

- CIF and Partner Updates
- Operating Effective Depots
- Measurement & Monitoring Programs
- Promotion & Education (P&E) Matters
- Insights from In and Out of the MRF
- Procurement & Contract Management

Another way for Municipal Waste Management staff to stay up-to-date on developments in this industry...

The Ontario Recycler Workshop ([ORW](#)) was conceived many years ago as a way to share better practices established through CIF and E&E (Effectiveness and Efficiency) Fund projects.

Ten years on, ORW still delivers on this mandate, attracting participants from programs across the Province and beyond. A near record crowd of about 150 people signed up to take part in the ORW at the end of last year, learning new information from speakers and sharing their thoughts, concerns and questions. We thank all participants and the [many speakers](#) who took so much time to share what they've learned with us all in this session!

We often get requests for information presented at the ORW. This issue of *CIF Connections* is intended to provide a quick and easy way to navigate through the day's content to find the tips that are most relevant to your program. As you read through, we hope you'll take time to check back to the [ORW webpage](#) for more detail on specific presentations and listen to the parts of the [webcast archive](#) that are of greatest interest. We welcome your feedback on this special ORW edition of *Connections* – does it provide information in a way that is useful for you? Do you have other ideas about how we can do it differently? Please email your thoughts on this to [Carrie Nash](#).

At the ORW we presented the proposed 2015 budget for the CIF, which has since been approved. The budget will form the basis of the [2015 CIF Operations Plan](#), which has been set as an interim plan to allow project partners the opportunity to review the budget prior to release of the spring [Request for Expressions of Interest](#) (REOI). We will keep you informed of any changes. We also encourage you to start thinking about projects you might want to submit to the CIF for funding through the 2015 REOI. The ORW highlights are a great starting point for fundable ideas, so please use the

material in this *Connections* to consider opportunities for your program and of course, if you have any ideas you'd like to talk over, feel free to contact any member of the [CIF staff](#).

Finally, in accordance with the [CASL](#), we are completing updates of our email distribution list. If you haven't filled out our email consent you will miss out on information about this year's REOI, updates on ORW, spring outreach sessions, industry developments and other items that we share with CIF stakeholders. To continue to receive this information, if you haven't yet done so, please fill out the [consent form](#) today.

We welcome your feedback on this *CIF Connections* and on any other item of interest or concern. We'd also like to know what you'd most like to find out about at the Spring ORW, which is in development now. Please contact me with your thoughts at the email or phone number below.

Mike

CIF Project Partners

CIF partners' updates provide a valuable window on key issues in the industry and different perspectives on current events. A summary of key points follows with more detail in the [panels' slides](#) and in the [webcast archive](#), which you can review panel by panel.

CIF Update

Mike Birett, CIF

- 37 applications to 2014 REOI with approval of ~\$2,459,700 in new project funding
- 10 cost-savings projects with 4 year ROI; \$600K savings/yr.

- Presented draft 2015 budget (which has since been approved) and forms basis of [2015 CIF Operations Plan](#); this is set as an interim plan and permits budget review by program partners prior to release of 2015 REOI
- 2015 [REOI](#) planned for spring release; \$4.5M for projects to focus on cost savings, system rationalization, addressing problematic materials and blue box harmonization
- CIF 2015 priorities: training, RFPs and contract guidance, toolkits to operate small program depots, activity-based costing, managing problematic materials such as fibre & glass

Change Management & the BB System

Sherry Arcaro, SO

- Focus on initiatives identified by SO stakeholders to address system challenges: e.g. mixed broken glass; polycoat cups and containers; coffee pods, laminated packaging & packaging analysis
- SO seeks interested participants for MRF Material Composition Studies and Curbside Composition Studies – email Sherry at: sarcaro@stewardshipontario.ca

WDO Update

Will Mueller, WDO

- Datacall highlights (2013): marketed tonnes and gross costs increased; net costs & net cost/tonne increased; gross revenues declined
- Tonnage increases for glass, fibre and plastic
- WDO seeks feedback on data collection and measurement

AMO Update

Monika Turner, AMO

- Announcement re: arbitration decision
- Interim BB payments to be determined & reflected in December 2014 and March 2015 (last two 2014) payments
- New waste diversion legislation to include full producer responsibility expected in 2015; Minister of Environment & Climate Change is expecting Municipal & Producer efforts in advance to find common ground to inform legislation

Operating Effective Depots



With so many programs operating depots to collect blue box materials, making sure the depots are as effective as possible is vital to our ability to manage new and existing materials efficiently.

Five speakers explained their successes and challenges with depots at the ORW. A summary of highlights follows and we hope you'll also check out [this panel's](#) slides to find out more about the information they had to share!

