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We're already halfway through the year and it's been a busy one! As you know, there are developments in the works now that will affect recycling in general and the Blue Box program in particular. Closest to home, on June 6, 2014, MIPC agreed to extend the current CIF Memorandum of Agreement (MOA) until December 31, 2015. You might recall that MIPC agreed to extend operations of the CIF to the end of 2016 and intended to review the current MOA this year, but did not have the opportunity, due to the arbitration of the 2014 Steward Obligation. As we receive more information, we will share it with you.

Right now, we're continuing to review and work with applicants on their funding submissions to this year's Request for Expressions of Interest (REOI). This year's 36 applications represent a total funding request of \$3.3 million, with Cost Savings/Infrastructure and Centre of Excellence projects being most prominent. CIF staff anticipate announcing project awards this coming October. And, if you haven't already seen it, we have reviewed and updated the REOI evaluation protocol and it is posted for your information (see [2014 Evaluation Protocol](#)). The new form is intended to help clarify project benefits (e.g., cost savings vs program expansion) and will enable CIF to more accurately assess the impact of its investments.

We are very grateful to the speakers and participants at the Spring ORW. It was an excellent conference with top-notch presentations and important conversations throughout the day. We're also already putting plans in place for the Fall ORW which will be held on November 26. Based on your feedback from the Spring event, CIF staff are also planning a new training course on Promotion and Education which will be offered the following day (November 27). Both events will be held at the Vaughan Novotel so bring your Christmas shopping list! Space at the Novotel is limited so we encourage you to sign up early to ensure you get a seat and mark your calendars – we'll look forward to seeing you there!

The CIF Centre of Excellence is also continuing to expand with toolkits and resources to help instill better practices and provide support for your Datacall efforts. You know about the training courses that we've hosted to date – Contracts Management, Benchmarking and Assessing and more. There are new courses in development, including an online training for delivery next year. We also plan to post results as soon as they're

available from the Hamilton Container Line Audit and the Northeast Ontario Optimization analysis. There are many great resources in the works.

This month we'll begin development of the 2015 CIF budget. If you have plans for 2015 that you think might be fundable by CIF or ideas for projects under the Centre of Excellence, please let us know now so we can build around them. To the more than 100 municipal staff members that joined us in the AMO/CIF consultation sessions in the spring – thank you! We value the suggestions and feedback you offered and will be taking it into consideration as we plan for the months ahead. If you haven't yet shared your thoughts, make sure you drop me a line or give me a call.

On behalf of Alec, Carrie, Gary and the CIF support staff, we hope you enjoy the remainder of your summer and look forward to meeting with you in the Fall, if not sooner.

Mike

## **Municipal Small Depot Guidebook**

The majority of recycling programs in Ontario are small volume, rural or seasonal operations, and, as such, public drop off depots play a vital part of these programs. But running an efficient and safe public drop off while trying to capture and divert a growing list of waste requires complex and unique decision making that in many ways more closely represents a retail store than a waste management facility.

With this in mind, the CIF is developing a "how to" guidebook for depot operators that we plan to publish early in the new year. It will add to our growing collection of "Centre of Excellence" products that fulfill a promise to provide better practices, toolkits and Datacall support for program operators.

Well along in development now, the new guide is based on feedback CIF staff have received from operators across the Province over the past year. We heard that most operators are limited in terms of the physical constraints of their current set up and were looking for ideas on how to optimize their existing facilities and plan for the future. So the new guide will focus on cost allocation and operations but will also include guidance on planning and design for consideration by municipalities planning new facilities. It will include:

- Plain language checklists
- Downloadable spreadsheets for construction/operating costing analysis
- Planning and operational tips
- Better practice solutions for design and operational issues.

*We're assembling a guidebook review team now – would you like to be part of it?*  
We believe this will be an excellent product but want to be sure it fits your needs as expressed to us last year. If you would like to be part of our review team or just provide informal feedback as the guidebook is under development, let us know.

If so, please contact Gary Everett with your thoughts and ideas, by [email](#) or phone at 519-533-1939.

