaerobic digestion facilities for processing, enabling the production of renewable low-carbon fuels. In 2023, Peel, in partnership with one of its collection contractors, introduced Ontario's first electric waste collection vehicle as another step towards a low carbon fleet.

People and Culture

Peel's waste management program delivers 30 per cent of its services using in-house resources and 70 per cent using third-party contractors and is actively monitoring the coming changes in our workplace demographics.

Finding Efficiencies

Continuous Improvement

The objective of Peel's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects and improvements completed include:

- **Heart Lake community recycling centre operations.** In April 2022 (Resolution # 2021–438), the operation of the Heart Lake CRC was brought in-house, based on projected operating savings of \$600 thousand per year. Operational efficiencies include the ability to reallocate staff among the six CRCs, utilization of the established haulages network, and the consolidation of processing and disposal contacts. Operational cost savings in 2023 were over \$1,000,000.
- **Mixed rubble market.** In August 2024 Waste Management Community Recycling Centres entered into a 1-year firm (with option renewals) contract with Miller Waste to divert rubble, soil, sod, bricks and ceramic tiles. This material was previously sent to landfill because there was no market for this type of mixed material. Miller Waste grinds all these materials together and uses the end product as a clean fill for construction backfill that provides a stable base to put topsoil on.
- **Office chair recycling market.** In August 2024 Waste Management Community Recycling Centres sent a test load of office chairs to a recycling market. The test load went well and the vendor is eager to enter into an agreement to recycle Region of Peel office chairs. This project is at the beginning of the pilot phase, but it shows promise.

Transforming Our Business with Technology

Technology plays a critical role in the delivery of efficiencies in the Waste Management program. By updating existing technology systems and bringing new systems online, Waste Management will continue to improve service delivery and increase efficiencies, for internal business processes and for our residents as well.

Highlights of the many projects and improvements completed include:

- **Waste reminders.** Residents can access a digital waste collection calendar and can also sign up to receive regular waste reminder notifications, choosing either email, text messages, phone calls or calendar notifications.
- **Zero emission waste collection truck pilot.** Peel is partnering with one of its waste collection contractors to pilot the first fully electric waste collection vehicle in Ontario to gain knowledge that will help it expand the use of low carbon waste collection vehicles as part of future waste collection contracts to contribute to Peel's climate change goals.
- **Community Recycling Centre cashless payment system.** The Community Recycling Centres maintain a cashless payment system, accepting only debit and credit for payment of disposal fees, which speeds up processing time, reduces lineups and eliminates the time and cost for staff to manage cash.
- **Fleet management solution.** Curbside collection vehicles are equipped with a fleet management solution that is used to monitor fleet and driver performance, and fuel consumption. The GPS displays in real-time the precise waste collection vehicle location, as well as historic vehicle activity, which helps to confirm service delivery and deficiencies, such as streets missed for collection.

Multi-residential collection vehicles are equipped with GPS, RFID (Radio-Frequency Identification) tag reading equipment and on-board weigh scales that gather detailed records of lift activities at multi-residential buildings. This information is used to provide service confirmation, track waste diversion, property information and Peel assets at multi-residential buildings.

Maintaining Our Infrastructure

To ensure waste management service levels meet residents' needs, waste management infrastructure must be well maintained. This requires that we define and implement a reasonable state of good repair program for waste management infrastructure.

Highlights of the major state of good repair projects for the 2025 Capital Budget include:

- **Community recycling centres.** The 2025 capital budget includes budget request for these projects in the amount of \$525,000. A variety of building and process improvements at all six Community Recycling Centres.
- **Composting facilities and landfill sites.** A variety of major maintenance, repair and replacement projects at Britannia Landfill Site, North Sheridan Landfill Site and Peel Curing Facility. The budget request for these projects is \$367,000 which includes \$192,000 for the replacement of the fabric on the fabric building at the Peel Curing Facility.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2025–2028 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The budget for 2024 was \$137.3 million and the proposed budget for 2025 is \$142.6 million.

