

Municipality of Chatham-Kent
Infrastructure and Engineering Services
Public Works

To: Mayor and Members of Council
From: Ryan Brown, P.Eng., Director, Public Works
Date: March 17, 2025
Subject: Organic Waste Diversion Feasibility Study - Results and Recommendations

Recommendations

It is recommended that:

1. The Recommended Program for Organic Waste Diversion, which includes a backyard composter program, a standardized curbside leaf and yard waste collection program (Option b.), and a pilot depot food waste digester program be approved.
2. The capital costs of the Recommended Program, estimated at \$4,269,378 be funded from the multi-year one-time budget (\$706,628), Recycling WDO Reserve (\$180,500), Lifecycle AMP Buildings Reserve (\$1,270,000), Municipal Fleet Reserve (\$2,112,250), as per the Financial Implications Section.
3. The operating costs of the Recommended Program, estimated at \$2,158,931 annually, be funded from general tax levy (\$49,900) and area-rated tax levy (\$2,109,031), as per the Financial Implications Section.
4. The following full-time, permanent positions be approved as of January 1, 2027:
 - a. Seven Waste Collector/Equipment Operator positions (7 FTEs)
 - b. One dispatcher position (1 FTE)
 - c. One Supervisor II, Operations (1 FTE)
5. The contract Project Manager, Waste Management (1 FTE) be approved as permanent as of April 1, 2025, and be funded by reserves until December 2026, then from the Recommended Program's area-rated budget thereafter.
6. Administration be directed to report back on the Recommended Program's impacts on leaf and yard depot operations and public works operations in 2029 or earlier.

Background

Executive Summary

The Organic Waste Diversion Feasibility Study explored solutions to enhance Chatham-Kent's organic waste diversion from the landfill stream. The study was driven by best practices; community needs; O. Reg. 101/94, which requires Chatham-Kent to establish a backyard composter program; and the Food and Organic Waste Policy Statement, which sets a target for Chatham-Kent to reduce organic waste by 50% in urban settlements.

Phase 1 of the Feasibility Study explored many possible solutions for diverting organic waste but focused on the feasibility of five solutions outlined in **Table 4**. In doing so, historic waste generation and diversion data, waste composition data, jurisdictional scan results, and public engagement results were analyzed. In addition, local organic waste collection and processing infrastructure, resident behaviour in managing waste, and ease of implementation of the explored solutions were reviewed. This process resulted in the recommendation of the three-pronged program shown in **Figure 2**.

The Recommended Program can be summarized as follows:

1. A backyard composter program to be implemented in 2026. To implement, the Municipality will purchase backyard composters in bulk and sell them to interested residents for \$20.00 per unit.
2. A standardized curbside leaf and yard waste collection in all curbside urban communities while preserving the existing levels of service in the Communities of Ridgetown and Thamesville. The standardized program in most urban communities will provide bi-weekly collection of bagged leaf and yard waste and brush bundles from April to November with two extra collections in January of natural (Christmas) trees. This program is to be implemented in 2027, contingent on the procurement timeline.
3. A depot food waste digester pilot program will be implemented in 2028 at the Harwich Depot for one year, which will allow assessment of the viability of expanding this solution to add depots.

This program will improve curbside communities' diversion rate to 51% (from 31%) and the overall Chatham-Kent diversion rate to 53% (from 39%). Therefore, it will enable the Municipality to comply with provincial legislation. Further, this program presents residents with both food waste and yard waste management solutions. Operationally, it will allow for a more streamlined collection system of yard waste, improved cost control, and performance management.

The estimated program costs are about \$4.27 million in capital and \$2.16 million in operating. The capital expenses are recommended to be funded from the planned 2024-2027 multi-year budget and various reserves. The operating expenses related to the standardized curbside collection are recommended to be funded from area-rated tax levy, and the remainder operating expenses from general tax levy. This program will

have minimum tax increase implications to non-curbside residents (mostly rural residents) as the majority of the annual costs are area-rated.