## **CIF Containers Purchase Program Up & Running for 2014-2015**

Earlier this year the CIF announced the results of its joint container purchase program. The Request for Tender (RFT) was based on criteria suggested by the municipal staff who responded to a 2013 survey about the preferred attributes for containers. The CIF did the 'legwork' to identify suppliers, test the available products and simplify the order process for municipal staff. We also negotiated the best possible prices based on information available about the volume of orders expected. After careful review of submissions and sample containers, we selected the following suppliers:

- **For 22 gallon Blue Boxes:** Scepter Corporation (30% PCR from ON BB programs) & Gracious Living (70% PCR from ON BB programs) | view the Blue Box [datasheet](#)
- **For 95 gallon recycling carts:** IPL Inc. (25% recycled resin from IC&I sources) | view the cart [datasheet](#)
- **For reusable totes/bags:** Instore Products Limited | view the reusable bag/tote [datasheet](#)

Information about each of the containers, their specifications, pictures and other data are available on the [Ordering Containers](#) page of the CIF site.

### *Ordering containers*

In most cases, municipalities can simply use the information we have provided to order directly from the suppliers.

The exception is for municipalities/programs that would like to place orders of reusable totes/bags that falls below the minimum order quantity of 1000. For these municipalities/programs, CIF will combine individual orders for a generic recycling bag (i.e., without unique municipal branding or identity) to ensure the bag can be used in any community. Interested programs/municipalities are asked to complete the "Info form" by August 8. We will provide your request to the supplier who will confirm details with you and arrange to receive payment.

- View [Order-call details](#) | Sign up on our <1000 bag [Info Form](#)
- View generic [artwork](#) created by CIF for the small order joint purchase (and other programs, if desired)

For more information about the Container Purchase program, please see the CIF [webpage](#) and/or email [Carrie Nash](#) for more information.

### **Strategic Planning and Coordinated P&E Implementation Pays Off for Lanark Highlands (CIF #818.6)**

Stretching Promotion and Education (P&E) dollars to maximize impact and minimize costs is a universal requirement for recycling programs. In 2013, with CIF funding support, Lanark Highlands completed an Integrated Waste Management Plan (IWMP) that clearly lays out the challenges it faces: first, motivating a small but geographically disparate population of 5600 residents about 30% of which are seasonal and, second, cost-effectively improving recycling performance while preserving the life of the existing landfill site.

The IWMP incorporates a detailed P&E plan to meet the goals set out in the IWMP and to address the needs of those with curbside collection as well as the 85% of Township residents whose primary recycling service points are depots. Developing and providing funding for effective P&E that addresses the different types of service is always a challenge, especially when budgets are tight.

In keeping with financial constraints, staff members at Lanark Highlands looked outside the box. They applied and were approved for funding through CIF's annual Request for Expressions of Interest (REOI) in 2013. This added momentum that helped staff attract attention to Blue Box recycling as an important opportunity for the Township. With this, and input from CIF staff, they presented an attractive business case to Council to update their recycling P&E to help achieve the goals set out in the IWMP. The business case included:

- Using materials developed earlier by Mississippi Mills under CIF-funded project (CIF 646.12) as a template
- Working with neighbouring municipalities in their waste management group (WMG) to share the load in P&E design, development, and implementation
- Focusing on macro (high level) messaging within the WMG (e.g., 'recycling pays' in terms of offsetting municipal costs, effective sorting, and benefits of recycling)

- Creating brand recognition and realizing economies of scale through joint media buys

Currently, there is a coordinated campaign featuring print, personal/event outreach, incentives/rewards to promote the WMG's Blue Box programs. According to Cathie Green, Lanark Highlands' Public Works Assistant, "CIF's support helped us leverage the changes proposed in the IWMP and present a strong case to Council. With the funding and planning expertise available through CIF and by working with local partners, we've made dramatic changes in a short period of time."

It's early days for this program, but already staff members estimate a 50% savings in the cost of designing their new brand and waste site signage. The keys to success here – as in so many small rural programs are:

- Know your community and identify the key issues for your program in terms of increasing diversion
- Build on the strengths of your program, your staff and those who can offer assistance
- Consider your messaging carefully...can you simplify it so it can be more widely applicable?
- Coordinate efforts with your neighbours and wherever possible, share the media spend in your P&E campaigns.

To find out more, don't miss Cathie Green's presentation at the Fall ORW or give her a call at 613.259.2398 Ext 249.

View the [Lanark Highlands IWMP](#)

### **City of St. Thomas Shows That Contractors Can Become Your Strongest Ally in Performance Measurement (CIF # 422)**

We know that for some programs, completing the annual Datacall can be a challenge. It was that and more for the City of St. Thomas, whose 20-year contractor for all

waste services had no mandate to provide any of the data the City needed to complete the forms. In this way, the Datacall became a gift to the City of St. Thomas.