Net Expenditures: \$142.6 million (**Total Expenditures:** \$185.4 million)

Description (in \$ thousands)	2023 Actuals	2024 Approved Budget	2025 Proposed Budget	\$ Change Over 2024	% Change Over 2024
Operating Costs	113,039	114,716	124,504	9,788	8.5%
Labour Costs	25,671	27,624	29,421	1,796	6.5%
Reserve Contributions	68,635	27,635	27,635	–	–
Debt Charges	–	–	–	–	–
Grant Payments	–	–	–	–	–
Facility, IT, HR and Other Support Costs	51,917	52,702	55,245	2,544	4.8%
Recoveries	(47,458)	(49,633)	(51,414)	(1,781)	3.6%
Total Expenditures	211,803	173,043	185,391	12,348	7.1%
Grants and Subsidies	(20,768)	(13,491)	(791)	12,700	(94.1)%
Supplementary Taxes	–	–	–	–	–
Fees and Services Charges	(55,380)	(19,107)	(41,599)	(22,491)	117.7%
Transfer from Development Charges	–	–	–	–	–
Contributions from Reserves	–	(3,172)	(418)	2,754	(86.8)%
Total Revenues	(76,148)	(35,770)	(42,808)	(7,037)	19.7%
Total Net Expenditure	\$135,655	\$137,273	\$142,583	\$5,310	3.9%

Note: May not add up due to rounding.

2025 Operating Budget Pressures

Service (in \$ thousands)	Total Expenditures	Total Revenue	Net Cost 2025 vs 2024	
2024 Revised Cost of Service	\$173,043	\$35,770	\$137,273	
Cost of Living Inflation¹				
Labour costs	1,805	–	1,805	
Goods and services	2,966	76	2,890	
New Pricing for collection contracts – Garbage, Organics and Yard Waste	7,524	(53)	7,577	
New Pricing for collection contracts – Blue Box	5,502	–	5,502	
Base Subsidy/Recoveries²				
Extension of collection services – Blue Box	153	6,705	(6,552)	
Cost Containment³				
Transition Savings – Blue Box	(6,955)	306	(7,261)	
Base Budget Changes Subtotal	10,995	7,034	3,961	
Service Level Demand				
Incremental tonnage due to growth – collection and processing	1,352	4	1,348	
Service Level Changes Subtotal	1,352	4	1,348	
Total 2025 Budget Change	12,347	7,038	5,309	
2025 Proposed Budget	\$185,391	\$42,808	\$142,583	3.9%

Note: may not add up due to rounding.

Operating Budget Pressure Notes

¹Cost of Living Inflation

- Since the onset of the Covid-19 pandemic, Peel's waste collection service providers have been absorbing inflationary increases beyond CPI. As a result, collection costs increased by 20 per cent in 2025.

²Base Subsidy Recoveries

- The Region extended its collection of Blue Box materials until December 31, 2025, on behalf of producers. The Region will be fully reimbursed by producers for its blue box operating costs.

³Cost Containment

- \$7.3 million in total savings comprised of net savings \$3.2 million from the transition of blue box collection operations and \$4.1 million from the transition of blue box processing operations to full producer responsibility.

Staffing Resources

Table 2 provides a summary of the staffing resources by Sub-Service (as identified in the Core Services) for the budget year, forecast years and the prior year. The prior year reflects FTE changes approved by Council during the prior year.

Table 2. Staffing Resources to Achieve Level of Service

Sub-Service	2024	2025	2026	2027	2028
Waste Education, Policy and Program Development	18.1	18.4	19.8	20.0	20.2
Waste Collections	46.0	46.0	46.0	46.0	46.0
Community Recycling Centres	107.5	107.5	107.5	107.5	107.5
Transfer, Haulage, Processing and Disposal	43.0	43.0	43.0	43.0	43.0
Infrastructure Development and Maintenance	22.0	22.0	22.0	22.0	22.0
Total	236.6	236.9	238.3	238.5	238.7

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)
Resources are inclusive of Public Works support services.