This report presents a comprehensive overview of the context, methodology, and results of the program development process.

Context

Ontario Regulation 101/94: Recycling and Composting of Municipal Waste under the *Environmental Protection Act, 1990* requires that any municipality with a population of 5,000 or more establish, operate and maintain a leaf and yard waste system that includes the provision of home composters to residents at cost or less¹.

The Ontario Food and Organic Waste Policy Statement (2021) calls for Municipalities with populations above 50,000 and population density less than 300 persons/km² to have a collection system that achieves 50% reduction and resource recovery of food and organic waste generated by single-family dwellings in urban settlement areas by 2025². This Policy Statement is approved under the Resource Recovery and Circular Economy Act, which makes Chatham-Kent obligated to ensure that municipal powers that are used in relation to food and organic waste are done in a manner that is consistent with the Policy Statement.

In August 2022, Council approved recommendations resulting from the Waste Management Service Review³, which included:

- Undertake an Organics Waste Diversion Feasibility Study,
- Hire a contract project manager position to conduct the Feasibility Study,
- Review the current leaf and yard waste collection program to standardize it and optimize its effectiveness, and
- Change garbage collection from weekly to bi-weekly collection should a green bin program be implemented.

The Organic Waste Diversion Feasibility Study has been underway since late 2023, with three focus areas: curbside green bin program, non-curbside organic diversion solution, leaf and yard waste collection program. The Study is implemented through a series of phases as presented in **Figure 1**. Three reports have been received by Council in relation to this Study:

- The February 26, 2024, report outlined the Study's project plan including its scope, deliverables, and timelines⁴.
- The June 24, 2024, report discussed the then-proposed changes to the Tilbury leaf and yard depot and recommended the implementation of a paper bag mandate for curbside leaf and yard waste collection⁵.

¹ [O. Reg. 101/94](#)

² [Ontario Food and Organic Waste Policy Statement](#)

³ "Waste Management Service Review, 2022". See report to Council [here](#).

⁴ "Organic Waste Diversion Program Overview". See report to Council [here](#).

⁵ "Update on the Proposed Changes to Leaf and Yard Waste Collection". See report to Council [here](#).

- The October 21, 2024, report presented a fulsome update on the first three milestones of Phase 1 encompassing the activities completed at the time.



Figure 1: Organic Waste Diversion Feasibility Study Process

Comments

This section of the report will explain the rationale behind the Recommended Program and explain its implications.

Status Quo

Currently, Chatham-Kent's organic waste diversion is limited to leaf and yard waste collection through resident drop-off at nine depots and curbside collection at nine communities. The current levels of service, which vary according to community, are detailed in **Appendix A** and summarized in **Table 1**.

The current amount of leaf and yard waste diverted from Chatham-Kent's residential sources was estimated using historical data from grinding at depots and best estimates given by Public Works operations staff. Results are summarized in **Table 2**. Evidently, this program does not satisfy the targets set by the Food and Organic Waste Policy Statement for Chatham-Kent. Therefore, the Municipality must implement solutions to increase the diversion of organic waste.

Waste audits provide an understanding of the contents of waste generated by the community. At the time of writing this report, three audits of the four-season waste composition study have been completed: spring, summer, and fall. Among other types of waste, organic waste content was analyzed to inform the Feasibility Study, the results of which are summarized in **Table 3**.

Table 1: Communities receiving curbside leaf and yard waste collection currently and respective levels of service.

