Commission de services régionaux de Kent

Kent Regional Service Commission

REPORT ON WASTE COLLECTION

NOVEMBER 2025

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1. INTRODUCTION

In 2013, when the Kent Regional Service Commission (KRSC) was created, two principal mandates were transferred from the previous commissions: local planning and solid waste management. This document will focus on solid waste services, in particular those relating to the collection of garbage, recycling and organic matter, which we will simply refer to in this document as "collection".

In 2013, collection was the responsibility of each municipality; in the case of the local service districts (LSDs), New Brunswick's Department of Environment and Local Government was in charge. There were more than 15 contracts in effect across the region. The equipment used by garbage collectors varied from municipality to municipality. In certain cases, conventional compactors were used; in other cases, flatbed or half-ton trucks were used.

All of the refuse/recycling material collected in Kent County was transported to the transfer station located in Bouctouche; material collected in Northumberland County (Rogersville region) was taken directly to the Allardville landfill site. Built in the early 1990s, the transfer station was owned by Groupe Tiru (Tiru), a French company also involved in the construction of the Berry Mills landfill site. During that same period, the Kent Solid Waste Commission was created to oversee the implementation of waste diversion programs (blue/green bags) and to serve as an intermediary between the municipalities, the regional LSDs, Tiru and the Westmorland-Albert Solid Waste Corporation (the refuse/recycling was buried or sorted in Westmorland-Albert).

The 20-year agreement between Tiru and the former Kent Solid Waste Commission came to an end on December 31, 2014. After the solid waste responsibilities were transferred to KRSC, it oversaw the winding up of the agreement. KRSC's Board of Directors (Board) hired a number of experts to review the agreement and investigate the possibility of transferring the assets [transfer station] for a modest sum, as stipulated. The experts strongly advised KRSC not to take on responsibility for the assets and to forgo the possibility of acquiring them.

During the presentation of various transfer station options, there were also options relating to the management of collection contracts involving the municipalities and the LSDs that wanted to take part in the system. KRSC drew inspiration from the collection model adopted by the Acadian Peninsula Regional Service Commission (APRSC), i.e., a locally optimized model. Following the Board's decision to not acquire the transfer station, most of the municipalities and the Department of Environment and Local Government looked favourably on the prospect of transferring responsibility to KRSC in order to establish an optimized system.

In January 2015, KRSC assumed responsibility for all collection contracts in the entire Kent region (including communities in the Rogersville region), with the exception of the Elsipogtog and Indian Island First Nations and the municipalities of Saint-Antoine and Bouctouche. Implementing this new system within the participating communities meant that they all paid the same rate per residence for collection and the same rate per person for the tonnage produced. This billing model created equity among the communities throughout the region. With the closure of the transfer station and the transportation of waste directly to the Eco360 Southeast landfill site (formerly Westmorland-Albert, hereinafter referred to as "Eco360"), the region enjoyed significant cost savings (due to lower solid waste collection costs) and a good quality/price ratio for regional residents. Our model is now being used by Eco360, which recently assumed responsibility for the

collection contracts for many municipalities in its operating area. Having the RSC manage the collection process through the sorting or burial stages means that a common message can be communicated to all residents.

In 2024, a new player entered the recyclable materials management sector. For a number of years, the Department of Environment and Local Government, in partnership with Recycle NB, had been hoping to implement an extended producer responsibility (EPR) program. In 2023, the provincial government adopted legislation obliging producers of certain products to pay for the collection, management and recycling of packaging and paper products (i.e., under the PPP program). The municipalities and the RSCs responsible for collection management were required to decide whether they would assign responsibility for collection and for promoting the program to the manager (Circular Materials Atlantic/CM) or whether they would take on this responsibility themselves. In the case of the Kent region, due to the existing 3-stream sorting system in place across the region, it became financially beneficial to maintain responsibility for promotion and collection. Since May 2024, KRSC has been the service provider for CM and is compensated in the form of a rate per residence. That is very helpful when it comes to covering collection costs, which have risen significantly in recent years.

That management model has now been in effect for 10 years. Since then, the former administrative territory of the Town of Bouctouche joined the optimized system; the Champdoré Town Council passed a motion enabling the territory of the former village of Saint-Antoine that was not yet part of the program to join as well. Cost savings are now a thing of the past, particularly in recent years, when costs for many goods and services went up considerably.

2. BOARD MANDATE

Since the 2024 tendering process for collection was issued, KRSC's director of finance sounded the alarm. If the collection management model does not change, collection costs will continue to rise significantly in the coming years. Following the presentation, the Board asked the administration to evaluate various options aimed at providing a collection system that is reliable and, in particular, affordable in the coming years. The Board asked the administration to present these options in the fall of 2025.

3. BACKGROUND

Since responsibility for the collection contracts was assumed in 2015 for most of the territory, the situation has changed and evolved significantly. In 2015, the region had more garbage collectors based within its territory, which ensured a certain level of competitiveness. These garbage collectors, most of which were based in the region, used a business model based on the transfer station in Bouctouche. Since the distances travelled were short, many garbage collectors had non-conventional equipment that enabled them to cover those distances. The collection cost at the transfer station was affordable, but managing the site, maintaining the equipment and transporting waste by heavy truck to Berry Mills meant that this system was not economically viable over the long term. This decision had repercussions for some garbage collectors that could not change their fleets and adapt to the new reality, or even to transport waste to Berry Mills. We saw various companies go out of business or change their focus to commercial clients, rather than residential contracts.

Today, the lack of competition means that garbage collectors are charging higher prices for the services required by KRSC. It should be noted that the Kent region is not the only one in this situation. In many regions of New Brunswick, the largest garbage collection companies have all acquired local companies. Examples include J.S. Bellis in the Woodstock region and Sani Boss in St. Quentin, which were purchased by the Municipal Group of Companies (Fero Waste & Recycling).

In addition, KRSC implemented a number of changes involving the collection of bulky waste items and hazardous materials. Thanks to a partnership with Eco360, we now offer four "collection opportunities" a year, when people can take almost anything to the identified sites. These "eco-depots" enable residents to get rid of hazardous items and other materials that are not usually collected during the weekly pick-up or when bulky items are collected. This service is very popular with the residents. We make sure that we are in each community in the region every two years.

Similarly, the collection process for bulky waste items has necessarily evolved since KRSC has been in charge. The garbage collectors had great difficulty continuing to offer this service due to the large volumes of material for collection and limited availability of qualified workers. To address those challenges, two changes were made to the bulky waste collection process. The first of those changes, which was carried out prior to the pandemic, was to limit the number of items to a maximum of 15 per pick-up. At that time, bulky waste was collected three times a year, i.e., in spring, summer and fall. Following the pandemic, the labour shortage meant that this collection model no longer met residents' expectations due to long delays. For that reason, KRSC changed the model to an "on-call system", rather than three scheduled collection dates. Every six weeks, regional residents can put out six bulky items by the roadside. To obtain this service, residents must register on our website or call in to the office. This new delivery model has not made everyone happy, but the collection process is much more reliable and efficient for local residents.

In light of all these changes, the lack of competition, the labour shortage, the economic situation affecting the province and the entire country since the pandemic, it is not surprising to see rising collection costs. KRSC and the Kent region are not the only ones experiencing the impacts of these major factors, but KRSC is the sole master of its destiny. Serious consideration must be given to potential solutions to ensure that the service provided is affordable to residents while maintaining a service level acceptable to taxpayers.

4. COLLECTION CONTRACT COSTS

4.1. Current situation

KRSC's administrative territory is divided into five collection contracts: K1, K2, K3, K4 and K5 (see **Appendix A**). There are two other contracts, one covering the territory of the former Village of Saint-Antoine, and K6 for bulky waste throughout the whole territory. Table 4.1.1 shows each contract, the company that obtained it, the start date, the scheduled end date, the option years available and the annual amounts associated with each contract.

Table 4.1.1 – Current collection contract costs

Contracts	Company	Start date	End date	Option years	Year	Amounts
K1	Fero Waste & Recycling	December 29, 2024	December 28, 2030	2 option years at 3%	2025	**$719,080.65**
					2026	**$832,755.21**
					2027	**$856,505.92**
					2028	**$881,123.58**
					2029	**$906,634.24**
					2030	**$933,083.12**
					2031	**$961,075.61**
					2032	**$989,907.89**
K2	Fero Waste & Recycling	November 6, 2022	January 2, 2027	1 option year at 3%	2025	**$365,638.67**
					2026	**$376,638.83**
					2027	**$387,906.06**
K3	Fero Waste & Recycling	November 6, 2022	January 2, 2027	1 option year at 3%	2025	**$389,232.63**
					2026	**$400,909.61**
					2027	**$412,936.90**
K4	McAction Enterprise Inc. / Fero Waste & Recycling	November 6, 2022 / December 15, 2025	January 2, 2027 / December 31, 2033	No option year	2025	**$429,507.31**
					2026	**$550,596.00**
					2027	**$564,361.00**
					2028	**$584,113.00**
					2029	**$604,557.00**
					2030	**$625,717.00**
					2031	**$647,617.00**
					2032	**$670,283.00**
					2033	**$693,743.00**
K5	Fero Waste & Recycling	December 29, 2024	December 28, 2030	2 option years at 3%	2025	**$583,838.43**
					2026	**$653,899.04**
					2027	**$680,055.01**
					2028	**$701,219.39**
					2029	**$723,042.44**
					2030	**$745,544.67**
					2031	**$767,911.01**
					2032	**$790,948.34**
K6	Fero Waste & Recycling	April 2, 2023	January 2, 2027	1 option year at 3%	2025	**$364,175.47**
					2026	**$390,868.63**
					2027	**$402,594.69**
Saint-Antoine	McAction Enterprise Inc.	January 1, 2024	December 31, 2025	Renewable contract	2025	**$61,629.00**
					NA	**Joined K4**
Total 2025: $3,032,948.94		**Total 2026: $3,205,667.32**		**Total 2027: 3,304,359.58**		

The amounts in red represent the option years at the maximum rate of increase included in each contract.

Looking at Table 4.1.1, we can see that the timing is right to consider transitioning to a new collection program, as the K2, K3, and K6 contracts will soon expire. These can therefore be filled through a tendering process for contracts with terms similar to those of K4, which has just been renewed. The first phase of a change could therefore be carried out in 2030, when contracts K1 and K5 expire. We cannot recommend

terminating these contracts early, as they contain penalty clauses if KRSC decides to terminate the agreement before the scheduled expiry date. These clauses are in place due to the downward negotiation of the annual costs by contract year in order to reduce the negative impacts between the 2024 and 2025 budgets. The detailed versions of the penalties for these two contracts by year are available in **Appendix B** for K1 and **Appendix C** for K5.

4.2. Cost fluctuations by year: 2015 to 2027

The rising costs associated with the collection contracts are not a recent phenomenon. Table 4.2.1 shows the cost difference, year by year, for the collection contracts managed by KRSC, i.e., the Town of Bouctouche is only included as of 2023, while the territory of the former Village of Saint-Antoine is only included as of 2026. It should also be noted that these amounts do not include tax or the contingency fees that KRSC collects to avoid running a deficit if the gas cost adjustment clause has to be triggered.

