Operating Effective Depots

Gary Everett, CIF



Depots In Ontario

Over 300,000 t/y diverted

Over 150 depots operating

From Huge



To Tiny



52

Love Depots



Hate Depots



Speakers

Almost all of us have a depot!

- Small Municipal Depot Guidebook
 - Amanda Hopkins, Stantec Consulting Ltd.
- Small Depot Program Case Studies:
 - April Stockfish, McMurrich/Monteith
 - Gayle Short, Township of Algonquin Highlands
- Operating Efficient Depot Programs
 - Rick Vandersluis, Try Recycling
 - Density Study update Gary Everett, CIF



Small Municipal Depot Guidebook CIF Project # 738

Amanda Hopkins
Stantec Consulting Ltd.



Project Highlights

Goals:

- 1. Provide small municipalities with practical information & costing model
- Help identify & accurately allocate activity based capital & operating costs for estimating full cost of current/planned depot diversion activities
- Impacts: More cost effective design & operations through use of costing tool & incorporation of better practices
- More information:
 - Amanda.hopkins@stantec.com
 - www.stantec.ca

Outline

Introduction & Purpose

Target Audience

The Guidebook Overview

The Depot Model

Question Period

Introduction

- Drop off depots play a vital role in waste management systems
- Effective alternative to waste collection
- Commonly used in rural, small volume settings
- Balancing materials managed with depot costs
- Safety & efficiency are tops in depot design & operations



Project Purpose

- Information & strategies for those planning & operating depots
- Present industry best practices on depot development & operation
- Answer the 'who, what, why, how & where'
- Emphasis on the 'what' & 'how'



Target Audience

- Intended for municipalities with <500 tpy of recyclable materials
- Municipalities who:
 - currently operate depots or
 - are looking to develop new facilities
- Existing facilities –
 determine financial &
 operational impacts of
 expanding programs



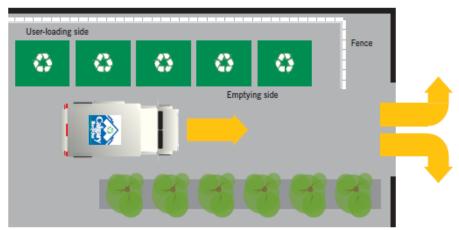
The Guidebook

- Guidebook divided into 3 sections:
 - 1. Planning, siting, design & approvals
 - 2. Operations & better/best practices
 - 3. Costing Model
- Allows users to easily access specific parts of Guidebook

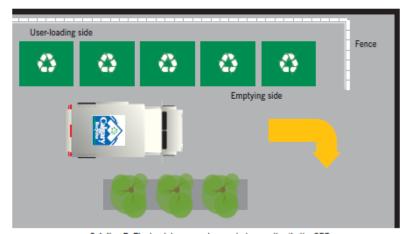


Guidebook Sections (1)

- Planning a Depot
- Depot Design
 - Design for materials handling
 - Vehicle & traffic management
 - Designing for materials movement off-site
 - Other Site Design Considerations
- Siting a Depot
- Depot Operations
- Approvals Required
- Costs
- Promotion & Education
- Resources



Solution A. The truck can drive straight through the CRD



Solution B. The truck has enough room to turn as it exits the CRD

Guidebook Sections (2)

Costs

- Operating & capital costs can vary between depots
- Dependent on a number of factors:
 - Existing site conditions
 - Configuration
 - Staffing requirements
 - Quantity & types of materials managed

Depot Costing Model is designed to help determine potential capital & operating costs for new depot development or existing depot program modifications

- Allows user specific input including:
 - Tonnages & material types
 - Sorting configurations (single, dual, multi stream)
 - Collection & haul vehicle configurations
 - Known & unknown program costs
- The model has defaults where information is unavailable
- Enables users to compare costs
- Compare multiple scenarios
- Not intended as replacement for procurement process or obtaining quotes





Depot Costing Model Highlights





Depot Cost Analysis Model - Tonnages



Directions: Input information in yellow fields, follow pop up prompts

Throughout the model, where 'Stream 1', 'Stream 2', etc. is shown, you may adjust the text to reflect your individual sorting programs

Step 1: Determining Whether Tonnage Estimates are Required

Have you already developed depot tonnage estimations?

no

Skip 2a - Proceed to Step 2b below

Step 2a: Annual Tonnages Requiring Management

RECYCLABLES

	Single Stream	Dual S	Stream	Multi Stream						
		Fibres	Containers	Stream 1	Stream 2	Stream 3	Stream 4	Stream 5	Stream 6	
Annual Tonnes										
Combined										
Tonnage	0	(0		0					

