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As we put the wrap on 2013, it's timely to look back at a year of valuable achievements and continuous improvement in the business of recycling.

The hard work of municipal staff has contributed to closing out 100+ CIF projects in 2013 resulting in a total of approximately 300 projects completed over the past five years of CIF operations. The volume of effort alone is impressive – but it doesn't really speak to measured project impacts. Your efforts have resulted in significant system cost reductions, recovery increases and improved best practice compliance scores!

How do we know? Last summer, the CIF published the *CIF 2008 to 2013 Review* that measures the impact of your work to improve Ontario recycling through implementation of CIF-funded projects. If you haven't had a chance yet, this document's well worth the read: [CIF 2008 to 2013 Review](#)

Beyond closing out previously approved projects, 2013 proved to be a busy but productive year in its own right. Some highlights of 2013 include:

- Hosting our most successful spring consultations with the municipalities to date. Your feedback informed the 2013 REOI plans, CIF program updates and the 2014 budget as well as changes to next year's datacall
- Approval of approximately \$8.8 million in funding for 46 new projects under the 2013 REOI, with particular interest (expressed in REOI responses) in Blue Box system rationalization and system cost management
- Provision of training for 50+ municipal staff through the Contract Management and the new Benchmarking and Assessing trainings (including two sessions for this high-demand course)
- Completion of three multi-residential round tables to aggregate insights from past projects and develop a Centre of Excellence multi-residential toolkit.

Looking ahead to the new year, the CIF Committee and MIPC have approved the [Interim 2014 CIF Operations Plan](#), which will be finalized pending the outcome of the 2014 Blue Box funding arbitration. The interim budget includes \$4.6 million funding for CIF grants to be distributed through a targeted REOI process. The CIF Centre of Excellence will also take shape in 2014 with a \$825,000 allocation to develop and deliver toolkits, training programs and marketing materials and to provide direct support for RFPs and contract management, decision-making and cost-saving strategies. New for 2014 – the WDO has also provided approval for the CIF to support projects to develop, implement and measure impacts of policy initiatives to increase waste diversion.

The final 2014 CIF Operations Plan will be published on the CIF website and we will notify you as soon as it's available. In the meantime, CIF staff will be on the phone and at your doorstep working with you to complete approved projects and help address your questions and concerns.

On a bittersweet note, we are saying “so long,” but not “goodbye” with sincere gratitude, to Anne Boyd, as she completes her transition back to full time work with the City of London. Anne has been an invaluable member of the CIF team. All those who have had the privilege of working with her have been able to benefit from her vast knowledge and her sound guidance in multi-residential recycling.

Finally, on behalf of all of us at the CIF, thank you for your great efforts this year. On behalf of Alec and Carrie and the rest of the CIF support staff, I wish you a safe and happy holiday season and look forward to working with you in 2014.

Mike

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## CIF Posts "A to Z" Information to Start, Finish and Invoice for Projects

CIF funding provides support for municipal Blue Box recycling projects in Ontario and we're always on the lookout for ways to improve our services for program stakeholders. So, when we heard that it was not always clear how to apply, implement and invoice for CIF projects we took steps to provide details to simplify the process.

To that end, we have expanded the “Funding and Projects” section of the CIF website. In addition to the listing of approved projects, these pages now include information about everything that needs to happen from application through to invoicing.

Would you like to know what happens with applications once they are submitted? Do you know what happens as projects are being evaluated or what to do when you receive your Letter of Agreement or Grant? What are your responsibilities in the implementation stage and how should you invoice for your work? You can find out about this and more with step-by-step guidance in the Funding and Projects pages.

Over the coming months, we will continue to update and improve the “Funded Projects” page as well as all other content on the CIF website. Your input to this process is always welcome - please email your thoughts to:  
[CIFCommunications@wdo.ca](mailto:CIFCommunications@wdo.ca).

For now, we encourage you to review this information as you work through your CIF projects. You can also take advantage of the great insights and information available in the reports of completed projects, using the search suggestions identified at the top of the “Funded Projects” page.