Table 4.2.1 – Cost fluctuations for collection contracts

Contracts	K1	K2	K3	K4	K5	K6	Total
2016	$346,867.41	$100,828.72	$200,656.11	$133,850.77	$173,555.70		**$955,758.70**
2017	$353,804.76	$101,837.89	$202,622.67	$136,527.79	$192,143.47		**$986,976.58**
Diff. (%)	**2%**	**1%**	**1%**	**2%**	**11%**		**3%**
2018	$519,587.27	$102,855.38	$204,689.30	$139,258.35	$200,109.27		**$1,166,499.58**
Diff. (%)	**47%**	**1%**	**1%**	**2%**	**4%**		**18%**
2019	$535,385.00	$140,007.60	$300,000.72	$144,689.43	$202,926.95		**$1,323,009.70**
Diff. (%)	**3%**	**36%**	**47%**	**4%**	**1%**		**13%**
2020	$550,636.21	$165,012.96	$340,000.08	$145,995.00	$205,564.99		**$1,407,209.24**
Diff. (%)	**3%**	**18%**	**13%**	**1%**	**1%**		**6%**
2021	$568,412.08	$200,985.72	$390,000.48	$147,995.00	$326,952.13		**$1,634,345.41**
Diff. (%)	**3%**	**22%**	**15%**	**1%**	**59%**		**16%**
2022	$574,778.30	$235,285.92	$445,189.56	$149,995.00	$338,354.23		**$1,743,603.01**
Diff. (%)	**1%**	**17%**	**14%**	**1%**	**3%**		**7%**
2023	$509,495.12	$340,862.15	$362,857.34	$421,085.60	$299,770.41	$257,452.73	**$2,191,523.35**
Diff. (%)	**-11%**	**45%**	**-18%**	**181%**	**-11%**		**26%**
2024	$513,629.04	$354,989.00	$377,895.76	$421,085.60	$302,044.00	$353,568.42	**$2,323,211.82**
Diff. (%)	**1%**	**4%**	**4%**	**0%**	**1%**	**37%**	**6%**
2025	$719,080.65	$365,638.67	$389,232.63	$429,507.31	$583,838.43	$364,175.47	**$2,851,473.16**
Diff. (%)	**40%**	**3%**	**3%**	**2%**	**93%**	**3%**	**23%**
2026	$832,755.21	$376,638.83	$400,909.61	$550,596.00	$653,899.04	$390,868.63	**$3,205,667.32**
Diff. (%)	**16%**	**3%**	**3%**	**28%**	**12%**	**7%**	**12%**
2027	$856,505.92	$387,906.06	$412,936.90	$564,361.00	$680,055.01	$402,594.69	**$3,304,359.58**
Diff. (%)	**3%**	**3%**	**3%**	**3%**	**4%**	**3%**	**3%**

An analysis of the average annual growth rate (AAGR) of collection costs over the 12-year period uses the formula shown below and demonstrates that the average increase is approximately 11.94% per year.

$$AAGR = \left[\frac{3{,}183{,}759.69}{955{,}758.70}\right]^{\frac{1}{11}} - 1$$

$$AAGR \approx (3.4573)^{0.0909} - 1 \approx 0.1194 \text{ or } 11.94\%$$

It should be noted, however, that in Table 4.2.1, the red sections represent the years in which our contracts were renewed via a tender process. Those years certainly coincided with marked increases in collection costs. The rare cases of cost reductions are identified in blue and can be explained by the removal of bulky waste collection from contracts K1 and K5 and significant changes to the K3 collection territory in favor of contract K4, where a major increase was observed. In the same year, the town of Bouctouche joined our program under contract K2, which also saw major cost increases. The same situation can be observed in 2025 in contracts K1 and K5 with the addition of the regions of Shediac-River, Shediac-Bridge, MacDougall, Notre-Dame, Baie–Sainte-Anne, Escuminac, and Hardwicke. This phenomenon is observed one last time in 2026 with the addition of Saint-Antoine to K4.

Since the increase in the number of residences served has a direct impact on contract costs and on the total number of residences sharing those costs, it seems more appropriate to apply the average annual growth rate (AAGR) formula to the amount paid by each residence taking part in the optimized collection program.

Table 4.2.2 – Fluctuations in collection costs per residence

Year	Total collection cost	Number of residences	Cost per residence	Diff. (%)
2016	$955,758.70	13,127	$72.81	NA
2017	$986,976.58	13,127	$75.19	3%
2018	$1,166,499.58	13,416.5	$86.95	16%
2019	$1,323,009.70	13,416.5	$98.61	13%
2020	$1,407,209.24	13,416.5	$104.89	6%
2021	$1,634,345.31	13,416.5	$121.82	16%
2022	$1,743,603.01	13,416.5	$129.96	7%
2023	$2,191,523.35	14,295.75	$153.30	18%
2024	$2,323,211.82	14,295.75	$162.51	6%
2025	$2,851,473.16	15,878.25	$179.58	11%
2026	$3,205,66.32	16,517.75	$194.07	8%
2027	$3,304,359.58	16,517.75	$200.05	3%

Applying the same AAGR formula to the cost per residence over the 12-year period, we obtain an average increase of approximately 9.62% per year.

$$AAGR = \left[\frac{200.05}{72.81}\right]^{\frac{1}{11}} - 1$$

$$AAGR \approx (2.7539)^{0.0909} - 1 \approx 0.0962 \text{ or } 9.62\%$$

4.3. Estimated costs per year: 2027 to 2032

Although the percentage is slightly lower when the formula is applied in this way, the same upward trend is still evident. Applying this rate, we can arrive at a fairly reliable estimate of annual costs for the next five years. In keeping with the trend, the increase in 2028 should be greater than in subsequent years since three contracts will have to be renewed. Please note that the calculations are accurate since the AAGR value remains the same.

Tableau 4.3.1 – Estimated collection costs 2027-2032

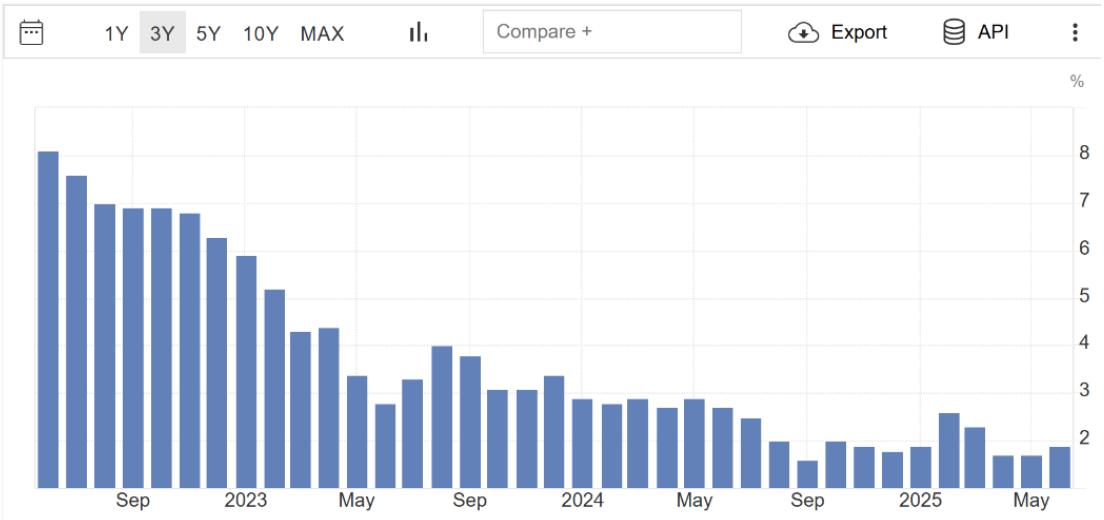
Year	Cost per residence	Diff. (%)	Residences	Total cost
2027	$200.05	3%	16,517.75	$3,304,375.89
2028	$248.63	24%	16,517.75	$4,106,808.18
2029	$273.75	10%	16,517.75	$4,521,734.06
2030	$295.65	8%	16,517.75	$4,883,472.79
2031	$307.48	4%	16,517.75	$5,078,811.70
2032	$316.70	3%	16,517.75	$5,231,176.05

$$AAGR = \left[\frac{316.70}{200.05}\right]^{\frac{1}{5}} - 1$$

$$AAGR \approx (1.5831)^{0.2} - 1 \approx 0.0962 \text{ ou } 9.62\ \%$$

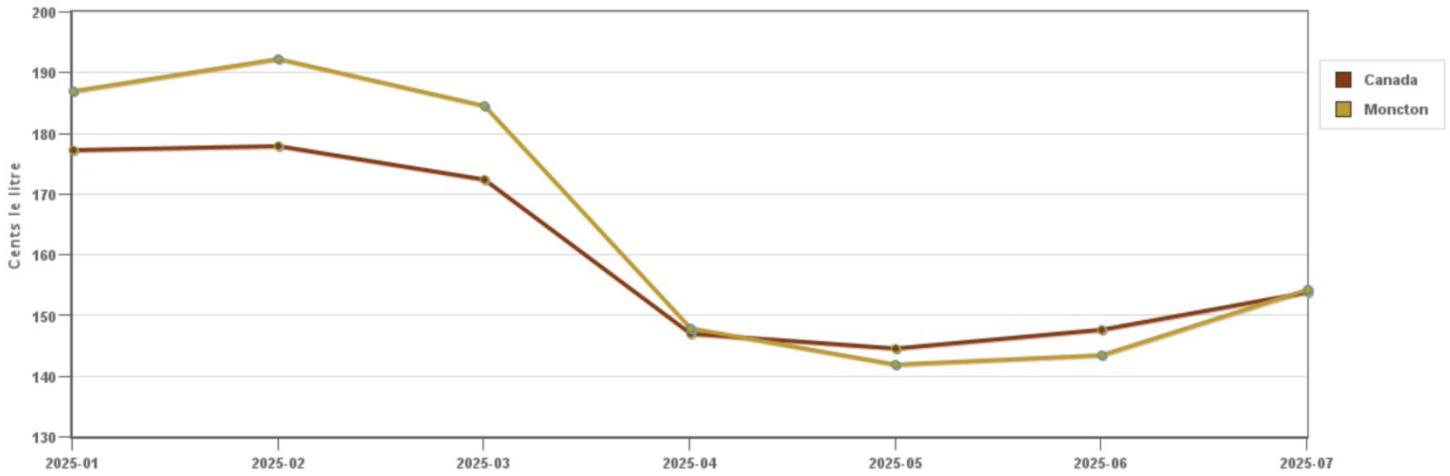
Needless to say, these figures are only estimates based on statistical data for the past 10 years. There is a wide array of factors accounting for collection cost fluctuations, as described in “Section 3. Background” of this report. Currently, we are observing a slowing of inflation and a drop in gasoline-at-the-pump expenses, which may put downward pressure on the estimated trends discussed above. However, it is difficult to estimate the actual impact of these factors or to determine whether this trend will be maintained.