2025 Total Expenditures and Funding Source

Figure 3. 2025 Total Expenditures (in \$ millions)

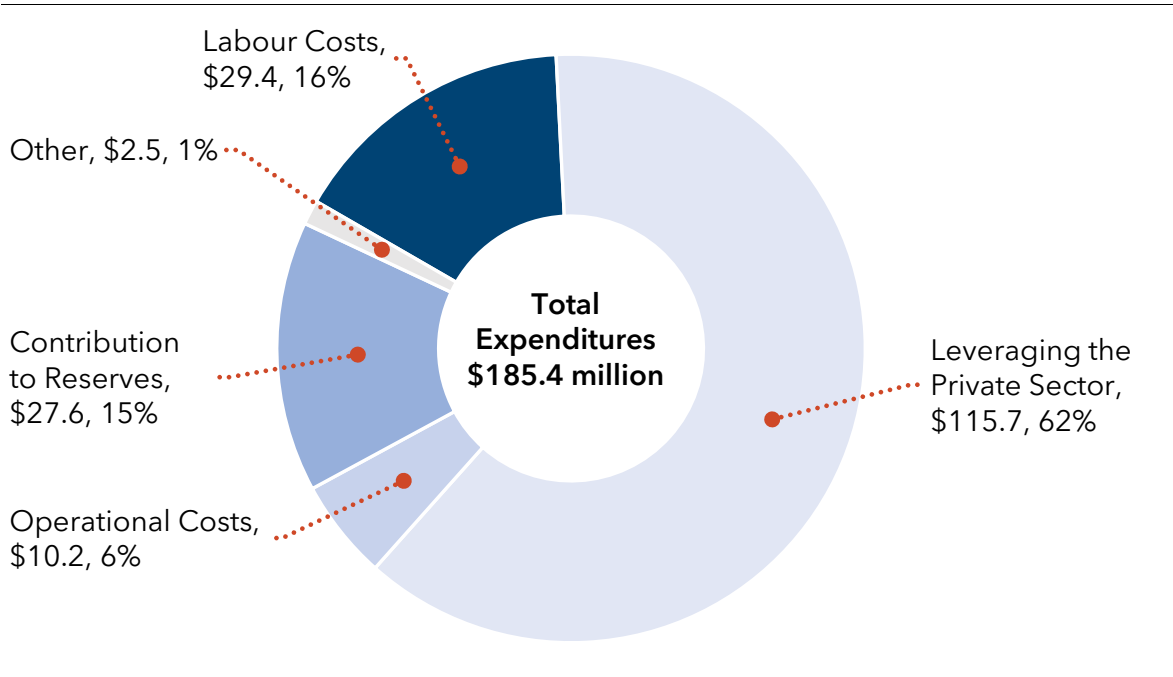
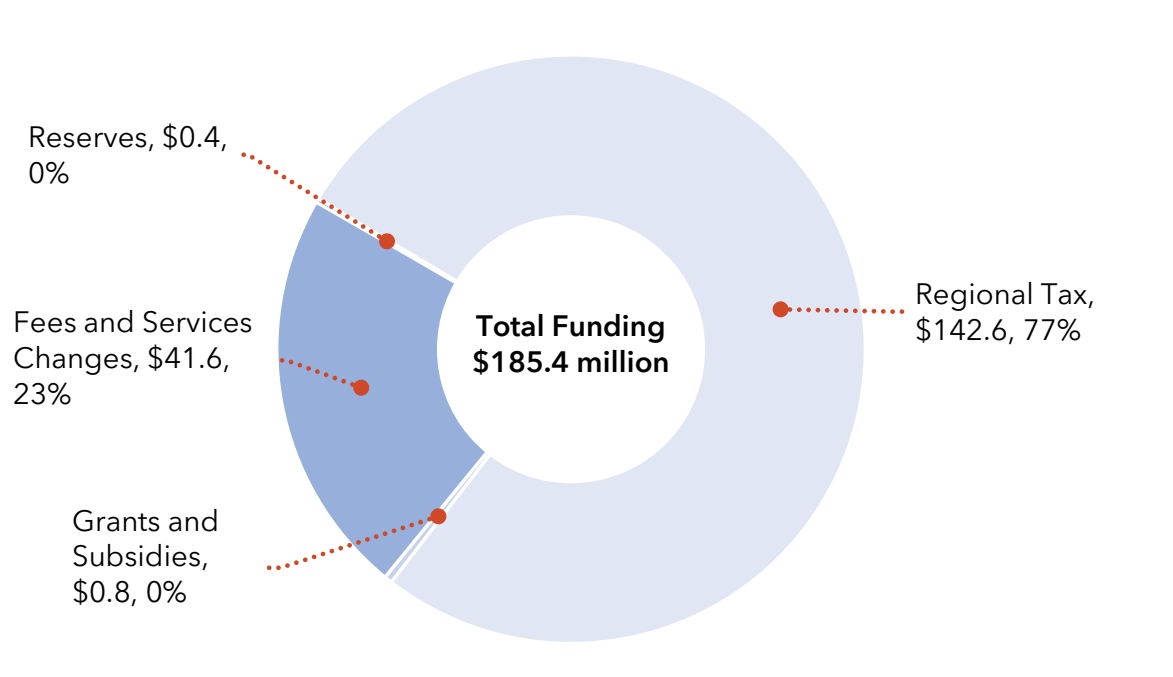