For more information: [CIFCommunications@wdo.ca](mailto:CIFCommunications@wdo.ca)

CIF website: <http://cif.wdo.ca> (note: do not include “www” in this URL)

## Pooling Resources to Develop Effective P&E

Creating effective promotion and education (P&E) plans to support recycling is challenging at the best of times. In communities that lack financial and staffing resources, it can be close to impossible. With this in mind, over the past 3 years, the CIF has approved funding of \$250,000 for more than 50 small and medium size programs to develop and implement P&E plans.

CIF staff hosted webinars to kick-start the process, providing guidance and on-going project management support. By attending the webinars and providing project updates, municipal staff made connections and developed partnerships to develop joint P&E to stretch their P&E dollars and share the workload. The webinars also facilitated the exchange of project management info such as graphic and web designers' names, anticipated cost ranges for various P&E activities and data-tracking tips.

A case in point: in Eastern Ontario, five communities, including Beckwith, Carleton Place, Drummond North Elmsley, Mississippi Mills, and Montague developed joint P&E, shared the labour and the media buy and pooled their WDO lineage to great advantage. They created joint advertising with a consistent look and feel that worked for all programs and has been published cost-effectively in support of five local programs. And it's been very effective. Over the first year of using this P&E, at least one community has measured a 13% increase in tonnage and reduced incoming enquiries by 65%.

According to Cory Smith, Public Works Technologist, Mississippi Mills, “CIF funding allowed us to develop a long term advertising campaign with identifiable branding and campaign elements that we can update easily. We were able to promote our new multi-municipal contract and pool our OCNA lineage with local partners to gain more visibility for the messages. Having CIF funding and staff assistance has really been vital to the success of our P&E campaign.”

By way of follow-up, the CIF has established a P&E Working Group to bring together representatives of all types and sizes of communities. The goal: to assess the existing CIF P&E Shop resource to identify strongest current features and identify opportunities to upgrade this resource for the future. Input from the group has been instructive and we're making plans now to upgrade the P&E Shop in two phases: first

to simplify it and make it easier to use and over time, to add new resources that fit a wider range of communities and user applications.

“The funding and practical support Lanark Highlands received from the CIF made it possible to promote recycling services in our rural municipality. Having CIF’s funding support increased Council’s appetite to provide budget support because it creates such a good return on the tax dollars invested,” stated Cathie Green, Public Works Assistant, Lanark Highlands. “Collaborating with municipal neighbours to pool in-kind ad resources and develop regional branding resulted in a bigger pay-back with wider visibility and greater impact.”

By taking part in this program, participants have been able to maximize their CIF grants and develop new relationships for joint projects. Some programs have used existing P&E resources to create their own materials, and offered welcome feedback to polish and update the P&E Shop tools. It's been a valuable experience which we hope will yield many lasting benefits!

For more information: Carrie Nash.

#### CIF Introduces Benchmarking & Assessing Training (#727)

Municipal staff members have told us it’s a challenge to translate great ideas into solid plans for program changes and communicate their value. This is especially tricky with projects that require staff time, municipal budget allocations and the goodwill of residents. How can you show that a future change – especially something that has not been done before - will have a positive impact on your program and be worth the investment?

It’s these kind of questions that prompted development of an all-new training course offered under the CIF Centre of Excellence. Entitled “Benchmarking & Assessing: The Road to Continuous Improvement,” the course offers tools and strategies to scope out potential program changes, estimate their impact and payback period and to prioritize and evaluate among potential programs for change.

The pilot session, offered the day after the Ontario Recycler Workshop in October was so fully subscribed that we set up a second classroom session for mid-November just to meet immediate demand, with another planned for 2014. In each class, participants worked through a variety of ‘problems’ and scenarios individually and in groups. In-class days were followed up by a series of coaching sessions in which

participants shared the results of their efforts to complete a post course assignment and gained feedback from instructors and their classmates to guide their next steps.

In addition to gaining core skills through the curriculum, participants and instructors have remarked on the importance of making new contacts and working together to share information and define solutions to shared problems.