Figure 4.3.1 – Trend in Canada’s inflation rate over the past three years



Trading Economics, https://shorturl.at/L6Es1

Figure 4.3.2 – Monthly average of retail diesel prices in 2025



Ressources naturelles Canada, https://shorturl.at/8dSuW

5. ISSUE

The issue becomes quite clear once all the facts have been demonstrated. The waste collection cost has been constantly rising, particularly in the past five years. The projection models indicate a stubborn trend that is likely to continue. Higher costs make the service less affordable for taxpayers in the region. At the same time, the service level has not improved. The long-term models suggest that this way of operating is not viable over the long term. KRSC's Board has offered a clear assessment of this issue: would it be economically beneficial for KRSC to stop dealing with the private sector altogether and provide residential waste collection services "in house"? What costs would be associated with assuming responsibility for collection, ranging from purchasing equipment and infrastructure to hiring staff while maintaining a comparable or better level of service?

6. METHODOLOGY

KRSC used various approaches to ensure adequate data collection, thus enabling the Board to reach an informed decision. The methodology includes interviews, site visits and research based on the public documents available to us (budgets, tenders, calls for proposals, etc.). Based on the results of this data collection process, we can now move on to the analysis section, where the collected data is applied to our reality. A summary presentation of the approaches taken is provided below.

6.1. Site visits

The assistant executive director, the finance director and the CEO travelled to Tracadie, where they met with representatives of the Acadian Peninsula Regional Service Commission (APRSC). They also visited the local facilities and observed the collection trucks used by APRSC, thus gaining a clearer understanding of how the service operates on a day-to-day basis. They had the opportunity to meet with the foreman of the collection service, who has over 15 years of experience in the sector. That gave them additional insight into the logistics and the operational aspects of the collection process.

In addition, as part of carrying out her duties over the past 10 years, the assistant executive director made multiple visits to the offices and equipment storage areas of companies such as Fero Waste & Recycling and Miller Waste Systems. Thanks to those visits, she has a clear understanding of the types of spaces required for stationing a fleet of trucks and for additional maintenance facilities.

6.2. Research

As part of the research process, the assistant executive director reviewed the websites of numerous Canadian municipalities and entities in charge of residential waste collection. In particular, she focused on policies associated with the collection system and on the specific details relating to private access, notices of decisions issued by municipal councils and minutes of meetings to find relevant information pertaining to costs, benefits and challenges associated with "in-house" management of collection services. That research shed light on some recurring trends across the country and made it possible to establish cost estimates for purchasing a fleet of trucks.

In addition to these municipal entities, research was carried out regarding available market options for collection vehicles. The individual specifications that our program requires for it to be efficient, safe and affordable are debatable, but knowing what is being done elsewhere enabled the administration to prepare and present various scenarios.

6.3. Interviews and discussions

Interviews and discussions were held with various municipal entities to obtain information on their success stories and the challenges they face in providing residential waste collection services "in house". The answers to our questions gave the administration a good overview of the equipment, infrastructure and staffing needs, including information on costs associated with purchasing vehicles and with their operation and maintenance. We also learned about how the collection service is run, e.g., whether a two-source or three-source program is used, the collection frequency, whether these entities also manage the bulky waste collection process, etc.

The assistant executive director, the finance director and the executive director also interviewed members of APRSC's administrative and operational staff. That organization purchased collection trucks four years ago and is responsible for the collection process on two thirds of its administrative territory. Those interviews shed light on the advantages, disadvantages and challenges of having a "public" fleet of trucks, rather than relying on the private sector. The assistant executive director also approached the City of Moncton to obtain its opinion, given that it took the opposite approach, i.e., switching from an in-house collection service to private-sector contracting. She also carried out research involving the City of Moncton's official minutes of meetings, as well as traditional media.

Other regions inside and outside New Brunswick were consulted via email and virtual meetings. Those regions were targeted either because the sorting system they operate is similar to ours, because they own their own fleet or because they conducted a study in recent years similar to that presented here. Those regional entities included the Restigouche RSC (NB), the City of Rimouski (QC), the Régie intermunicipale de traitement des matières résiduelles de la Gaspésie (QC), the Régie intermunicipale d'Acton et des Maskoutains (QC), the Régie régionale de gestion des matières résiduelles de Portneuf (QC), the Régie intermunicipale de traitement des matières résiduelles de la MRC de La Matapédia et de La Mitis (QC), the City of Lévis (QC), and the City of

Calgary (AB). We thank them for their availability and for the immense amount of information they shared with us, enabling us to present this report.

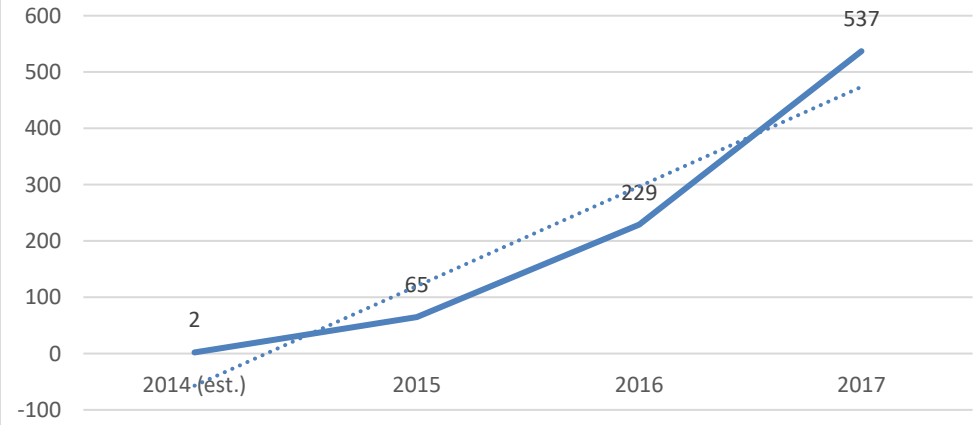
7. OTHER CONSIDERATIONS

Numerous factors have emerged since this study was launched; they are sure to have a significant impact on the direction we take in the future. The most important factors that we have taken into account and that have a major influence on the recommendations are as follows:

7.1. Bins vs. Bags – the case of the City of Moncton

During a meeting with the City of Moncton and after consulting articles following its decision to end its in-house collection service, the reasons why automated collection is so prevalent in public-run collection services became quite obvious. The data presented by the City's staff are alarming: employees in charge of collection pick up and throw the equivalent of eight to nine tons of waste a day, five days a week.[1] The number of injuries among City of Moncton employees kept increasing, with many days of work lost (Figure 7.1.1). This led to nearly $45,000 in workplace accident compensation costs.[2] The administration [City of Moncton] also pointed out that 29% of the total time lost due to workplace accidents in the City was due to the collection service, even though it only represented 1% of the municipal workforce.[3]

Figure 7.7.1 – Days of work lost per year, Moncton



Switching to the private sector was not the only option studied by the City of Moncton. They also mulled adding a second employee so each individual could alternate between driving and collecting, thus reducing the risk of injuries by ensuring more frequent breaks. Consideration was also given to automating the fleet; they even studied the possibility of switching to the private sector while instituting an automated collection service. A cost analysis was carried out based on actual market costs (the City issued two separate tenders to

[1] Magee, S. (2020). Moncton to privatize garbage collection, sticks with bag system. CBC News. https://www.cbc.ca/news/canada/new-brunswick/moncton-garbage-collection-contract-1.5768815
[2] Magee, S. (2019). Moncton to use more private contractors to collect garbage. CBC News. https://www.cbc.ca/news/canada/new-brunswick/moncton-garbage-collection-union-1.5062054
[3] Letterick, K. (2017). Sanitation workers' injuries cited in Moncton's move to private contractor. CBC News. https://www.cbc.ca/news/canada/new-brunswick/moncton-garbage-pick-up-zone-fero-1.4147537

gather this information). The first tender involving switching to private-sector collection; it contained four collection options (automated while keeping the current collection days, manual while keeping the collection days, automated with the possibility of modifying the collection days and manual with the possibility of modifying the collection days). The second tender involved the purchase and delivery of 78,000 bins.

The result of these tenders was presented to the City councillors, who decided to switch back to private-sector manual collection as it was the cheapest option. In 2020, the purchase and roll-out of the bins would have cost the City nearly $4 million, with additional annual costs of $452,000.[4] Table 7.1.1 shows the financial analysis of each option considered, as presented in the minutes of the City's meeting held on October 19, 2020.[5]

Table 7.1.1. – Cost Comparison for each collection method, City of Moncton

Collection method	Annual cost per household (23,668)	Annual cost	Increase in the 2021 budget	Impact on the tax rate
Current model (hybrid)	$63.12	$1,493,869	NA	NA
Manual collection by private contractor	$78.09	$1,848,219	$354,350	0.3 cents
Manual collection by the City (two employees)	$113.77	$2,692,693	$1,198,825	1.5 cents
Automated collection by private contractor	$126.38	$2,993,546	$1,499,677	1.9 cents
Automated collection by the City (mechanical arm)	$126.73	$2,999,549	$1,505,680	1.9 cents

The City of Moncton's analysis, although carried out five years ago, provides us with important data on the risks associated with manual collection and the potential costs that an automated collection service could entail. All of the other regions consulted in which public-sector collection is provided indicated that in order to avoid numerous injuries, automating the collection process is the first necessary step before considering whether to switch from private to public.

Collection is automated to ensure more efficient management and to safeguard the well-being of the employees in charge of this service. We were also informed that automation brings a degree of prestige to the collection service that is not associated with a manual collection system. That is because the employees see themselves as machinery operators rather than as garbage collectors. In addition, they do not have to exit the vehicle to do their work, which protects them from rain, snow and extreme temperatures. The regions that switched from a manual to an automated system also noted that this change makes recruitment and staff retention easier. This is a challenge that cannot be ignored when switching to an "in-house" service.

7.2. Circular Materials (CM)

The agreement signed with CM will expire in December 2026. We have received written confirmation from the organization that it wishes to renew the agreement on a long-term basis. Both CM and KRSC have minimum requirements that must be met in order for a new agreement to be signed, but both organizations

[4] Magee, S. (2020). Moncton to privatize garbage collection, sticks with bag system. CBC News. https://www.cbc.ca/news/canada/new-brunswick/moncton-garbage-collection-contract-1.5768815

[5] Moncton – procès-verbal 19 octobre 2020. Disponible en ligne au : https://www5.moncton.ca/docs/councilmeetings/2020/Minutes/2020-10-19_RC_Minutes_Proc%C3%A8s-verbal.pdf

are open to negotiations. Two things that were pointed out to us during these discussions that will have a direct impact on this study are the need to enforce sorting by tagging bags and CM's lack of motivation to immediately purchase bins for the collection of recyclable materials. These requirements lead to two important considerations in relation to the provision of recyclable material collection services:

- **To keep this agreement with CM, our municipalities must allow for the strengthening of collection through a collection bylaw:** The KRSC does not have the authority to enforce the sorting system within its municipalities. The administration has developed a basic bylaw that municipalities will have to adopt as is, or a modified version containing the basic clauses allowing for the refusal of improperly sorted bags and the use of stickers directing residents to information on how to sort more effectively. If KRSC cannot demonstrate that steps are being taken to enforce proper sorting, CM will not pursue the steps leading to the signing of a long-term agreement.

- **CM will not pay for blue bins:** If KRSC wants to pursue the agreement with CM even after purchasing a fleet, not only will it be necessary to purchase trucks that allow for dual-source collection or double the number of trucks required, but our municipalities will also have to absorb the cost of blue bins in addition to green and gray bins for the other two sources. These additional costs will very quickly offset the revenue generated by providing services to CM even far exceeding it. It would therefore not be wise to pursue both avenues simultaneously. The purchase of trucks can only be recommended if we switch to dual-source collection. This means that if KRSC wants to maintain the agreement with CM as a source of revenue, the best option is to keep the private-sector contracts.