ADDITIONAL MATERIALS

						Leaf and Yard						
	Wood	Metal	Drywall	Shingles	Brush	Waste	Used Tires	Mattresses	Carpet	Garbage	Concrete	Mixed C&D
Annual Tonnes												

Step 2b: Estimating Annual Tonnage Handling Requirements

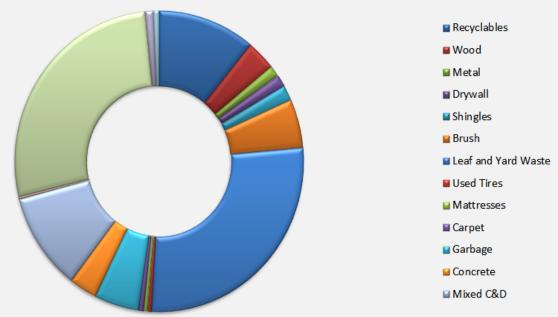
What is the population that will be serviced by the depot?

1000

Once tonnage has been assessed, please proceed to Tab 2 - Density Calculations

Once tonnage	has been assessed
	Estimated Annual
	Tonnage Requiring
Material	Management
Recyclables	23
Wood	7
Metal	3
Drywall	3
Shingles	4
Brush	11
Leaf and Yard	
Waste	58
Used Tires	1
Mattresses	1
Carpet	1
Garbage	11
Concrete	7
Mixed C&D	22
CFC	1
Reuse	58
Ewaste	2
MHSW	1





HDPE Bottles

Plastic Film

levc.

2.0%

1.2%

1.7%

0.46

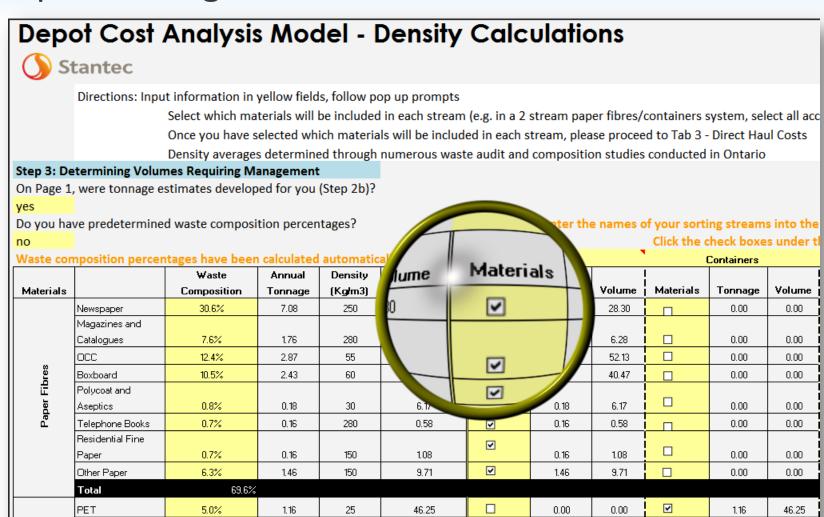
0.28

0.39

25

25

28



0.00

0.00

0.00

0.00

0.00

0.00

V

V

V

0.46

0.28

0.39

18.50

11.10

14.04

18.50

11.10

14.04

Depot Cost Analysis Model - Direct Haul Costs



Directions: Answer questions below in the yellow fields.

Step 4: Determining Direct Haul Costs Using Collection Vehicles (No Depot)

What is the capacity of the collection vehicle? (May enter multiple sizes for comparison)

Vehicle 1 32 cubic metres 42 cubic metres Vehicle 2 Vehicle 3 48 cubic metres

Please enter compaction ratios for collection vehicles listed above. If only one collection vehicle exists, only enter compaction ratios under the Vehicle

Vehicle	1
ehicle	2
ida	3

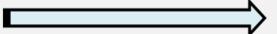
Fibres	Containers	test name	Stream 4	Stream 5
2	2			
0	0	0	0	0
0	0	0	0	0

What is the driving time to your processing facility (i.e. MRF)?

2 hours

What are your collection costs for recyclables?

100.00 per hour



Total Annual Volume of Recyclables Collected

Reference:

If current hourly collection costs are not available the following operating cost estimates can be used. Average Operating Costs for Collection Vehicles in Ontario (includes estimated 20% profit margin): Fully Automated = \$78/hr

Semi-Automated = \$69/hr

Depot Cost Analysis Model - Transfer Costs



Directions: Answer questions below in the yellow fields.