The contractor eventually provided the information that was needed and it was enlightening. City staff saw that their waste programs were falling short of program comparators and that their costs were much higher than they needed to be.

With that, the City launched a new competitive bid process for all waste services, with CIF providing support through Project 422 for RFP development. The aim was to help the City bring its waste contracts in line with Best Practice guidelines available in the CIF's [Contracts Database](#), adding new clauses to clarify terms of reference, contractor obligations, reporting requirements and more.

When they went out to tender, City staff exceeded their expectations by receiving five bids for the collection contract for waste, recyclables and organics, and another three for processing recyclables.

#### *New contractors and new achievements!*

In March 2014, the new contracts came into effect. Green for Life (GFL) was selected to collect the three waste streams and the City of London's MRF became the new destination for processing Blue Box recyclables.

For Michelle Shannon, Waste Management Coordinator for the City of St. Thomas, the process has been "like wearing contacts or glasses for the first time. It's like we're seeing the inner workings of our program, we can see what drives costs and performance from people's doorsteps all the way to the point where recyclables are shipped off to market. We're getting the information we need to make better, more informed decisions and to work with our contractors to improve this program now, and for the future."

#### *And what did the City achieve?*

Besides knowing that they can complete the Datacall efficiently next year, St. Thomas staff are already recognizing substantial gains in collection efficiencies and in processing, with:

- Improved accountability in collection that yields reductions in liquidated damage claims, control over bonds etc.
- More care in collection activities that results in increased customer satisfaction and reduced staff time in customer response
- Increased range of materials collected with 10 new targeted items resulting in a nearly 30% increase in monthly diversion so far as well as a new return of revenue from the materials

- Day by day updates on processing data provided by the City of London.

Taking all these gains into account, the City expects to save ~\$350,000 annually, and is already planning to use the funds to site a new Community Recycling Centre to provide enhanced services to residences. By popping in the ‘corrective lenses’, the City is yielding substantial rewards for its efforts and delivering an efficient and cost-effective system to its residents. It’s a work in progress and a job well done!

## **Niagara Region Takes a New Approach to Multi-residential (MR) Collection and Measuring Performance**

Multi-residential (MR) recycling is not new for Niagara Region – it has been providing limited recycling services to this sector since the Region assumed responsibility of waste collection from the local municipalities in 2006. What is new is that in 2009, the Region went out to tender for its service contract and integrated varying types of service into a universal two-stream MR collection requirement (to start in 2011). Since then, and with CIF’s support, it has expanded its program, tracked and measured performance against a baseline, and has increased diversion performance.

### *Making Change with a New Collection Contract*

Rather than continuing to provide different types of two-stream MR recycling using varying containers (box vs. cart), different service providers and frequencies of collection, in preparation for the new contract, the Region evaluated the potential of offering a comprehensive MR collection program under a set ‘menu’ of carts/front end loader bin scenarios. Challenged to determine how to estimate costs and allocate capacity for the fiber and container streams under each scenario, the Region developed a feasibility study as a key input in the development of its new MR program. Using the results of the feasibility study, the Region selected a cart scenario for its MR program.

For collection container capacity, the results suggested an estimated ratio of 35% containers to 65% fibres to come from the MR. Using the best practices guideline for container capacity (1 - 95 gallon cart for every 7 units), this translates into:

- 1 - 95 gallon Blue (containers) Cart for every 20 units and
- 1 - 95 gallon Grey (fibers) cart for every 11 units.

With project support from the CIF (CIF #212) Niagara staff developed an inventory of MR buildings in its 12 municipalities and used this along with recovery estimates to

develop an ‘Optimal’ service which it now provides free to MR. Buildings are encouraged to purchase carts at \$35 per cart (roughly half price) and the Region provides weekly collection at no direct charge, in unit bags and P&E support.

#### *Measuring and Monitoring: Tracking Costs and Impact*

In addition to providing two-stream services, the 2011 contract built in a requirement to provide data. The contract requires the Region’s collector to complete a dedicated truck run of recyclables collected from MR buildings semi-annually. This data is averaged out to estimate annual tonnage collected from the buildings, with figures that can be matched against MR collection costs.