Community	Bagged Leaf	Bagged Yard Waste	Brush	Leaf Vacuuming
Bates Division	X	X		
Blenheim	X		X	
Bothwell	X	X	X	
Cedar Springs				
Charing Cross				
Chatham				
Dealtown				
Dresden				
Erie Beach			X	
Erieau			X	
Highgate				
Merlin				
Mitchell's Bay				
Morpeth				
North Buxton				
Pain Court				
Ridgetown	X	X	X	X
Rondeau Bay Estates				
Shrewsbury				
South Buxton				
Thamesville	X	X	X	X
Tilbury	X	X	X	X
Tupperville				
Wallaceburg				
Wheatley				X

Table 2: Summary of current leaf and yard waste diversion

Leaf and Yard Waste	Overall	Curbside	Non-curbside
Tonnage	11,350	7,405	3,945
Diversion Rate	39%	31%	74%

The results suggest that large volumes of organic waste are landfilled from curbside communities. This can be attributed to the convenience of the service, among other factors. Leaf and yard waste constitutes about a quarter of the average curbside household's waste, meaning therein lies a high-impact opportunity for diversion.

The data presented in **Tables 2 and 3** show that non-curbside residents, who primarily reside in rural areas, divert more organic materials from the landfill in comparison to curbside residents, who live in urban areas. This suggests that non-curbside residents manage and sort their household waste significantly better, which aligns with behaviour trends of depot users and anecdotal evidence of large amounts of waste being burnt or composted in rural areas.

Table 3: Percent organic waste content in the landfill stream waste generated by the average Chatham-Kent household (overall), the average curbside household, and the average non-curbside household.

Organics Category	Overall	Curbside	Non-curbside
All Organic Waste	48%	58%	20%
Plant Organics*	15%	24%	1.2%
Non-Plant Organics†	33%	34%	19%
Green Bin Organics‡	22%	24%	12%

* Plant waste, i.e. leaf and yard waste, brush, small twigs, and branches

† Food waste, compostable tissue paper, pet waste, hygiene products, and other compostables

‡ Non-plant organic waste that would be included in a green bin program, if implemented

Explored Solutions

Many solutions were investigated to determine the most operationally and financially efficient improvement to organic waste diversion. Five were short-listed: a backyard composter program, an enhanced leaf and yard collection program, a depot food waste digester pilot, a countertop food waste digester pilot, and a curbside green bin program.

1. Backyard Composter Program

This program is mandatory under O. Reg. 101/94. Through this program, the Municipality will purchase backyard composters in bulk and sell them to interested residents at a cost of \$20.00 (incl. tax) initially. The Municipality will aim to provide multiple composter device options to residents.

Waste Management will coordinate the purchase and delivery of backyard composters to municipal centers, where residents will be able to purchase and collect the devices. This arrangement is similar to the provision of recycling boxes to residents prior to 2024.

2. Standardized Curbside Leaf and Yard Waste (L&YW) Collection Program

This program leverages the diversion potential of leaf and yard waste from the landfill stream in curbside areas. Considering that more than 92% of Ontario residents have

access to curbside leaf and yard waste collection⁶, this solution is an essential step for Chatham-Kent's organic waste diversion journey.

In contrast to the existing curbside leaf and yard waste collection, this solution aims to standardize levels of service across Chatham-Kent's curbside communities to enhance diversion, improve logistics, and allow for program monitoring and quality control. Considering community feedback, three options of this solution were explored, as explained below.

In all three options the following is proposed:

- Chatham-Kent will own and operate the waste collection fleet and related equipment, and an operations garage will be established.
- Collection personnel will be hired by the Municipality as full-time, permanent employees. These employees will be assigned to Public Works garages where there is a need for winter control activities and may reduce the requirement for external contractors.
- Collected L&YW will be destined to three large leaf and yard depots, which will be equipped with weigh scales, to be ground and made available for resident use free of charge.

a. Standardized Curbside L&YW Collection

This option includes bagged yard waste and brush bundles collected bi-weekly from April to November, with two natural tree collections in January, in all urban curbside communities. It represents a balanced level of service when considering the existing levels of service. This option is in line with programs provided by other Ontario municipalities: It provides the same or higher number of collections than 50% of the surveyed municipalities⁷.