Figure 4. 2025 Total Funding Sources (in \$ millions)



2025 Budget Risks

- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from the Provincial Efficiencies review.
- Tonnage continues increasing in proportion to population growth.
- The end of the province-wide Blue Box Transition period on January 1, 2026 will have a widespread impact on Waste Management operations and asset utilization. It will also result in changes to how and when residents blue box materials will be collected. Staff continue to assess and plan for the transition.

2026–2028 Operating Forecast

Table 3. Budget (in \$ thousands)

	2024	2025	
Total Expenditure	173,043	185,390	7.1%
Total Revenue	(35,770)	(42,808)	19.7%
Net Expenditure	137,273	142,583	3.9%

Table 4. Forecast (in \$ thousands)

	2026		2027		2028	
Total Expenditure	176,967	(4.5)%	184,526	4.3%	188,483	2.1%
Total Revenue	(14,321)	(66.5)%	(14,783)	3.2%	(15,254)	3.2%
Net Expenditure	162,646	14.1%	169,744	4.4%	173,228	2.1%

Note: May not add up due to rounding.

2026 forecast reflects the end of the province-wide Blue Box Transition period which includes significant reduction in revenue from producers for Blue Box Recovery, partly offset by lower expenditures related to Blue Box collection and processing.

Proposed 2025 Capital Budget

Capital Budget: \$14.5 million (**Ten Year Plan:** \$282.5 million)

2025 Capital Budget Overview

Table 5 provides a summary of Transportation Service's planned capital project activity for 2025, including funding sources for both new capital project requests in 2025 and projects carried forward to 2025.

Table 5. Capital Plan by Funding Source (in \$ thousands)

	Carry-forward from Prior Years (WIP)	2025 Capital Budget	Total Capital in 2025
DC Growth	704	124	828
Externally Funded	–	–	–
Non-DC Internal	60,838	14,343	75,181
Total Expenditures	\$61,542	\$14,466	\$76,009
# of Projects	75	6	81

Existing Capital Projects – \$61.5 million

Key Highlights:

- The existing capital plan includes 75 active projects totaling \$61.5 million. Funds are budgeted to maintain Region of Peel Waste Management infrastructure and equipment in a state of good repair as well as continue to develop infrastructure to increase Peel's diversion rate.

2025 Capital Budget – \$14.5 million

Key Highlights:

- \$5.4 million to purchase and replace Waste Collection Containers.
- \$3.0 million for engineering services to design and construct a new waste transfer station at 125 Orenda Road in Brampton.
- 2.5 million for administration and studies related to environmental monitoring and capital expenditures at closed landfill sites.
- \$2.3 million for site improvement and maintenance at all Waste Management facilities.
- 1.3 million to review and update Peel's Long-Term Waste Management Strategy (Budget Request # 62).

See Appendix I for details.

2025 Budget Risks

- Material and labour contract cost increases due to inflation, COVID 19 protocols, and supply chain interruptions and/or shortages could exceed the amount carried in the 2025 budget for inflation.

Operating Impact of 2025 Capital Budget

- None.