These considerations have led the administration to continue this study, considering that the purchase of trucks would lead to the termination of the agreement with CM and the implementation of a dual-source collection starting in January 2030, i.e., only the collection of organic materials and waste destined for landfill. At the time of this transition, KRSC would also cease to manage all communications and customer service efforts related to recyclable materials, redirecting its citizens to CM's services.

7.3. Bin control and maintenance

Since this study recommends that in-house collection be necessarily linked to automated bin-based collection, we must not only consider the costs associated with purchasing the bins, but also other factors and variables surrounding bin control and maintenance.

First of all, since bins will be provided to each residence by KRSC, they will not actually belong to the residents. If residents sell their home or move, the bins must be left behind for the next occupants. This is standard practice wherever this service is provided by the public sector. This also means that any new residences must receive bins before they can access the residential waste collection service. Consequently, KRSC must always have a certain number of bins of both colours on hand so they can be rapidly delivered to new residents. An annual budget line will be required for the purchase of additional bins and a space to store them.

In addition to replacing lost/stolen bins and distributing bins to new residences, KRSC will also be responsible for bin repairs. During our meetings with the APRSC, we were informed that their supervisor drives a half-ton truck containing a toolbox and spare parts for the bins. Nearly every week, the supervisor travels around to

repair bins in various locations. He also always keeps spare bins in the back of his truck in case repair is impossible. This ensures that the equipment provided is repaired quickly, which means more peace of mind for residents; it cannot be assumed that all residents are able to transport their bins so as to have them repaired in a central location. Therefore, in addition to having extra bins in stock, spare parts must always be kept on hand to ensure rapid repairs.

The possibility of purchasing bins will require deeper analysis if the decision is ever made to transition from private to public collection. The factors that would have to be studied in greater detail at this time are bin capacity (80, 120, 240 or 360 litres), built-in technology (ID chip, fill-level sensor, etc.) and the number of bins to be distributed, depending on the type of dwelling. A decision will also have to be made to determine whether residents will be allowed to procure extra bins on their own. Are we willing to run the risk of destroying private property? This analysis must be carried out at least two years prior to the date on which the transition to a bin-based system is scheduled to take place.

7.4. Pick-up frequency

One factor having a direct impact on collection costs under both the private and public systems will be how often each waste source is collected. The current model is effective for picking up both sources using the same truck, but it leads to numerous complications if the collection method is retained and we opt for automation. A large number of trucks would then be required for pick-up purposes. Each of them would have to be equipped with a special mechanical divider designed to direct the materials into the right section of the compactor. This technology is available, although it is more expensive and could give rise to additional maintenance needs and greater breakage risks.

In various Quebec municipalities that pick up more than one type of waste each week, the collection is done on different days. In other words, residents might have their organic material picked up on Monday morning and their landfill waste on Thursday evening. This ensures optimal truck use but may be difficult for residents to follow, especially when the pick-up frequency changes with the seasons (e.g., organic material may be collected every two weeks in winter, but once a week in summer). This option could be studied for our own purposes, although a deeper analysis will be required to determine its feasibility.

Since KRSC will no longer have to manage recyclable material collection as of January 2028, several options are available to us regarding modifying the collection service and generating savings, regardless of whether collection remains a private-sector responsibility or whether it is transferred to the public realm. Figure 7.4.1 (see next page) summarizes the pick-up frequency options for each type of material, with a visual representation of the costs associated with each option.

Figure 7.4.1 – Collection frequency options

Option 1

2027

	Semaine 1 Week 1	Semaine 2 Week 2
Vert Green		
Bleu Blue		
Clair Clear		

2028

	Semaine 1 Week 1	Semaine 2 Week 2
Toutes les régions / All regions		

$$$$$$

$$ from CM in 2027 / Increase in service for residents
$$ de CM en 2027 / Augmentation de services pour les résidents

Option 2

2027

	Semaine 1 Week 1	Semaine 2 Week 2
Vert Green		
Bleu Blue		
Clair Clear		

2028

	Semaine 1 Week 1	Semaine 2 Week 2
Vert Green		
Région 1 Clair/Clear		
Région 2 Clair/Clear		

$$ from CM in 2027 / No changes for residents / Division of region
$$ de CM en 2027/Aucun changement pour les résidents/Division des régions

$$$$$

Option 3

Winter / Hiver

	Semaine 1 Week 1	Semaine 2 Week 2
Région 1		
Région 2		

Summer / Été

	Semaine 1 Week 1	Semaine 2 Week 2
Vert Green		
Région 1 Clair/Clear		
Région 2 Clair/Clear		

$$$$

Green every other week during winter, every week in summer
Vert aux 2 semaines l'hiver, toutes les semaines en été

Savings aren't as good because recruitment of seasonal worker is challenging
Épargnes sont moindres puisque le recrutement de travailleurs saisonniers est difficile

Option 4

a) Year-round / À l'année

	Semaine 1 Week 1	Semaine 2 Week 2
Région 1		
Région 2		

Or/Ou

b) Year-round / À l'année

	Semaine 1 Week 1	Semaine 2 Week 2
Toutes les régions / All regions		

Best option in terms of savings as garbage collectors would require only half the trucks and staff to operate in the region.

Major change for the public, who will undoubtedly be very upset with this change.

-//-

Meilleure option en termes d'épargne, car les éboueurs n'auront besoin que de la moitié des camions et du personnel pour opérer dans la région.

Gros changement pour le public qui sera sans aucun doute mécontent avec celui-ci.

$$$

Another possibility would be to adjust the times during which collection can be carried out. Currently, the contracts managed by KRSC allow companies to begin pick-ups at 4:00 a.m. This permission is granted to ensure that the garbage collectors have time to complete collection and return to the Berry Mills landfill site before it closes in the late afternoon. With the municipalities' agreement, collection could be divided into two work shifts, e.g., night and morning. The City of Moncton operated on that basis to ensure that collection covered all local residents in the space of a week, using six trucks. For example, residents could be instructed to take out their garbage before 11:00 p.m.; the first work shift would be from 11:00 p.m. to 8:00 a.m. and the second from 8:00 a.m. to 5:00 p.m. However, this could lead to additional recruitment challenges; it also assumes that unloading at the landfill site would take approximately 30 minutes.

Whichever formula is chosen, the collection costs will reflect its pros and cons. We will take another look at these options in Section 8.1 of this study.

7.5. Private access roads

Our interviews show that using bins, rather than maintaining a bag-based system, would be the best option for the well-being of our employees, for service efficiency and for limiting costs for our residents, who will no longer have to procure bags of a certain colour and size under our policies. However, one reality that is not necessarily unique to the greater Kent region, but that is definitely very relevant here, is the large number of private access roads.

This is a vexing issue that cannot be ignored because it means that there are specific equipment needs. If the decision is made to procure bins for all residences in the region, including cottages, the pick-up service will have to change as a result. At the time of writing, the policy for the vast majority of private access roads is to pick up directly at the residence from May 1 to October 31. During the winter months, from November 1 to April 30, residents who live on these private access roads must transport their bags to the closest intersection with a public road. In certain cases, dozens of permanent residences were built on private access roads. With two waste sources being collected each week, that would mean more than 20 bins along a public road every single week, thus causing traffic problems and high risks for employees doing the pick-up.

Various options are available, depending on where the service is offered.

- APRSC took steps to ensure that private access roads developed a spot where the bins would be stored at the access road entrance to avoid the above-mentioned problems. They also noted that these same steps ensured that developers seem more inclined to build higher-standard roads to enable year-round equipment circulation.
- The Municipality of Alleyn-and-Cawood in Quebec made the use of bins mandatory back in 2023 and contacted residents living on private access roads and asked them to designate a pick-up spot. However, the Municipality went a step further by developing the required space at its own expense: "The municipality will be responsible for fitting out the space (clearing brush if necessary and bringing in materials such as sand or rocks to upgrade the road surface) but will not be responsible for summer or winter maintenance." [courtesy translation] [6]
- The Municipality of La Pêche in Quebec has drawn up a list of individual instructions for all private access roads that it serves. The list is available here: https://shorturl.at/FRmMg

[6] Municipalité d'Alleyn et Cawood (site Web) - https://shorturl.at/sUucz

- The Municipality of Centre Hastings in Ontario decided to provide private access collection services on a separate day from public roads. "Private Lane Collection - Monday / *Garbage must be out for collection by **7:00 a.m.** on your pick-up day.*"[7]
- The Régie intermunicipale de traitement des matières résiduelles de la Gaspésie (RITMRG) treats private access roads like businesses. Larger commercial bins are installed and collection is done using front-end loaders. They are able to do this because RITMRG serves the residential sector as well as the industrial, commercial and institutional (ICI) sector. To avoid illegal dumping, the bins are padlocked and all residents on the private road have keys.
- Currently in Kent, our garbage collectors use smaller-sized equipment for more difficult access roads. These trucks can be modified by adding a mechanism to lift up the bins, but it remains to be seen whether this mechanism can be adapted to ensure separate collection of two waste sources. These "cottage trucks" are only used in areas where private access roads do not allow for the use of regular compactors; therefore, they are not constantly in use.

This issue warrants serious study and could result in additional investments. In the interest of transparency with regard to potential costs that this change could bring, we have included two cottage trucks on the list of equipment required to offer this service in-house. One of these cottage trucks could also be used as a bin delivery/maintenance vehicle by our senior staff.

7.6. Missed pick-ups

Since the 3 Stream Program was launched in 2016, a standard practice for our garbage collectors is to accommodate our residents if their dwelling was skipped over on a given week and if the collection company was at fault. The reasons for missed pick-ups vary: replacement drivers might have skipped a road or might have turned around too soon on a dead-end street; bins might be hard to see due to trees or bushes; mechanical problems might lead to lengthy delays and residents may have brought their bags back in, rather than leaving them on the roadside, etc. To maintain service quality, the garbage collectors and KRSC solve the problem by picking up missed bags the following week. That means that recyclable materials are contaminated with "clear" waste or, conversely, recyclable materials are taken to the landfill instead of to the sorting facility.

Although our contracts stipulate that the garbage collector is responsible for ensuring that waste is picked up from each residence once a week, it is difficult to force them to go back to pick up missed bags if their equipment and staff are in Moncton. In response to CM's criticism regarding the contamination rate caused by collecting clear bags, which accounted for 20% of the tonnage collected during the audits, we simply stopped picking up three colours of bags whenever a residence does not receive service. Needless to say, that causes frustration among our residents.

As the fleet owner, it would be much easier to go back to specific residences during the same week to pick up missed bags without mixing them in with other waste sources and consequently contaminating them. It would also be easier if we knew whether the bags were actually missed or whether the resident neglected to put them out during regular pick-up hours. With GPS systems and camera-equipped trucks, we could respond to residents' questions and/or complaints much more quickly and our service offer would be much more

[7] Municipality of Centre Hastings (site Web) - https://www.centrehastings.com/living-here/garbage-and-recycling/

flexible. All in all, the residents would be the winners because we would not be at the mercy of private companies focused on extracting every penny of profit.