b. Standardized Curbside L&YW Collection, excluding Ridgetown and Thamesville

This option is the same as Option a. but excludes the communities of Ridgetown and Thamesville. Ridgetown and Thamesville would continue to receive weekly collection of bagged yard waste and brush from the curb between April and December in addition to leaf vacuuming during the months of October and November. This option deviates from full standardization and requires a higher annual operating budget.

c. Standardized Curbside LY&W Collection at Ridgetown's Levels of Service

This option applies the same level of service currently provided to the residents of the community of Ridgetown to all urban curbside areas. It calls for a fleet including dump trucks, leaf loaders, wood chipping equipment, and collection trucks. This option would require a large number of operators to enable its delivery, including casual or seasonal operators to deliver the leaf vacuuming service.

⁶ Peter Hargreave report (2021)

⁷ Resulting from leaf and yard waste collection jurisdictional scan conducted in Fall 2024.

3. Depot Food Waste Digester Pilot

This solution proposes a food waste digester pilot program at a waste depot for use by eligible users of the depot. The Municipality will purchase a commercially sized food digester and make it accessible to the Harwich Depot users. The solution's costs and diversion rate presented in **Table 4** accounts for the pilot project only.

The pilot will run for a year, after which the implementation of this solution at all municipal waste depots will be evaluated. It responds to the interest from non-curb-side residents in having the option to sort and dispose their food waste separately from the landfill stream waste.

4. Countertop Food Waste Digester Pilot

This solution proposes to subsidize countertop food waste digesters to residents who are interested in using one. The Municipality will subsidize 100 units as a pilot program. The success and the demand of this solution will be analyzed within one year, at which point the merit of continuing the program will be evaluated.

5. Green Bin Program

This program sees food waste collected weekly at the curb through automated cart collection, similar to the current curbside garbage collection. Garbage collection will be moved to a bi-weekly frequency to incentivize participation. Green bin material will be transported to a composting or an anaerobic digestion facility outside of Chatham-Kent for processing.

Under Chatham-Kent's current agreement with the curbside waste collection service provider, the switch to bi-weekly garbage collection would significantly increase the unit cost. This, in addition to the associated high program costs and implementation complexity, make this option not favourable for Chatham-Kent at this time. However, it is a solution that may be evaluated for implementation at a future date.

Table 4 shows the properties associated with each solution including the estimated diversion rate and added funding required. As with every waste management program, communication and education campaigns are essential to achieve success. Therefore, promotion and education expenses have been estimated for each solution and integrated in the total program costs. The table provides information about the target residents, ease of implementation, diversion rate increase, costs, and full-time equivalent (FTE) staff needed.

Table 4: Summary of the solutions short-listed for improving organic waste diversion.

Solution	Target Residents	Ease of Implementation*	Diversion Rate Increase		Cost		New FTEs
			All CK	Curbside	Capital	Operating	
Do nothing (i.e. continue with status quo)	All	●●●	39%	31%	n/a	n/a	n/a
1. Backyard Composter Mandatory Program	All	●●●●	0.4%	0.4%	-	\$ 42,000 (Base)	0
2.a. Standardized Curbside LY&W Program	Residents in urban curbside communities	●●	9.3%	15%	\$ 4.7M	\$ 1.5M (Area-rated)	11
2.b. Standardized Curbside LY&W Program, excluding Ridgetown and Thamesville		●●	13%	20%	\$4.2M	\$1.8M	10
2.c. Standardized Curbside LY&W Program at Ridgetown's LOS		●	33%	43%	\$7.2M	\$4.7M	26 + 57 casual call-in operators
3. Depot Food Waste Digester Pilot	Non-curbside residents, Harwich Depot	●●●●●	0.1%	0.0%	\$ 66,680	\$ 7,900 (Base)	0
4. Countertop Food Waste Digester Pilot	All	●●●●●	0.1%	0.1%	\$ 17,250	-	0
5. Green Bin Program	Residents in urban curbside communities	●	7.8%	9.5%	\$ 11M	\$ 2.2M (Area-rated)	8