Step 5: Determining Transfer Vehicle Haul Costs (with Depot)

What is the capacity of the transfer vehicle/ trailer? (May enter multiple sizes for comparison)

Trailer 1 42 cubic metres
Trailer 2 52 cubic metres
Trailer 3 62 cubic metres

Please enter compaction ratios for stationary compactors or transfer vehicles listed above. If only one collectic

	Fibres	Containers	test name	Stream 4	Stream 5
Vehicle 1	2	2			
Vehicle 2	3	3			
Vehicle 3	4	4			

Will you own the trailer?

no

What is your average hourly haul cost for the hauler?

\$ 115.00 per hour

What is your average hourly haul cost for the trailer?

\$ 20.00 per hour

What is the driving time to your processing facility (i.e. MRF)?

2 hours

Depot Cost Analysis Model - Depot Capital and Operational Costs



Directions: Depot costs are estimated and can be modified as needed. Insert local costs whenever possible Enter chosen amortization period and interest rate

Step 6: Selecting Applicable Depot Components

Select which components will be included in your depot design, siting and construction by entering the quantity into the table below Blank 'cost per unit' fields indicate costs are still being determined

Depot Components	Quantity	Cost per Uni	Unit	Total Cost	Best Practice
Infrastructure					
Property Purchase				\$ -	
Site Lighting	10	\$ (800.00)	light pole	\$ (8,000	Site lighting is required when hours of operation extend poles on site will depend on pole height, lighting intensi
Site Electrical		\$ (90.00)	square metre	\$ -	Connect to permanent electrical power source from the
Gas/Diesel/Propane/Solar Generator Costs		\$ (2,000.00)	diesel generator	\$ -	May be suitable for very small sites and very small elect
W	100	Å (500.00)		4 (50,000	Potable water supply is required for depot staff. Either bottled water and well for non-potable uses. Connect w
Water/ Sanitary	100	\$ (500.00)	metre	\$ (50,000	sewer or construct septic system.
Septic Installation		\$ 25,000.00	per unit installed	\$ -	Drilled well and septic system installation.

Step 7: Identifying Depot Operating Costs	
Operational Requirements	Quantity
Staffing	
Loader Operator (hrs./wk.)	6
Site Supervisor (hrs./wk.)	
Scalehouse Operator, site attendants (hrs./wk.)	
Site admin, legal, HR support (hrs./wk.)	
Staff Training (per staff)	
Staff Material and Supplies	1
Recyclable Containers and Materials Processing	
Utilities	
Electricity	
Propane	
Water	

Operational Requirements	Quantity	Unit Cost
Staffing		
Loader Operator (hrs./wk.)	6	\$ 35.00
Site Supervisor (hrs./wk.)		= \$25/hr *1.4
Scalehouse Operator, site attendants (hrs./wk.)		(estimated HR&
Site admin, legal, HR support (hrs./wk.)		admin costs)

Amortization of Capital Costs

Infrastructure

Total Capital Costs	\$ (171,500)	
Amortization Period	20	years
Interest Rate	2%	

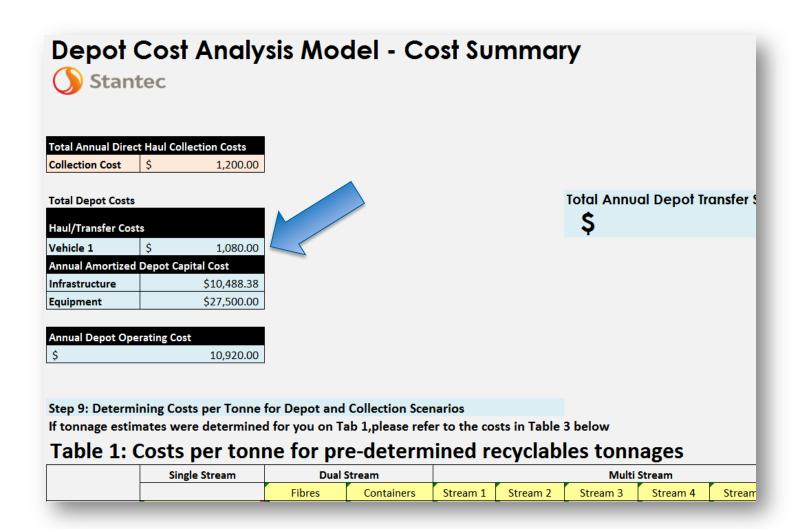
Equipment

Total Capital Costs Amortization Period Interest Rate

	(275,000)	
years	10	
	0%	

nortized Capital Costs (Annual Payment) \$10,488

Amortized Capital Costs (Annual Payment) \$27,500



Step 9: Determining Costs per Tonne for Depot and Collection Scenarios

If tonnage estimates were determined for you on Tab 1, please refer to the costs in Table 3 below