Proposed 10-Year Capital Plan

2025–2034 10-Year Capital Plan: \$282.5 million

By Project Classification

State of Good Repair
\$64.2 million

DC Funded Growth
\$0.1 million

Non-DC Funded Growth
and Other
\$218.3 million

Key Highlights

- Removal of \$195.0 million to build a Mixed Waste Processing facility. In 2024 Council approved an approach to divert organic material from multi-residential buildings that includes the competitive procurement of 100,000 tonnes-per year of mixed waste processing capacity for a 20-year term with the entire facility located at the vendor's site(s), which allows the removal of the funds earmarked for a Peel-owned mixed waste processing facility from the 10-year plan.
- \$119.4 million to purchase and replace Waste collection containers.
- \$50.0 million for construction of a new waste transfer station at 125 Orenda Road in Brampton.
- \$42.9 million for site improvement and maintenance at all Waste Management facilities, including replacement of Peel Curing Gore Covers for organic waste treatment.
- \$21.2 million for landfill monitoring and management.
- \$18.7 million for demolition of the composting tunnels at PIWMF and redevelop the area for an expanded transfer station.

See Appendix II for details.

Budget Requests

Table 6 presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following Table 6.

Table 6. Budget Request Listing

Proposed Initiative	Division	Budget Req #	FTEs Req	Contract FTE Req	Net Operating Impact	Capital
Long-Term Waste Management Strategy Update	Waste Management	62	—	—	—	1,300,000
Total		62	—	—	—	\$1,300,000

Budget Request #: 62

Proposed Initiative	Department	Division	Service Area
Long-term Waste Management Strategy Update	Public Works	Waste Management	Waste Management

Description of Budget Request

To review and update Peel's Long-Term Waste Management Strategy, "A Roadmap to a Circular Economy in Peel" (The Roadmap).

Required Annual Operating Investment

Impacts	2025	2026	2027	2028
Gross Expenditures	–	–	–	–
Less: Internal and Capital Recovery	–	–	–	–
Total Expense	–	–	–	–
Rate Stabilization Reserve	–	–	–	–
External Funding	–	–	–	–
Other Revenue	–	–	–	–
Total Revenue	–	–	–	–
Net Impact – Tax	–	–	–	–
Net Impact – Utility Rate	–	–	–	–
FTEs	–	–	–	–

Required Capital Investment

	2025
Total Expenditures	1,300,000
Capital Reserve	1,176,500
Development Charges	123,500
External Funding	–
Debt	–
Total Funding	1,300,000

Why Staff Recommend this Initiative

The Roadmap identifies programs, policies, and processing capacity that, together, help achieve Peel's 3Rs target of 75 per cent by 2034. It calls for a review every four years and update every eight years. Due to significant changes (i.e., Blue Box transition, organics processing changes, mixed waste processing, the Provincial Efficiencies review), Peel's waste management system and the Roadmap needs to evolve, including new and/or revised actions, targets and similar key performance indicators.

Details of Service Change

The Roadmap uses a 2041 planning horizon to align with provincial growth forecasts and other infrastructure planning horizons in Peel. In 2025, it will be eight years since Regional Council adopted the Roadmap. The review and update will build on the success of the Roadmap to date, and will strategically evolve the identified programs, policies, and processing capacity to improve overall service delivery for residents including estimated waste diversion and implementation costs. It will also be in alignment with respect to provincial legislation, development of end markets for new products and effectiveness of new processing technologies. The update will help to move Peel closer to achieving its Peel's 3Rs target of 75 per cent by 2034.

Service Impact

To achieve the outcomes of the review and update of the Roadmap, Waste Management will engage a consultant with specialized knowledge to conduct a comprehensive review. This research will inform the process of updating current actions outlined in the Roadmap. This involves evaluating the effectiveness of existing strategies, identifying areas for improvement, and making necessary adjustments to align with current goals and objectives. In addition to updating current actions, new actions will be introduced to address emerging challenges or opportunities. These new actions will be carefully crafted to complement existing strategies and enhance the overall effectiveness of the Roadmap. The consultant will propose new targets and Key Performance Indicators based on data and analysis. The consultant will present these recommendations to the public for feedback. Public feedback will play a vital role in refining these recommendations, fostering transparency, and enhancing stakeholder engagement throughout the review process. Waste Management Strategic Advisory Committee will be engaged to provide strategic direction on the proposed recommendations throughout the process.