7.7. Bulky waste items

All of the regions consulted repeated the same thing: leave the collection of bulky waste items to the private sector or to property owners' discretion! Even APRSC, which provides all collection services in-house, is relying on private contractors more and more to collect bulky items. This is designed to avoid overburdening (or injuring) employees who are already very busy. KRSC already has a separate contract for bulky waste collection; the administration thus recommends keeping the K6 contract as is, with the exception of any changes that might lead to better service for our residents.

8. ANALYSIS

This section is the culmination of all the research, meetings and calculations carried out by the administration since May 2025. This section is divided into three parts: equipment and infrastructure needs, HR needs, and a comparative budget analysis. **It is important to note that the data presented are estimates that could end up being completely erroneous.** That said, the administration has done everything in its power to compile the most reliable data by analyzing costs observed nationwide in the past five years.

Purchasing a fleet of trucks is not something that can be done overnight. According to correspondence received in 2024 from Miller Waste Systems, **procuring new equipment of that size now takes nearly 18 months**. The facts set out in that correspondence were confirmed by several other entities consulted as part of this study. Therefore, if the Board decides to procure a fleet of trucks for the purpose of in-house collection, there will be major ongoing delays between when the decision is made and when the new in-house program is up and running.

Consequently, if a decision is made in the fall of 2025, we estimate that the transition to a public collection system could not begin any earlier than January 2030 in order to coincide with the end of the K1 and K5 contracts. The good news is that such a delay makes it possible to opt for a three-stage implementation of the major changes affecting collection. It would therefore be *technically* possible to transition to a bin-based collection system in 2028 or 2029, as well as to proceed with the purchase of several trucks in order to begin in-house collection within two of the five contracts in 2030 and to complete the transition by assuming total control of the collection process in January 2033 when the K2, K3 and K4 contracts end.

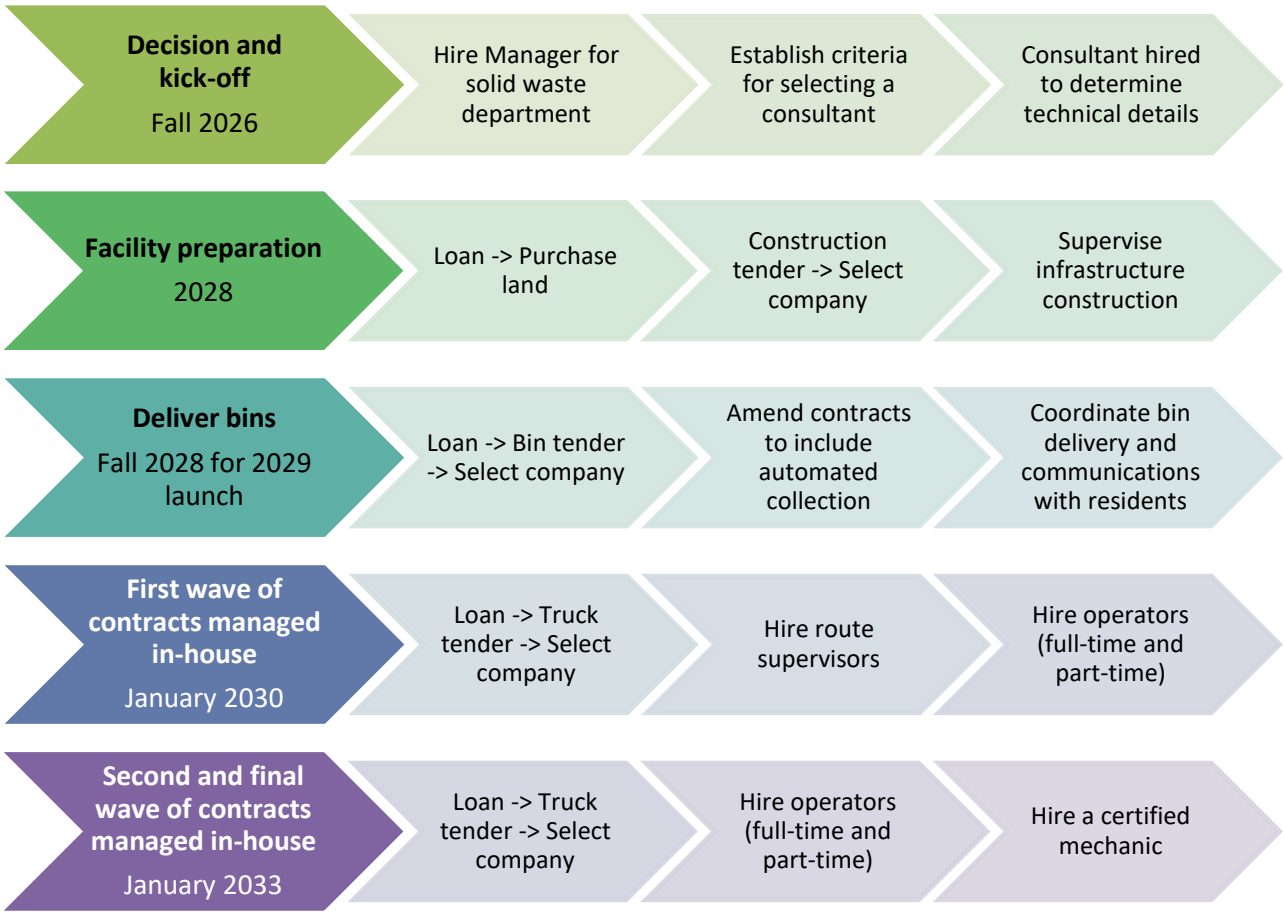
8.1. HR needs

When this report was being drafted, KRSC's solid waste service had only one full-time employee (35 hrs/week - administrative assistant), one part-time employee working for the First Nations (28 hrs/week - First Nation Solid Waste Coordinator), with two other shared resources (manager at approximately 12 hrs/week & food resilience/environment coordinator at approximately 8 hrs/week). Needless to say, those staffing levels will not be sufficient to carry out the launch, particularly with such a large-scale program.

the decision is made to purchase a fleet, the administration deems it necessary to hire a consultant to implement such a program. The consultant would continue the process of reflection and would carry out a deeper analysis of various options listed herein. That way, the tasks associated with the steps leading up to

the program launch in 2030 (or earlier if it is deemed preferable to transition to a bin-based system before trucks are purchased) would not have to be carried out by our existing human resources, who would thus maintain the existing services. The management team presenting this report will be working very closely with the consultant to ensure that deadlines are met and that all processes are in line with our standard policies and procedures. Figure 8.3.1 presents a stage-by-stage timeline leading up to project completion, including related HR needs.

Figure 8.3.1 – Proposed timeline for staff hiring



The administration initially recommends hiring a full-time manager for the solid waste department as this individual's responsibilities will explode when the program is launched. The employee in charge of the department will no longer be able to spend their time on other tasks. Depending on how the program is launched, the department manager may need to be hired in 2027. After they are hired, the other positions required for the program's smooth operation will also have to be filled.

Depending on the number of trucks required, the number of operators will go up or down. Regardless of which formula is selected, the management positions will be needed to ensure the smooth operation of this service. New pay grids will have to be created for the operator and route supervisor positions. The management position will be in line with the existing pay grid for this type of position. The standard calculation for employee benefits will also be included in the wages/salaries in the budgetary period. In

addition to the full-time operator positions, we will need a reserve of part-time employees to ensure that someone is available if an employee cannot fulfil their duties for whatever reason. Recruiting part-time workers is a major challenge even under normal conditions, so you can imagine what things will be like when recruiting garbage truck operators.

8.2. Collection equipment

8.2.1. Purchase and delivery of bins

Since the in-house collection service is inextricably linked to the transition to bins, before proceeding with the purchase of collection vehicles, KRSC must first ensure that at least two bins are purchased and delivered to each residence, i.e., a green bin (organic matter) and a black/grey bin (landfill waste). Given that Circular Materials has no immediate interest in purchasing bins for the collection of recyclable materials, the purchase of this third bin per residence would become the responsibility of KRSC. In addition, maintaining control of recyclable material collection will require the purchase of equipment to collect two streams within a single truck, which causes two (2) distinct problems: the need for additional trucks, since their capacity decreases when the compactor is divided, and increased costs per unit due to the addition of technology to divide the sources. Since these are major investments that should not be covered by taxpayers, the administration cannot recommend continuing operation under the 3 Stream Program if the Board wishes to offer the collection service internally.

With two bins per residence, this means purchasing at least 35,000 bins. The unit cost of this equipment is difficult to determine. KRSC will enjoy economies of scale if it purchases a large number of bins, but the transport/delivery costs will also be significant. Most of the province has already completed the bin purchase and delivery stages. Their experience varies greatly from location to location. One piece of advice that we were given is to maintain strict control over the bin delivery method to ensure effective communications with residents.

In addition to purchasing the required number of bins for delivery (two per residence), planning will be required to keep an adequate number of spare bins in reserve for new housing construction and for stolen/broken bins. Finally, parts for bin repairs will also have to be purchased. Even if all the bins are brand-new, the learning curve for automated collection was described as quite daunting. This means that bins sometimes break more frequently when new operators are hired.

8.2.2. Collection trucks

The tonnage sent to Eco360's facilities shows that on our busiest collection days, as many as 10 trucks are in use in the service area, including cottage trucks. Table 8.2.1 (**Appendix D**) presents the collection data for eight separate weeks in 2024 and 2025, i.e., data for winter, spring, summer and fall. In each case, one week is for recyclables collection while the other is for landfill waste.

Analysis of the data in Table 8.2.1 reveals some interesting facts. First, we see that contractors need to use more vehicles during the weeks when recyclable materials are collected. The tonnage of recyclables is not very high, but the volume is substantial, which means that trucks fill up more quickly. The significant distance between our residences and the Eco360 solid waste treatment site does not allow trucks to return a second time to the territory to complete the collection. As a result, an additional truck is often added during these

weeks to collect all the material while complying with the driving hours imposed by Regulation 2005-313 – *Commercial Vehicle Drivers Hours of Service Regulations* under the *Motor Vehicle Transport Act* and the opening hours of the waste treatment site. To a certain extent, operating single-compartment trucks would prevent premature filling compared to double-compartment trucks, where the blue or clear bag side is often filled well before the green side is full.

The estimated cost of a suitable vehicle for automated collection of residential waste is around $500,000. In light of the lengthy travel distances required for collection throughout the service area, the useful life of these vehicles would be less than it would be in some other regions. While regions in Quebec indicate that the useful life of their trucks is close to 10 years, the administration [KRSC] strongly doubts that this would be the case with our vehicles. APRSC's trucks are only five years old and are already starting to show serious signs of deterioration. Since we would have to travel nearly twice the distance that they do each day, we estimate that the trucks used in KRSC's service area would have to be replaced nearly every five years.

The last factor to take into account is the need to have spare trucks in reserve in the event of mechanical failure or to replace existing vehicles during their regular maintenance. During meetings with the various municipal entities, we were advised to keep spare trucks equivalent to 15-25% of the total fleet. That would make it possible to maintain the service level without interruption, taking into account maintenance, breakdowns and periods of peak demand, e.g., in summer or spring, as well as in fall when collecting dead leaves. In reality, the ideal number of spare trucks depends on factors such as fleet age, maintenance schedules and the complexity of the operations.