#### *Achieving Impressive Results*

Since 2011, Niagara Region has noted significant performance improvements in its MR program, including:

- a nearly fourfold increase in enrolment between 2011 and 2013 (100 to 488 buildings included in the program) – representing 83% of multi-res units on this program (in addition to those that are serviced privately)
- nearly 40% multi-res diversion from 76 kg/unit/year (2011) to 106 kg/unit/year (2013)
- a near 30% per tonne decrease in multi-residential collection costs between 2011 and 2013 (with 2013 costs at \$203 per tonne).

According to Sherri Tait, Manager of Waste Management Services with Niagara Region, the measuring and monitoring component of this work is invaluable. “We have always known that MR and curbside recyclers are different in generation, recycling habits and more. By recognizing these differences, and measuring & monitoring each separately we can understand the impact of these differences on our costs to service Blue Box and the program’s performance and build our program to optimize this service”

In addition to maintaining the work it has done with this project, the Region plans to direct its focus to increasing recovery in mixed-use buildings (commercial with residential component). If your program is offering a MR collection component, we highly recommend that you take a look at Niagara’s project report – it will be well worth your time!

View: Niagara Region [Final Report](#)

**Ontario Recycler Workshop: Wednesday, November 26, 2014**



We've heard that it will be hard to top this Spring's Ontario Recycler Workshop but we're trying! The Fall program will bring together an information-packed event with a focus on collection strategies, MRF management, contract management, promotion and education and performance measurement.

You can attend in person or by webcast on **Wednesday, November 26** at the [Novotel in Vaughan](#) (located across from Vaughan Mills just north of Toronto). The ORW starts at **9:30 a.m.** and wraps up at about **4:30 p.m.**

#### *ORW Topics*

In addition to updates from our program partners, the agenda features presentations on:

- Operating Effective Depots to Increase Recovery
- P&E Matters
- Monitoring & Measuring Program Impacts
- Insights from the MRF
- Writing Better Contracts For You and Your Service Provider.

#### *Excellent Information Offered Free-of-Charge*

As always, ORW is free of charge and you can attend in the way that works best for you, either in person or by webcast. This is a most cost-effective way to get up to the minute industry information while networking with your colleagues.

Municipal staff that attend also earn one training credit for the Best Practices section of the WDO Datacall. If you are a Municipal staff member, Blue Box service provider, consultant or steward, we invite and encourage you to attend.

*Register now*

Registration is open now. Please sign up to let us know you can attend: [Register for ORW](#)

*Accommodations\**

We have set aside a small block of rooms at the Novotel for a group rate of \$139 per night for each of November 25 and 26. This rate is available till October 26. To reserve your room call 1-866-630-2680 and mention the “Continuous Improvement Fund” guest rate.

*More Information*

We will post new information at the [ORW webpage](#) regularly between now and November 26. Please check back often or email [CIFCommunications@wdo.ca](mailto:CIFCommunications@wdo.ca).

**CIF Centre of Excellence P&E Training: Thursday, November 27**

Promotion and Education for recycling is changing. There are new topics, new materials to discuss and more information to convey; managing all this messaging is a challenge!

At the same time, there are different tactics available for your use and your residents are looking to you to connect with them in different ways. And as always, you need to monitor and measure the impact of your P&E – all within a changing environment.

If this sounds familiar to you and P&E is a significant component of your responsibilities, we encourage you to take part in the P&E Training Course that will be offered free-of-charge on Thursday, November 27 at the [Novotel in Vaughan](#).

It's a full day in-class session (8:30 a.m. to 4:30 p.m.) followed by an individual assignment. The in-class session will be led by a professional communicator who will share wisdom and industry insights with the group.

#### *Registration*

Registration is limited so please sign up early to avoid disappointment. [Register for P&E Training](#)

#### *Accommodations\**

We have set aside a small block of rooms at the Novotel for a group rate of \$139 per night for November 26. This rate is available till October 26. To reserve your room call 1-866-630-2680 and mention the “Continuous Improvement Fund” guest rate.

For more information contact [Carrie Nash](#) and check the [Training](#) page of the CIF website where we will post new information as it becomes available.

## **MWA Fall Workshop**

The Municipal Waste Association has announced plans to host its Fall Workshop and Special General Meeting on October 29 at the [Best Western Plus/Mariposa Inn & Conference Centre](#), located at 400 Memorial Avenue in Orillia. Additional information will be available through MWA when it becomes available, at the MWA's "[Event](#)" webpage.