"Attending the course allowed me to connect with neighbouring municipalities and talk about what's happening within our respective programs," stated Jesse Gawley, Technical Supervisor, Loyalist Township. "Having all the data on hand and instructors there to help us interpret the cost and tonnage information gave us a chance to look critically at our performance and talk about ways we could help each other to improve. This was a great use of my time."

Through the Benchmarking course and the Contracts course (hosted in April), more than 50 municipal staff have taken part in CIF training this year, picking up essential skills and helping to improve their WDO Best Practice scores. We thank each participant for their dedication and their input to their classroom and coaching sessions, and we congratulate them on their achievements.

In 2014, the CIF Centre of Excellence will offer a new and improved "Fundamental Principles in Recycling Planning" course. This course provides vital information for municipal staff that are new to this field or who aim to brush up on their skills. We will be planning additional course offerings through the year and welcome input on what you need to know to help improve your program's performance. Please email Carrie Nash with your suggestions.

Tenders for CIF Container Purchase Program Coming Soon! (#724)

Purchasing containers through the CIF Container Purchase program has enabled communities to cost-effectively supply more than 700,000 new blue boxes and carts to their residents.

Over the past few months, we have been developing a new tender – this time for bags, boxes and carts – all in an effort to provide a price advantage through this bulk purchasing opportunity. In fact, we have taken extra time completing the specifications, to be sure that the tenders match the needs of as many programs as possible at the same time as they enable suppliers to provide their best quotes on quality products.

The new tenders will be published on the “Ordering Containers” page of the CIF website and we will notify suppliers and all stakeholders that they are available. We plan to provide a six-week response period and expect to have the new containers available for bulk purchase by or before early spring.

If your municipality is considering purchasing new bags, boxes or carts to supply to residents, we encourage you to take advantage of the cost-effective pricing available through the CIF container-purchasing program. If you have questions about the program or timing, please email Carrie Nash.

### CIF Job Posting

The CIF is committed to completing outstanding projects and communicating key findings as well as focusing new projects in the areas outlined in the Interim 2014 CIF Operations Plan. To fulfill this commitment, we are planning to add one new, qualified Project Manager to our team.

This individual will have a thorough knowledge and understanding of operational and financial aspects of Ontario’s waste management system, a track record in implementing change and a commitment to performance management. We invite applications from qualified people who are self-starters and can work autonomously, but as part of the CIF team to develop and manage a variety of CIF projects.

The successful candidate will be hired as an Association of Municipalities of Ontario (AMO) contract employee and will be eligible to participate in OMERS. We invite applications to be emailed to [hr@amo.on.ca](mailto:hr@amo.on.ca), by or before 4:30 p.m. on Monday, January 6, 2014.

For more information:

Job posting on Workopolis

Full job description at: <http://cif.wdo.ca/news/index.htm>

Spring Ontario Recycler Workshop Set to Kick Into Gear

With so many projects underway and important developments in the CIF Centre of Excellence, the spring Ontario Recycler Workshop (ORW) will be chock-full of valuable information for program stakeholders. The spring ORW will be teamed with the classroom session of the “Fundamental Principles in Recycling Planning” course and we are finalizing the date now for these two events, to be held in the Niagara Region next spring. Registration will open in January and we will notify all stakeholders by email. The spring events will build on an excellent fall ORW and the Benchmarking & Assessing Course that the CIF hosted in Barrie in early October.

The ORW always offers an interesting view on CIF funded projects – whether they are completed or in progress. If you are planning updates for your program or considering developing an application for funding for the 2014 REOI (when it launches in the new year), we encourage you to browse through the slides or tune in to the webcast archive of past ORWs that feature content that relates to your plans. These are excellent resources that are available for your use.

As always, we welcome your thoughts on topics that you would like us to consider for the ORW agenda. Please email: [CIFCommunications@wdo.ca](mailto:CIFCommunications@wdo.ca).

For more information:

[ORW info and archives](#)

[CIF Training Courses](#)