The number of trucks required will therefore vary greatly depending on the collection method adopted. To enable a transparent and reliable financial analysis, the administration has compiled Table 8.2.2, which presents an estimate of the number of trucks per collection method using the options presented in Figure 7.4.1. This table is intended as a guide to estimating the requirements associated with the different types of collection. One reality observed in Table 8.2.1 is the variation in tonnage according to the seasons, so we used the data collected in the summer, as this is the season during which tonnage was highest. A more detailed analysis of tonnage and routes will need to be conducted to validate the figures presented below, which are only estimates.

Table 8.2.2 – Number of trucks and operators by collection method

Collection method	*Residences per week*	*Type of truck*	*Trucks required*	*Spare trucks*	*Operators (F/T)*	*Operators (seasonal & P/T)*
Option 1	17,020	Dual comp.	10	2	10	2
Option 2	17,020	Dual comp.	10	2	10	2
		Hybrid (both)	7 / 3	1 / 1	9	2
Option 3	Winter: 8,510	Dual comp.	6	5 (summer)	6	1
	Summer: 17,020	Dual comp.	10	1	6	5
		Hybrid (both)	6 / 4	1 / 1	6	5
Option 4 a)	8,510	Dual comp.	6	2	6	1
Option 4 b)	17,020	Single comp.	7	1	7	1

8.2.3. Other fleet-related expenses

In addition to equipping the trucks with the equipment, etc. required for smooth operation (grease, oil, first-aid kits, clean-up kits in case of a spill, etc.), other operating expenses and capital expenditures must be factored in. First and foremost, a global positioning system (GPS) and windshield cameras would have to be purchased. This would make it possible to address the complaints of residents who were supposedly "missed" on their regular pick-up day. These tools could be used to determine whether the residents actually brought out their waste too late and thus missed the truck or if the bags or bins in use were not visible from the operator's position in the truck. The operators would also need to have a KRSC-supplied cellphone on them at all times while working. Cellphones are essential to ensure clear two-way communications between managers and staff.

Certain municipalities with which we spoke purchased software licences for calculating collection routes. In their view, this software is necessary so drivers can respond rapidly to unexpected changes such as road closures and roadworks. We were told that this software is even more useful in areas where real estate construction is extensive because collection routes can be redefined more effectively and efficiently. Since the region is undergoing a construction boom, it might be beneficial to invest in an annual licence. That would avoid us having to pay consulting fees whenever the number of residences, the volume of waste or the seasonal variation in the number of households exceeds the capacity of our predetermined routes.

Moreover, we must bear in mind vehicle operating expenses and the restrictions imposed on us. Insurance, vehicle registration (annual expenses) and inspections every six months for each vehicle would also have to be considered. In addition, normal wear and tear associated with high-mileage vehicles, including tire changes, brakes, oil changes and other non-gasoline fluids, would have to be factored in.

8.3. Required infrastructure

8.3.1. Purchasing land

In addition to the trucks, KRSC would also have to purchase a parcel of land where the collection trucks could be stored when not in use. The administration recommends hiring a road planning consultant to determine where this site should be developed. This would make it possible to determine the optimal location, i.e., designed to save time and gasoline when delivering collection services. If possible, the parcel of land should be located far away from residential homes so as not to bother local homeowners. If possible, an industrial park would be a good location. Land-related expenses would include the purchase of the lot, property taxes and perimeter site fencing, as well as a lighting system and potentially cameras to protect the vehicles and other assets.

8.3.2. Constructing a building

A building would also have to be constructed to enable the operators and mechanics to work on the trucks while sheltered from the elements. Although the building would only need a single-vehicle garage to meet basic needs, the administration believes that a deeper cost/benefit analysis should be carried out to determine whether this space could also be used to store our other vehicles, i.e., hydrovac truck and wheelchair van. The van would not require any additional facilities other than access to an outdoor tap and a drainage system to facilitate frequent cleaning. The hydrovac truck would require the addition of a second garage space within the initial building plan so it could be stored indoors throughout the winter.

As a minimum, the building should also be equipped with a bathroom and office space for the route supervisor and the mechanic, as well as a conference room for the health team. The space would also have to be equipped with basic necessities, e.g., desks, ergonomic chairs, work tools (computers, telephones, monitors, keyboards, mice, printer, etc.), kitchen equipment (water cooler, microwave, refrigerator, coffee machine, tables, chairs, etc.) and much more besides. In addition to land-related expenses, there would be fees for connecting to the municipal water/wastewater systems or for digging a well and installing a septic tank. There would also be bills for electricity, telephone lines, Internet access and building insurance.

8.4. Analyses budgétaires

The budget analysis associated with the operation of a fleet of residential waste collection vehicles will be presented in the following pages by means of tables showing the costs associated with the various aspects discussed in Section 8. In order to make this document less cumbersome, and knowing that selecting any other option listed above would require adding vehicles to the fleet, the following table was created using option 4 b) with collection four days a week in order to keep Fridays available to replace holidays or storm days. This choice was made because it is the most efficient option and offers the greatest savings. The administration recognizes that this option will likely be unpopular with our residents and would lead to a loss of revenue from Circular Materials. **The determination of the needs associated with this scenario is based on informed assumptions but may prove to be overly optimistic. If the Board considers this option to be of interest and wishes to further analyze it to obtain more reliable figures, the administration recommends that this study be pursued externally by hiring consultants to obtain advice from operational and technical experts.**

First, Tables 8.4.1 and 8.4.2 present a comparison of the 2026 budget as adopted by the Board in October 2025 and what that same budget would look like if collection was provided internally by our own trucks and employees.

TABLE 8.4.1 – REVENUE COMPARISON FOR 2026

REVENUE 2026	**BUDGET**			**ESTIMATES – INTERNAL OFFER**	
Tipping fees – Grand-Bouctouche	$140,955.00			$148,098.00	
Tipping fees – Five Rivers	$85,100.00			$89,500.00	
Tipping fees – Beaurivage	$153,040.00			$160,587.00	
Tipping fees – Nouvelle-Arcadie	$75,940.00			$79,935.00	
Tipping fees – Champdoré	$114,890.00			$120,661.00	
Tipping fees – District Rural	$86,940.00			$91,380.00	
Tipping fees – Beausoleil	$219,060.00			$230,159.00	
Total –Residential tipping fees		**$875,975.00**			**$920,370.00**
Industrial, commercial et institutional	$35,000.00			$35,000.00	
Construction	$500.00			$500.00	
First Nations	$110,420.00			$110,420.00	
Total – Tipping fees - Other sources		**$145,920.00**			**$145,920.00**
Collection - Grand-Bouctouche	$423,806.00			$618,618.00	
Collection – Five Rivers	$284,447.00			$415,200.00	
Collection – Beaurivage	$448,576.00			$654,774.00	

Collecion – Nouvelle-Arcadie	$230,987.00			$337,165.00	
Collection – Champdoré	$364,442.00			$531,968.00	
Collection – District Rural	$295,604.00			$431,486.00	
Collection – Beausoleil	$669,956.00			$977,917.00	
Collection – Buctouche Reserve	$7,582.00			$11,067.00	
Total collection		**$2,725,400.00**			**$3,978,195.00**
Composters sale	$500.00			$500.00	
Total – Other revenue: Composter		**$500.00**			**$500.00**
Second previous year surplus	$129,900.00			$129,900.00	
Total – Transfers from other funds		**$129,900.00**			**$129,900.00**
RSSF	$25,000.00			$25,000.00	
Circular Materials	$611,395.00			$0.00	
Operating Reserve Funds	$90,000.00			$90,000.00	
Grant	$30.000.00			$30,000.00	
Total – Other revenues		**$756,395.00**			**$145,000.00**
Total Revenues		**$4,634,090.00**			**$5,319,855.00**

TABLE 8.4.2 – EXPENSES COMPARISON FOR 2026

EXPENSES 2026	**BUDGET**			**ESTIMATES – INTERNAL OFFER**	
Administration					
Allocation for Corporate Services		**$345,000.00**			**$345,000.00**
Wages & benefits	$60,000.00			$60,000.00	
Travel	$5,000.00			$5,000.00	
Training & Development	$5,000.00			$5,000.00	
WorkSafeNB	$3,000.00			$3,000.00	
Total – Director's office		**$73,000.00**			**$73,000.00**
Legal Services	$2,000.00			$2,000.00	
Office Buidling	$18,000.00			$18,000.00	
Offce Equipment & Supplies	$5,000.00			$5,000.00	
Printing & Copying	$2,000.00			$2,000.00	
Telecommunication	$4,000.00			$4,000.00	
Total – Administrative services		**$31,000.00**			**$31,000.00**
Advertising, tours & promotion	$50,500.00			50,500.00	
Travel	$1,000.00			1,000.00	
First Nation Coordinator	$64,500.00			64,500.00	
SW Committee honorarium	$3,000.00			3,000.00	
SW Committee travel	$1,000.00			1,000.00	
Total Education + Committee		**$120,000.00**			**$120,000.00**
Total Administration		**$569,000.00**			**$569,000.00**

Operations					
Tipping fees - Eco360	$610,000.00			$610,000.00	
Composter Purchases	$2,690.00			$2,690.00	
Total		**$612,690.00**			**$612,690.00**
Collection– K1	$868,500.00		Carts	$945,000.00	
Collecion – K2	$395,450.00		Wages/Benefits	$852,200.00	
Collection – K3	$420,955.00		Trucks*	$900,000.00	
Collection – K4	$555,000.00		Building*	$285,500.00	
Collection – K5	$682,000.00		Maintenance*	$200,000.00	
Fuel Adjustment (Contingency)	$50,000.00		Fuel	$400,000.00	
Admin Inquiries & complaints	$69,000.00			$69,000.00	
Collection – K6 (bulky waste)	$410,495.00			$410,495.00	
Total – Collection		**$3,451,400.00**			**$4,062,195.00**
Total – Operations		**$4,064,090.00**			**$4,674,885.00**
Fiscal Services					
Bank Service Charges	$1,000.00			$1,000.00	
Operational and capital Reserves	$0.00			$75,000.00	
Total – Fiscal Services		**$1,000.00**			**$76,000.00**
Total Expenses		**$4,634,090.00**			**$5,319,885.00**

Note that the expense items associated with trucks and building include annual payments on debentures and interest on these loans. The item for the building also includes a one-time payment of $50,000.00 for the purchase of the land. The maintenance box covers both vehicles and building and includes insurance, property tax, grounds maintenance, electricity, repairs, etc.

Table 8.4.3 presents a longer-term analysis of collection costs while remaining private. Please note that this table contains an estimated 25% increase in 2027 for K2, K3 and K6 contracts, followed by an annual increase of 3%. It should also be noted that revenue from CM remains the same, as no agreement has been signed allowing us to confirm the increase in their contribution, but knowing that this is an important condition for KRSC to agree to sign.