* Increasing circles indicate increasing difficulty of implementation, i.e. 1 = easiest to implement and 5 = most difficult to implement

The Recommended Program

Considering the information presented in **Table 4** and other factors, Administration recommends a three-fold organic waste diversion program (**Figure 2**) that satisfies the following criteria:

- Ensures compliance with provincial regulations and policies
- Allows diversion of both organic waste types, food waste and leaf and yard waste, to comply with the Food and Organic Waste Policy Statement
- Balances social and environmental benefits with program expenses, i.e. value for cost
- Integrates well with Chatham-Kent's strategic vision to foster financial and environmental sustainability while being customer focused

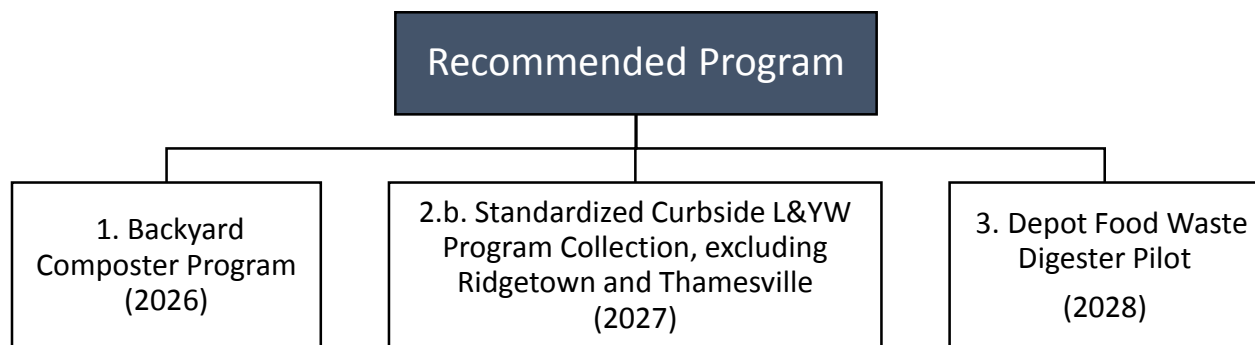


Figure 2: Recommended Program resulting from the Organic Waste Diversion Feasibility Study

The Recommended Program is proposed to be implemented in a staggered manner, as indicated in **Figure 2**, appreciating the associated administrative and operational burden and current supply chain pressures. Understandably, some costs will be incurred prior to a solution's implementation. For example, collection trucks and equipment associated with a standardized curbside leaf and yard waste collection will need to be procured 18 to 24 months prior to implementation.

To deliver the Recommended Program, a number of full-time, permanent positions will be needed:

- Eight collection operators, two for each truck route, to deliver the manual curbside leaf and yard waste collection. One of the two FTEs allocated to the existing curbside L&YW collection service will be transferred from Public Works to Waste Management.
- One dispatcher position that will address day-to-day route changes for operators, resolve collection issues, and assist in any emergencies.

- One Supervisor II position to assist the existing Supervisor I (Waste Management Operations) in supervising collection operators by coordinating training, scheduling, and addresses the day-to-day issues.
- One Project Manager position to manage the contracts associated with the Recommended Program, oversee communication campaigns, and provide monitoring and quality control for the program. This position is essential to the Program's success.

Benefits of the Recommended Program

The recommended program will achieve short- and long-term benefits for community and administration, including compliance, improved logistics, enhanced service delivery, and long-term waste management flexibility.

Compliance with O. Reg. 101/94 and the Ontario Food and Organic Waste Policy Statement will be achieved in 2027 by implementing the backyard composter program and curbside leaf and yard waste collection in all urban curbside communities. The Recommended Program is expected to achieve 51% organic waste diversion in curbside urban communities and 53% increase in Chatham-Kent as a whole.