CIF's Small Municipal Depot Guidebook: Info & Tools to Optimize Your Depot(s)



Amanda Hopkins, Stantec, Project #738

- CIF's depot guidebook will offer guidance on design, siting, costing, P&E & resourcing for depots plus an spreadsheet cost model to compare implications of different depot scenarios
- Look for publication date of the guidebook to come in 2015

Increasing Capture with Great Customer Service at Depots



April Stockfish, McMurrich/Monteith, Project # 536.10

- McMurrich/Monteith boosted depot capture by 60+% with no additional costs, largely by providing excellent customer service to enforce local by-laws with additional on-site education
- Here's how: they encouraged depot staff to speak with residents – answering questions, providing info and friendly assistance on site
- Other contributing factors? Onsite waste disposal control; consistent and clear signage with similar in-home P&E and big BIG smiles!

Using Good Data To Plan for Program Improvements



Gayle Short, Algonquin Highlands, Project #739

All types and sizes of programs can get and use data to identify ways to reduce costs and improve services.

- Algonquin Highlands isolated its key cost components (depot; hauling & processing; admin & overhead) and used this info to identify next steps
- Data highlighted hauling & processing as ~40% of program costs; they used this and new waste audit information to develop a new Request for Tender
 - Detailed data available in the Tender decreased uncertainty for bidders and is expected to result in a better, lower priced contract

Tips from a Pro: Keys to Depot Success



Rick Vandersluis, TRY Recycling

Seeking professional tips on what makes a good depot work? TRY Recycling - a successful London area private depot operator recommends 4 critical factors:

- Site design – provide a separate entrance & exit to manage traffic flow
- Operations – maximize the payload of every truck; never send out part-full bins and avoid handling materials more than once

- Signage – post large, high-impact signs featuring critical info (e.g. hours of operation, materials accepted, directions)
- Staffing – investing in customer service pays off in avoided correction costs; better quality recyclables and less contamination

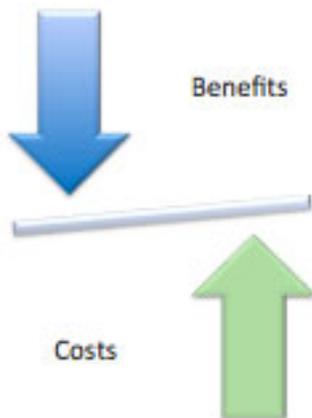
CIF to Publish New Density Data; Seeks Municipal Input



Gary Everett, CIF, Project #737

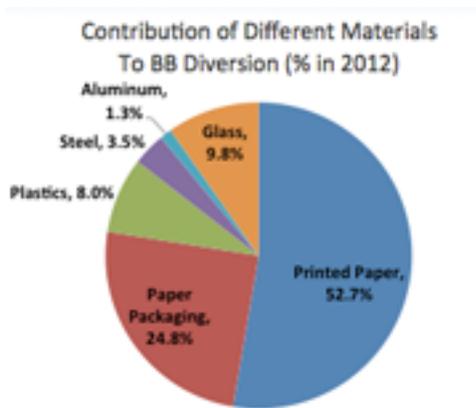
- CIF is completing a density study that will offer average payload weights for a variety of bin and truck volumes. Use this data to plan, monitor and measure performance, diagnose performance issues and train staff
- The tool includes density figures on 8 material types in a chart that allows for comparison with local weights
- The chart will help you see if your weights are higher, lower or similar to other municipalities; you can contact Gary for help and/or funding to troubleshoot differences
- ***We need your data!*** Help strengthen the model with your peer review: view a project [synopsis](#) to compare your results to 'work-in-progress' densities and/or email [Gary Everett](#) to update our information

Measurement & Monitoring Program Impacts



- When you're planning monitoring strategies, don't forget to consider options to use low-cost contemporary technology to help get the job done
- Dufferin County used contemporary video technology (a GoPro Camera) to cut the cost of curbside participation & set out studies by 50%
- The technology is easy to buy, install and use
- Film footage offered a "live" viewing experience that enabled decision-makers to view results and understand the program without leaving their offices
- Offers an option to reuse the camera & footage for other departments and purposes (e.g. by-law enforcement)

Report on Diversion vs. Net Cost Analysis for BB System



Maria Kelleher, Kelleher Environmental, Project #722

This analysis highlights 5 potential scenarios to increase BB system performance cost-efficiently and suggests several conclusions; among them:

- Adding new materials is not cheapest way to increase diversion
- Increase recovery of existing low-cost materials (i.e., other printed paper) to achieve higher diversion
- Programs should explore using depots to cost-effectively manage high-cost (>\$1000/tonne) materials

Don't let this be the only info you have on this important report. Please see additional findings in the [slides](#) from this and other presentations and the [webcast archive](#).

Promotion & Education Matters



Many communities have executed P&E to address key issues in their programs, with interesting approaches to the P&E itself and to strategies to measure impacts, all with intriguing results.