TABLE 8.4.3 – ESTIMATED COLLECTION COSTS PER CONTRACT 2026 - 2030

	2026	2027	2028	2029	2030
K1	$868,500.00	$899,500.00	$925,500.00	$952,000.00	$979,800.00
K2	$395,450.00	$494,312.50	$509,141.88	$524,416.13	$540,148.62
K3	$420,955.00	$526,192.75	$541,979.56	$558,238.95	$574,986.12
K4	$555,000.00	$592,600.00	$613,500.00	$635,000.00	$657,000.00
K5	$682,000.00	$714,500.00	$736,500.00	$759,500.00	$783,000.00
K6	$410,495.00	$513,118.75	$528,512.31	$544,367.68	$560,698.71
Fuel Adjustment (contingency)	$50,000.00	$50,000.00	$50,000.00	$50,000.00	$50,000.00
Total	**$3,382,400.00**	**$3,790,225.00**	**$3,905,133.75**	**$4,023,522.76**	**$4,145,633.45**
Revenue - Circular Materials	$567,000.00	$567,000.00	$567,000.00	$567,000.00	$567,000.00
Collection Contracts	**$2,815,400.00**	**$3,223,225.00**	**$3,338,133.75**	**$3,456,522.76**	**$3,578,633.45**

In comparison, Table 8.4.4 presents a longer-term analysis of collection costs when providing collection services in-house. Please note that the calculation is based on stable annual wage increases of 2% and an estimated annual increase in fuel costs of 5%.

	2026	2027	2028	2029	2030
Carts	$945,000.00	$945,000.00	$945,000.00	$945,000.00	$945,000.00
Wages & benefits	$852,200.00	$869,244.00	$886,628.88	$904,361.46	$922,448.69
Interests & fees - Trucks	$900,000.00	$900,000.00	$900,000.00	$900,000.00	$900,000.00
Interests & fees - Building	$285,500.00	$235,500.00	$235,500.00	$235,500.00	$235,500.00
Maintenance – building & trucks	$200,000.00	$200,000.00	$200,000.00	$200,000.00	$200,000.00
Fuel	$400,000.00	$420,000.00	$441,000.00	$463,050.00	$486,202.50
K6 – Bulky Waste	$410,495.00	$513,118.75	$528,512.31	$544,367.68	$560,698.71
Reserves	$75,000.00	$75,000.00	$75,000.00	$75,000.00	$75,000.00
Total	**$4,068,195.00**	**$4,157,862.75**	**$4,211,641.19**	**$4,267,279.14**	**$4,324,849.90**
Revenue - Circular Materials	$0.00	$0.00	$0.00	$0.00	$0.00
Collection costs	**$4,068,195.00**	**$4,157,862.75**	**$4,211,641.19**	**$4,267,279.14**	**$4,324,849.90**

The difference between these options for the next five years is identified in Table 8.4.5 below.

TABLE 8.4.5 – DIFFERENCE BETWEEN COLLECTION COSTS 2026 - 2030

	2026	2027	2028	2029	2030
Internal offer	$4,068,195.00	$4,157,862.75	$4,211,641.19	$4,267,279.14	$4,324,849.90
Private contracts	$2,815,400.00	$3,223,225.00	$3,338,133.75	$3,456,522.76	$3,578,633.45
Savings by maintaining the status quo	$1,252,795.00	$934,637.75	$873,507.44	$810,756.38	$746,216.45

We recognise that it would be impossible to launch an in-house collection service as early as 2026, but we have used the years 2026 to 2030 as the basis for the financial analysis because we know the actual costs of remaining private for the vast majority of contracts. We are presenting estimated data on several fronts, so we wanted to start with the most accurate data possible to make this financial analysis as credible as possible.

However, it is quite clear that current collection costs do not yet justify the transition to an in-house service model, mainly because of the risks associated with this transition, which we will discuss in the next and final section of this study. Once the K2, K3 and K6 contracts have been renewed, the amounts presented here may be updated to allow for a clearer determination of a threshold to be exceeded before initiating a more in-depth study of the service by external consultants.

9. RISKS

While analyzing the different components required to purchase a fleet of trucks is a complex process, the operating risks are fairly easy to determine. The administration has identified these risks and divided them into three categories:

9.1. Financial risks

Even if collection costs are comparable between the public and private options, these costs are still estimates and could change without notice. Preparing the budget will require the creation of contingency funds as well as contributions to the capital/operational reserve fund to avoid major deficits in the coming years.

Four factors have a direct impact on the financial risks. Fleet maintenance costs and the number of mechanical breakdowns affecting the equipment will have a major impact on the operating costs. While it may be assumed/hoped that our brand-new equipment will not break down frequently in the first or even in the second year of operation, we might have bad luck. We are discussing mechanical breakdowns, but we should also consider the costs of towing a truck if it slides off the road and ends up in a ditch. Those expenses are extremely difficult to anticipate and it would thus be difficult to put together a balanced budget if we do get involved in this type of operation.

Another factor over which we have no control is the cost per litre of diesel fuel. The only thing that is certain when it comes to fuel costs is that these costs are uncertain. The same may be said for the cost and delivery time of parts required for equipment repairs. These fluctuations will have tangible impacts on the budget year after year.

The risks associated with human resources are numerous. Here, we will deal with their financial impact; in the next section, we will go into greater detail about the risks associated with the service offer. The process leading up to the hiring and training of new employees costs a good deal in terms of time and effort within the team. If we end up with a low employee retention rate, this process could easily become never-ending. We must also consider annual wage/salary increases, employee benefits (these costs are also going up) and the risk of having to pay compensation in the event of workplace injuries. In addition, the administration is aware that costs associated with its WorkSafeNB coverage will go up significantly since our operators will be at greater risk compared to our other employees, most of whom are office staff.

One final factor that should be mentioned is the Board's response time to this question. Waiting around for a decision also poses a financial risk. As noted earlier, the delivery time required for the bins and trucks will play a key role in the final timeline leading to implementation of in-house collection. At the present time, the administration is of the opinion that it would be possible to carry out a phased launch, beginning in 2030. If no decision is made in 2026 regarding which direction to follow, it will be too late to launch the bin-based system one year before the gradual assumption of responsibility for the contracts. If a decision in this regard has still not been made by mid-2028, it will be too late to purchase the trucks in time to launch in-house collection in 2030. Therefore, we must wait until the end of the first wave of contracts. The administration does not want the Board to make a hasty decision; it would prefer that the Board members understand the impact that waiting could have on the project's feasibility and on the validity of the data presented herein.

9.2. HR risks

Although some HR risks have been mentioned elsewhere in this report, the administration deems it important to repeat them here. Worker recruitment and retention are major challenges facing all municipalities in the province and across the country. To find drivers for the collection vehicles, KRSC will have to convince qualified individuals to change their line of work. Collecting garbage is not the "sexiest" career under the best of circumstances. We still have some distance to go to convince our people. In other jurisdictions, private-sector employees have switched to the public sector to keep their jobs. In the case of KRSC, we have to accept that these employees tend to live in the Greater Moncton region and will in all likelihood not be interested in travelling to Kent to pursue a garbage collection career.

Recruitment and retention are already major challenges, although absenteeism is really the biggest source of concern in the solid waste sector. Even with part-time operators in the rotation, there is no guarantee that they can be reached in time to replace someone who has called in sick. In both the private and public sectors, there must always be a plan in place to ensure adequate staffing when people are on vacation or injured and to cover no-shows. During meetings with several regions, we were often told that these are the problems that cause managers to lose sleep.

Nor can we ignore or rule out the possibility that these employees could end up unionizing to defend their interests. Although the administration has nothing against unions, if the Board does not provide us with enough tools during negotiations to renew agreements, etc., we could end up facing a strike that might force us to call on the private sector to get us out of a sticky situation. Unionization is a sizable challenge that is not easy to navigate.

In addition, we cannot assume that the employees presenting this study have the required expertise to draw a complete and accurate picture of the reality on the ground. Unbeknownst to us, the data presented here could be completely erroneous. Whether in developing this study or in planning and implementing the in-house service offer, this lack of logistical, technical and regulatory expertise could lead to flagrant errors. That is precisely where the idea of hiring a manager and a consultant at the beginning of the fiscal year comes in: such a step would avoid poorly planned routes, collection frequencies or maintenance schedules.

9.3. Legal, political and environmental risks

Si If the Board decides to undertake the transition by means of "waves", as shown in Figure 8.3.1, bin distribution would be one of the first steps in the process. However, this poses a contractual risk. Although our contracts allow us to renegotiate the terms of the agreement if modifications are needed to the scope of the work covered by the contract, that could harm us. Asking our current contractors to provide service using bins if these companies do not have the necessary equipment for safe collection could lead to injuries and quite significantly higher contract costs. We should also bear in mind that these companies will all have access to our tenders, so they will act in the knowledge that they will soon be losing all the contracts in the Greater Kent region. We can hope that they will act in good faith, but we cannot count on that.

Before APRSC appeared before the Municipal Capital Borrowing Board (MCBB) to obtain permission to procure a fleet of trucks, local contractors put pressure on the administration [KRSC] and KRSC's own Board members to reverse the decision. In their appearance before the MCBB, these same companies spoke out against APRSC and tried to convince the MCBB that these steps infringed the rights of private companies

operating in the region. Given that KRSC previously faced accusations of having killed local small businesses when optimized collection was launched in 2016, we can assume that the same type of accusations will re-emerge during the public process. An anti-KRSC campaign, if it takes place, could hamper the political aspirations of Board members seeking re-election or higher office. Even the adaptation period perceived as difficult by residents who were not willing to put up with other changes could have an impact.

Moreover, if KRSC operates its own fleet of trucks, it will become 100% responsible for compliance with all occupational health and safety standards, as well as all environmental, health and public safety standards. If a load catches fire and must be dumped onto a public thoroughfare, our organization will be responsible for the clean-up. That will undoubtedly mean that we will need to obtain additional insurance covering breakage and environmental damages. Most people do not consider these additional expenses.