In the absence of a green bin program, household backyard composters and depot food waste digesters present an alternative to recovering resources from household food waste. Therefore, the intent of the Policy Statement for municipalities to tackle both food and leaf and yard waste is satisfied.

The current curbside L&YW collection service is delivered by Public Works staff, and its management is garage specific. The decentralized nature and the varied levels of this service lead to inconsistent delivery, underestimation of program costs, and inability to gather reliable data. By standardizing this program, these issues will be resolved, and performance monitoring will be enabled. Therefore, administration will be able to collect better data, control costs, and resolve system-wide issues efficiently.

From the multiple community engagement activities, it is evident that there is community demand and interest in curbside organic waste diversion programs, including a green bin program. The recommended program will partially satisfy these demands by providing a curbside L&YW collection in all urban curbside communities.

Finally, Chatham-Kent has depended on external waste service providers for decades. The proposed in-house program will enable administration gain experience in this area, build internal capacity, and increase understanding of service costs. This in turn will foster healthier competition opportunities for the Municipality.

Operational Implications

The Recommended Program is proposed to be managed by the Waste Management team in collaboration with Public Works and Customer Service. Synergies are expected to be achieved by utilizing an existing Public Works garage as center of operations for the curbside leaf and yard waste program and sharing equipment utilization, where

possible. In addition, it is expected that Waste Management collection operators will be able to assist as equipment operators from December to March and reduce the operational burden related to winter control among other tasks. The estimated financial savings from Public Works' budget have been accounted for in the total program operating cost. It is important to note that the Recommended Program's logistics pertaining to collection crews may depend on whether and how these positions are integrated within the collective agreement environment.

It is expected that this program will have an impact on the operations of the nine existing leaf and yard depots. Although no changes in the depots' levels of service are recommended at this time, they will be evaluated after the implementation of the Recommended Program.

The mulch resulting from grinding leaf and yard waste at municipal depots is given away to members of the community. Improvements to this service will be assessed in the near future to streamline material transfer and explore revenue streams.

Next Steps

Should Council approve the recommendations in this report, administration will immediately begin the procurement process to secure the following products and services:

- i. Collection route design and optimization
- ii. Collection trucks and equipment
- iii. Service garage improvements
- iv. Backyard composter devices

Further, promotion and education materials for the program will be planned before being procured. Hiring of required staff will be completed in the latter end of 2026 in preparation for the curbside L&YW collection program in 2027.

Council Term Priorities

This report supports the following Council Term Priorities:

			
Deliver Excellent Service	Promote Safety & Well-Being	Grow Our Community	Ensure Environmental Sustainability
2. & 5.		4.c. & 4. d.	1.

Consultation

The Recommended Program design was informed by multiple public engagement activities performed throughout 2024. A number of municipal staff from various Ontario communities were consulted in learning about their programs. Equipment suppliers and service providers were consulted to arrive as accurate of cost estimates as possible.

Dillon Consulting was retained during Fall 2024 to provide a technical review of the program design's assumptions, methodology, and calculations.

Internally, Public Works and Fleet Service staff were consulted extensively to gain a better understanding of the existing service, utilization of related assets, allocation of human resource, and estimating fleet-related expenses.

Legal Services was consulted on the application and obligations under the Ontario Food and Organic Waste Policy Statement. The Municipal Facilities team was consulted on the potential of upgrading an existing garage for the Recommended Program and leveraging the Facilities Reserve as a funding source. Human Resources was consulted on the staffing implications.

Infrastructure and Engineering Services Senior Management were consulted regularly during the program development phase. The Executive Management Team was consulted on the Recommended Program, which was updated to include the received feedback.

Communication

This report and Council's decision on its recommendations will be posted on the Let's Talk Chatham-Kent project page. Before implementing the Recommended Program, communication campaigns relative to the service impact and complexity will be designed in collaboration with the Corporate Communications team and delivered through various media to impacted residents.