Don't let a small budget prevent you from promoting your program or sharing important information with residents. Read on for a selection of thought-starters for how to get the most out of your P&E budget and how to track the impact of these efforts, then please find out more in the [P&E Matters slides](#) and [webcast archive](#).

Also, if developing P&E for your program is part of what you do, why not sign up for the waiting list for the next CIF [P&E Training Course](#)? We're planning to host it again free-of-charge for municipal staff this winter or early spring. If you sign up for the waiting list now, we'll be sure to contact you first when we set the new date.

Effective P&E Combats Contamination at Depot Sites

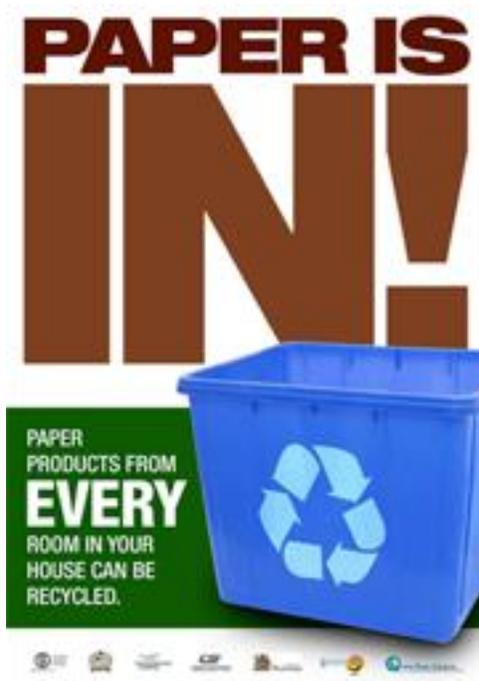


Ryan Frew, Township of McNab/Braeside, Project #816.6

- McNab/Braeside showed how programs can create effective depot signage with a longer 'shelf life' to stretch program budgets and address issues as they arise
- McNab/Braeside's keys to success are:

- Post modular signage – signs composed of removable 'panels' can be expanded and updated with new images and info over time
- Use photos – showing accepted materials in real photos is a P&E 'best practice' that prevents confusion that can result from line drawings or illustrations
- Post signs for portability – post signs securely but with the ability to move them to address changes in depot configuration or traffic patterns

Increasing Capture Cost-Effectively with Harmonized P&E: "Paper Is In" Campaign

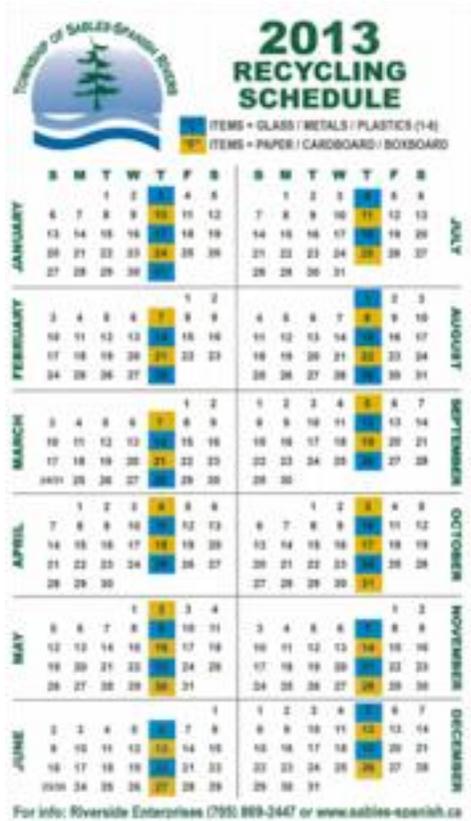


Angela Porteous, City of Kawartha Lakes, Project #812.6

- Creating multi-program P&E can stretch budgets, increase capture and reduce resident confusion
- The "Paper is In" campaign illustrates experience developing a joint P&E program with 5 local programs, with support from CIF and SO
- Takeaways:
 - Look beyond program differences to find common goals (e.g. increasing paper collection) as a starting point to create harmonized P&E
 - Develop a project budget to take advantage of 'economy of scale' buying power

- Appoint a single coordinator for purchasing (and later to bill other participants)
- Establish joint metrics up front and apply consistent monitoring protocols to generate usable data (e.g. standard audit protocol)

CIF's P&E Projects Round-up: Info from 30+ Projects



Carrie Nash, CIF

CIF shared tips from small P&E projects completed in 34 communities to date:

- **Budgets:** Even small, low-cost P&E efforts yield improvements
- **Start with the basics i.e., 'foundational ads' that include:**
 - The 'when' – include a collection schedule or depot hours
 - The 'where' – include a map of depot locations
 - The 'how' - define what's acceptable, what's not
- **Repeat, repeat, repeat:** keep P&E simple & quick; repeat same info frequently
- **Encourage in-person interactions with residents where possible:** this can be the most expensive activity but also produces some of the highest return on investment

- **Work together:** stretch your budget by sharing costs of design work, distribution and measurement/monitoring
- **CIF next steps:** use key learnings to share a 'better practices' information hub with samples, pricing, templates and more

There's much more information available so please take a few minutes when you can to check into the [webcast archive](#) (for speaker commentary plus slides) or the [slide presentation](#) alone.