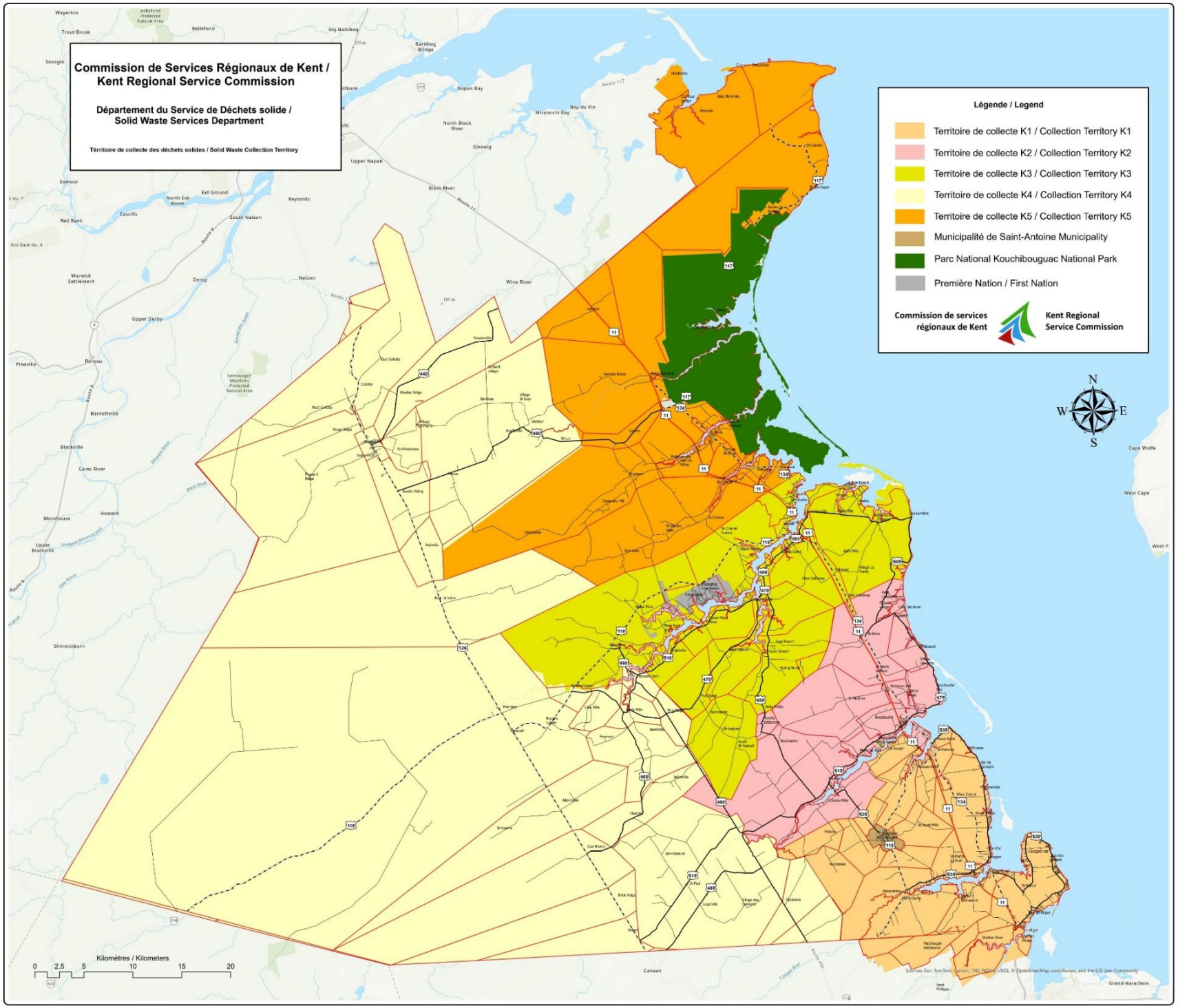
10. CONCLUSION

The administration believes that it has conducted a comprehensive study including all items requiring consideration before proceeding with the purchase of a fleet of trucks for collecting residential waste. Without launching an official tender process, the figures presented here remain estimates based on data gathered during our numerous discussions with other municipal entities across the country. Is the project financially and operationally viable? At this point, our estimates seem to indicate that this is not yet the case. Even if the cost increases for K2 and K3 are greater than we estimate, the revenue received from CM is likely to increase and will not only help to bridge the gap between estimates and reality, but could also widen the gap between keeping the service offering private and offering it internally. Regardless, if the Board decides to launch an internal collection service, the administration must emphasise the importance of using a gradual, step-by-step approach. There are still many risks, but this will be the case regardless of whether the Board decides to purchase a fleet of vehicles or remain private. Whichever option is selected by the Board, the important thing is to ensure that garbage is picked up according to plan.

We should put things in their proper perspective: if the contract costs for private-sector collection go up, it will be partly due to the financial risks we have just described. If those costs go up for private companies, they will also go up under a public-sector collection system. Consequently, out of a concern for transparency and honesty, the administration wishes to make clear that the operating budget associated with solid waste collection will continue to rise annually. We will still have to make debenture payments on our trucks, which will have to be replaced regularly; we will still have to procure spare bins; we will have to give our employees annual raises to keep them on our team; we will also be at the mercy of rising costs for the highly specialized parts required for our equipment repairs, etc. Therefore, we must not make the mistake of regarding the amounts in this report as unchanging.

The administration would also like to issue a final reminder: since the figures presented are derived from speculative hypotheses based on informed assumptions, we are expressing no opinion and no form of assurance with respect to budgets. Our analysis should be considered to have a high level of risk due to the short period of time that preceded the writing of this report, the lack of key logistical, technical and regulatory expertise and the lack of real data. For those reasons, the administration recommends bringing in a consultant from the outset of the project in order to bridge the expertise gaps, due to which this report remains overly focused on hypotheses rather than on solid data.

Appendix A – KRSC collection service areas



Appendix B – K1 Original Bid & Compensation

Year 1 (14 months): $924,059.81 from November 3, 2024, to December 27, 2025.
Compensation in case of withdrawal - Year 1: $ 85,132.38

Year 2 (12 months): $815,728.73 from December 28, 2025, to January 2, 2027.
Compensation in case of withdrawal - Year 2: $ 68,105.90

Year 3 (12 months): $839,479.44 from January 3, 2027, to January 1, 2028.
Compensation in case of withdrawal - Year 3: $ 51,079.42

Year 4 (12 months): $864,097.11 from January 2, 2028, to December 30, 2028.
Compensation in case of withdrawal - Year 4: $ 34,052.95

Year 5 (12 months): $889,607.77 from December 31, 2028, to December 29, 2029.
Compensation in case of withdrawal - Year 5: $ 17,026.48

Year 6 (12 months): $916,056.65 from December 29, 2029, to December 28, 2030.
Compensation in case of withdrawal - Year 6: $ 0.00

TOTAL $ 5,249,029.50 (HST must be excluded in the bid amount)

Appendix C – K5 Original Bid & Compensation

Year 1 (12 months): $632,297.02 from December 29, 2024, to December 27, 2025.
Compensation in case of withdrawal - Year 1: $ 48,458.59

Year 2 (12 months): $651,412.15 from December 28, 2025, to January 2, 2027.
Compensation in case of withdrawal - Year 2: $ 45,971.70

Year 3 (12 months): $670,554.42 from January 3, 2027, to January 1, 2028.
Compensation in case of withdrawal - Year 3: $ 36,471.11

Year 4 (12 months): $690,365.77 from January 2, 2028, to December 30, 2028.
Compensation in case of withdrawal - Year 4: $ 25,617.49

Year 5 (12 months): $710,871.54 from December 31, 2028, to December 29, 2029.
Compensation in case of withdrawal - Year 5: $ 13,446.59

Year 6 (12 months): $732,098.08 from December 29, 2029, to December 28, 2030.
Compensation in case of withdrawal - Year 6: $ 0.00

TOTAL $ 4,087,598.98 (HST must be excluded in the bid amount)

Appendix D – Table 8.2.1 Tonnage collected by season

Season	Week	Day	K1		K2		K3		K4		K5		Saint-Antoine		Total	
			Tonnes	No. of trucks	Tonnes	No. of trucks	Tonnes	No. of trucks	Tonnes	No. of trucks	Tonnes	No. of trucks	Tonnes	No. of trucks	Tonnes	No. of trucks
Fall 2024	Week 1 Blue	Mon	5.93	3	1.82	1	2.05	1	1.32	1	3.19	2			14.31	8
		Tue	5.49	2	2.09	2	5.83	2	1.8	1	1.76	1			16.97	8
		Wed	2.46	1			1.85	2			3.42	2	2.93	1	10.66	6
		Thu	5.84	4	5.82	3			2.42	1					14.08	8
		Total	**19.72**	**10**	**9.73**	**6**	**9.73**	**5**	**5.54**	**3**	**8.37**	**5**	**2.93**	**1**	**56.02**	**30**
	Week 2 Clear	Mon	12.68	2	4.93	1	7.38	1	8.12	1	7.97	1			41.08	6
		Tue	15.06	2	8.12	2	16.91	2	8.00	1	7.07	1			55.16	8
		Wed	9.89	1			8.04	2			19.02	3	8.38	1	45.33	7
		Thu	19.76	4	17.91	3			8.19	1					45.86	8
		Total	**57.39**	**9**	**30.96**	**6**	**32.33**	**5**	**24.31**	**3**	**34.06**	**5**	**8.38**	**1**	**187.43**	**29**
Winter 2025	Week 1 Blue	Mon	5.96	3	1.91	1	2.05	1	1.38	1	3.18	3			14.48	9
		Tue	5.39	2	2.07	1	3.61	2	1.70	1	1.7	1			14.46	7
		Wed	2.73	2			1.54	2			4.12	3	2.49	1	10.88	8
		Thu	7.05	4	4.58	3			2.81	1					14.44	8
		Total	**21.13**	**11**	**8.56**	**5**	**7.20**	**5**	**5.89**	**3**	**9.00**	**7**	**2.49**	**1**	**54.27**	**32**
	Week 2 Clear	Mon	11.08	2	5.66	1	6.00	1	7.79	1	13.39	3			43.92	8
		Tue	11.87	2	6.93	1	11.53	2	7.38	1	5.39	1			43.10	7
		Wed	8.98	2			6.76	2			15.10	3	7.02	1	37.86	8
		Thu	13.94	4	13.98	4			6.87	1					34.79	9
		Total	**45.87**	**10**	**26.57**	**6**	**24.29**	**5**	**22.04**	**3**	**33.88**	**7**	**7.02**	**1**	**159.67**	**32**
Spring 2025	Week 1 Blue	Mon	4.75	3	2.26	1	2.01	1	1.76	1	4.57	3			15.35	9
		Tue	5.60	2	2.52	2	3.83	3	1.42	1	2.56	1			15.93	9
		Wed	2.71	2			1.55	2			6.20	3	2.40	1	12.86	8
		Thu	7.2	5	5.88	3			1.87	1					14.95	9
		Total	**20.26**	**12**	**10.66**	**6**	**7.39**	**6**	**5.05**	**3**	**13.33**	**7**	**2.40**	**1**	**59.09**	**35**
	Week 2 Clear	Mon	15.17	3	7.46	1	6.83	1	8.11	1	15.68	3			53.25	9
		Tue	15.23	2	8.85	1	15.65	2	7.68	1	7.12	2			54.53	8
		Wed	10.47	2			8.32	2			17.94	3	8.13	1	44.86	8
		Thu	19.84	4	18.78	4			8.08	1					46.70	9
		Total	**60.71**	**11**	**35.09**	**6**	**30.80**	**5**	**23.87**	**3**	**40.74**	**8**	**8.13**	**1**	**199.34**	**34**
Summer 2025	Week 1 Blue	Mon	7.2	4	2.90	1	2.09	1	1.34	1	3.19	3			16.72	8
		Tue	5.07	2	2.55	2	4.23	3	1.87	1	2.11	1			15.83	9
		Wed	3.02	2			2.07	2			6.59	3	2.14	1	13.82	8
		Thu	8.12	4	4.81	2			1.81	1					14.74	7
		Total	**23.41**	**12**	**10.26**	**5**	**8.39**	**6**	**5.02**	**3**	**11.89**	**7**	**2.14**	**1**	**61.11**	**34**
	Week 2 Clear	Mon	21.17	4	10.70	1	6.16	1	8.93	1	19.86	3			66.82	10
		Tue	15.66	2	10.36	2	13.71	2	7.96	1	7.32	1			55.01	8
		Wed	10.47	2			8.04	2			18.87	3	7.64	1	45.02	8
		Thu	22.09	4	15.92	3			7.71	1					45.72	8
		Total	**69.39**	**12**	**36.98**	**6**	**27.91**	**5**	**24.60**	**3**	**46.05**	**7**	**7.64**	**1**	**212.57**	**34**