Appendix I

Table 7. 2025 Financing Sources and Funding Status (in \$ thousands)

Project	Name	Description	Total Expense	Development Charges	Reserve Funds	External Funding	Debt Funding
256210	Long-term Waste Management Strategy Update	To review and update Peel's Long-Term Waste Management Strategy, "A Roadmap to a Circular Economy in Peel" (The Roadmap)	1,300	124	1,177	—	—
256315	New Waste Transfer Station	Construction of a new waste transfer station at 125 Orenda Road in Brampton	3,000	—	3,000	—	—
256390	Waste Facilities State of Good Repair Envelope (SOGRE)	Site improvement and maintenance at all Waste Management facilities, including replacement of Peel Curing Gore Covers for organic waste treatment	2,312	—	2,312	—	—
256510	Landfill Management Abatement	To address capital expenditures at landfill sites and waste operation's sites in Peel	1,000	—	1,000	—	—
256580	Landfill Monitoring and Remediation	Administration and studies related to environmental monitoring at Regional Landfill sites	1,455	—	1,455	—	—
256630	Waste Collection Containers	To purchase and replace garbage, blue, green and kitchen carts for auto collection for existing and new households	5,400	—	5,400	—	—
Waste Management Total			\$14,466	\$124	\$14,343	—	—

Appendix II

Table 8. 2025 10-Year Combined Capital Program (in \$ thousands)

Project	Name	Description	2025	2026	2027	2028	2029	Yrs 6-10	Gross
256210	Long-Term Waste Management Strategy Update	To review and update Peel's Long-Term Waste Management Strategy, "A Roadmap to a Circular Economy in Peel" (The Roadmap)	1,300	–	–	–	–	–	1,300
256315	New Waste Transfer Station	Construction of a new waste transfer station at 125 Orenda Road in Brampton	3,000	2,000	45,000	–	–	–	50,000
256390	Waste Facilities State of Good Repair Envelope (SOGRE)	Site improvement and maintenance at all Waste Management facilities, including replacement of Peel Curing Gore Covers for organic waste treatment	2,312	5,716	6,063	6,054	3,191	19,607	42,942
256510	Landfill Management Abatement	To address capital expenditures at landfill sites and waste operation's sites in Peel	1,000	450	450	450	450	2,250	5,050
256580	Landfill Monitoring and Remediation	Administration and studies related to environmental monitoring at Regional Landfill sites	1,455	1,491	1,528	1,566	1,606	8,520	16,166
256630	Waste Collection Containers	To purchase and replace garbage, blue, green and kitchen carts for auto collection for existing and new households	5,400	6,110	6,368	9,404	13,590	78,515	119,387

Project	Name	Description	2025	2026	2027	2028	2029	Yrs 6-10	Gross
266310	Retrofit of PIWMF Transfer Station	Demolition of the composting tunnels at PIWMF and redevelop the area for an expanded transfer station	–	18,700	–	–	–	–	18,700
266321	Britannia Landfill Rehabilitation	Plan for closure of the landfill site after the 25-year resting period is complete in 2027	–	1,000	1,000	1,000	1,000	–	4,000
266322	North Sheridan and Newman Site Rehabilitation	To address aging infrastructure and development of an overall site use for the benefit of the community	–	1,000	1,000	1,000	1,000	–	4,000
266340	Enhancement of Peel Curing Facility	Obtain approvals from Ministry of the Environment, Conservation and Parks (MOE) to enhance the site for processing composted material	–	8,000	–	–	–	–	8,000
266581	North Sheridan Leachate Collection System	Installation of a Leachate Collection system at the North Sheridan Landfill	–	5,000	–	–	–	–	5,000
276361	Mixed Waste Processing Transfer Capacity	Mixed Waste Processing Transfer Capacity	–	–	8,000	–	–	–	8,000
Waste Management Total			\$14,466	\$49,467	\$69,409	\$19,474	\$20,836	\$108,891	\$282,545