Insights from the MRF



Identifying best solutions to manage new materials, increased volumes with lower tonnages and provide cost-effective services are just some of the issues that MRF operators confront every day. ORW panelists shared their experiences in benchmarking, negotiating contract changes and investing in technology to address these issues.

You'll find the highlights below – but don't stop there. We encourage you to take time to review this [panel's slides](#) and/or [webcast archive](#) (click on the "Insights from the MRF" chapter for additional information).

Generating & Using Data to Assess Performance and Define Next Steps: City of Hamilton's Container Line Audit



Dave Faris Yousif, City of Hamilton, Project #816.3

- Hamilton audited its container sorting line to determine its efficiency and effectiveness
- MRF staff analysed the data to identify problem areas, opportunities for improvement, cost and revenue implications and potential policy changes, all of which will inform a business case for next steps
- Find out more in this presentation about the specific features of Hamilton's process along with valuable tips on how to set up a line audit and analyse resulting data to define action items that meet program goals

Mid-Term Contract Updates Can Provide Great Opportunities



David Miles, Halton Region, Project #631.2

Municipalities often avoid opening contracts midterm to make changes, however, to seize new opportunities this can be a viable approach that's well worth the effort. Here's what Halton learned when it updated its MRF contract in 2014:

1. Do your homework first and crunch the numbers to know what you need to do and how much it will cost
2. Decide if you can afford to update the system
3. Negotiate with your contractor; be prepared for give and take
4. Develop a contract that permits equitable share of risks and rewards

New in Optical Sorters



Matt Risko & Charles-Étienne Simard, Machinex

Optical sorters are a mainstay in modern MRFs. Here are some highlights about how this equipment is evolving:

1. Optical sorters are now used for papers in addition to containers
2. New technology (hyperspectral imaging) is likely to enable more accurate material recognition (i.e. better differentiation between the various commodities)
3. Improved sorting before the material reaches the optical sorter will minimize revenue loss via less contamination
4. Use of wider belts will improve commodity visibility by spreading recyclables into a thinner layer, so the camera has an unobstructed view and the material can be sorted properly

There's much more detail in this and all other MRF presentations; please check out the [slides](#) and/or [webcast archive](#) (which includes speakers' comments).

Procurement, Contracting & Management: Working Toward Better Practices



This segment featured an expert panel including Rob Cook (OWMA) providing the voice of the contractor, Wes Abbott (City of London) voicing municipal perspectives and Gary Everett (CIF) adding specialist insights. The topic: how to develop and manage effective contracts.

The information below highlights just a few of the points discussed during the rich discussion in this panel. Please check out the highlights below, then listen to the [webcast archive](#) of this segment to take advantage of the many [insights](#) shared by the speakers.

Performance Securities

- **Issue:** What are reasonable performance standards? Securities are expensive – how much is enough and what's the best mechanism to ensure performance?
 - **Comments:** Excessive security requirements drive up the cost of contractor fees and can limit competition during the bidding process. To help ensure you've selected the appropriate security at the right coverage level:
 - Find out in advance how long it would take to replace your contractor in the event of a default. Your coverage should provide for continuity of service until another vendor can be secured should the need arise
 - Reach out to groups such as the CIF or OWMA and/or other municipalities to research the level of security needed for your contract
 - Consult with the Canadian Securities Association to confirm your understanding of the coverage available to you at various price points
-

RFP & Preparation Timeline

- **Issue:** Short RFP response timelines can limit competition
 - **Comments:** Allocate appropriate time for contractors to develop bids & prepare for implementation (e.g. ~9 months to order trucks)
-

Evaluation

- **Issue:** Bids need to be evaluated consistently among all bidders; weightings need to be fair and transparent
 - **Comments:** Municipalities need to be clear up front in bid documents about evaluation strategies & stick to them; prepare to complete due diligence on bids (e.g. check references)
-

Shared Risks

- **Issue:** It is beneficial for programs and contractors to share risk & operating costs through contract life
 - **Comments:** Contracts where majority of risk is assumed by contractors will always be more expensive; allow for price adjustments where possible (e.g. fuel escalation and cost of living, change in material mix or number of households) for equitable share in risk
-

CIF Next Steps

CIF will seek municipal and industry input to create new guidance documents for the preparation and management of contracts.