Diversity, Equity, Inclusion and Justice (DEIJ)

The Recommended Program will increase the accessibility of Chatham-Kent residents to improved service and higher contribution to environmental sustainability by providing more waste management solutions. The recommendations within this report are equitable as only the owners of the impacted properties within curbside service areas will be impacted by the curbside program costs.

Financial Implications

The financial implications of the Recommended Program are staggered to align with the implementation timeline of its elements, as summarized in **Table 5**.

In anticipation of this program, funding was proposed in the 2024-2027 multi-year budget as follows:

- \$639,948.00 one-time funding in 2026
- \$512,363.00 one-time funding in 2027
- \$2,042,000.00 annual area-rated funding starting in 2027

As a result, the 2027 and 2028 operating cost of the Recommended Program (about \$1.9M) can be funded from the proposed 2027 operating budget. However, the Program's capital costs (about \$4.2M) have not been accounted for. Administration recommends using a variety of funding sources to close the one-time funding gap:

- Weigh scales and related devices will be funded by the one-time funds planned for 2026.
- Training, promotion and education expenses will be funded from the Recycling WDO Reserve.
- The expenses related to retrofitting an existing garage will be funded from Lifecycle AMP Buildings Reserve.
- Collection equipment expenses, which are primarily related to the purchase of compacting waste collection trucks, will be funded from the Municipal Fleet Reserve.

The annual operating costs of the Recommended Program are proposed to be funded as general tax levy where the benefit is accessible to all residents (i.e. backyard composter program) and where the expense is related to depot operations (i.e. depot food waste digester pilot) as per past practice. Where the benefit is limited to curbside residents, the operating costs are proposed to be funded from area-rated tax levy, such that only those are eligible for the service pay for it. As a result, the Recommended Program will not cause a significant increase in most rural residents' taxes.

Further, it is proposed the cost of the curbside collection trucks be amortized over the first several years to close the gap it creates in funding other fleet needs. As a result, for the first eight years, the area-rated tax levy of the program will be about \$2.11M.

All proposed positions will be evaluated to confirm their level of compensation, should this program be approved. The financial implications for 2028 will be updated and included in the 2028-2031 multi-year budget.

Table 5: Summary of the financial implications of the Recommended Program

	Recommended Program Costs	2026	2027	2028
Capital (One-Time) Costs	Expenses			
	Total Program Capital Expenses	\$4,202,698	-	\$66,680
	Funding			
	Multi-year One-time Budget	\$639,948	-	\$66,680
	Recycling WDO Reserve (#17351)	\$180,500	-	-
	Lifecycle AMP Building Reserve (#17766)	\$1,270,000	-	-
	Municipal Fleet Reserve (#17866)	\$2,112,250	-	-
	Total Program Capital Funding	\$4,202,698	-	\$66,680
Operating (Annual) Costs	Expenses			
	Recommended Program Operating Costs	\$42,000	\$1,845,000	\$7,900
	Payback amount to Municipal Fleet Reserve (#17866) for first 8 years	-	\$264,031	-
	Total Program Operating Expenses	\$42,000	\$2,109,031	\$7,900
	Funding			
	General Tax Levy	\$42,000	-	\$7,900
	Planned Area-rated Tax Levy (2024-2027 multi-year budget)	-	\$2,042,000	-
	Area-rated Tax Levy	-	\$67,031	-
	Total Program Operating Funding	\$42,000	\$2,109,031	\$7,900

Prepared by:

Huda Oda, P.Eng., MASc, Manager, Waste Management

Reviewed by:

Ryan Brown, P.Eng., Director, Public Works

Edward Soldo, P.Eng., General Manager, Infrastructure and Engineering Services

Consulted and confirmed the content of the consultation section of the report by:

Rob Pollock, Director, Parks, Recreation, and Facilities

Dave Taylor, Director, Legal Services

Gord Quinton, MBA, CPA, CGA, Chief Financial Officer/Treasurer

Attachment:

Appendix A: Curbside Leaf and Yard Waste Collection Levels of Service