Table 1: Costs per tonne for pre-determined recyclables tonnages

	<u> </u>	<u> </u>					<u> </u>		
	Single Stream	Dual 9	Stream	Multi Stream					
		Fibres	Containers	Stream 1	Stream 2	Stream 3	Stream 4	Stream 5	
Annual Tonnes	0	0	0	0	0	0	0	0	
Combined									
Tonnage	0	I	0				0		
Annual Cost per									
Tonne with									
Collection								_	
Annual Cost per									
Tonne with Depot									

Table 2: Costs per tonne for pre-determined additional material tonnages

	ADDITIONAL MATERIALS							
						Leaf and		
	Wood	Metal	Drywall	Shingles	Brush	Yard Waste	Used Tires	Mattresses
Annual Tonnes	0	0	0	0	0	0	0	0
Annual Cost per								
Tonne with Depot								

Table 3: Costs per tonne for calculated material tonnages

Material	Estimated Annual Tonnage	Annual DIRECT HAUL Cost/Tonne	Annual DEPOT Cost/Tonne
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Small Depot Program Success: A Case Study from the Township of McMurrich-Monteith

April Stockfish

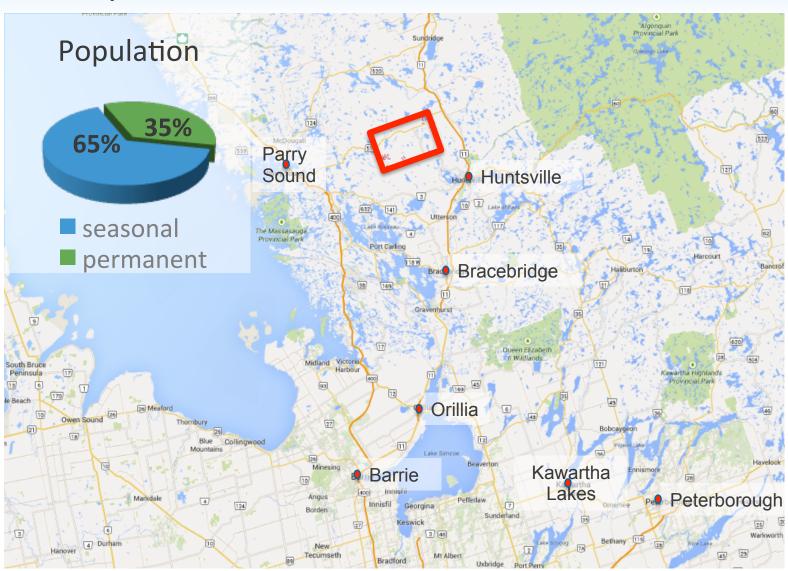
Township of McMurrich-Monteith



Project Highlights

- Project goal: Improve customer service & communication to achieve full participation & maximize diversion
- Impacts: BB tonnes are increasing, costs are under control, & residents are satisfied
- More information:
 - astockfish@Hotmail.com
 - www.mcmurrichmonteith.com

Township of McMurrich-Monteith



Make Changes that Make Sense

- 2011 assessment of operations
 - Good policy
 - Underachieving results
- Fall, 2011 identify opportunity
- June, 2012 clear bags launch





Strategy: Customer Service Model

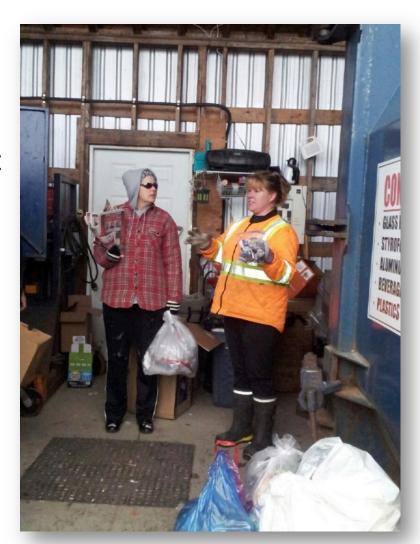


Step 1: Communicate Expectations



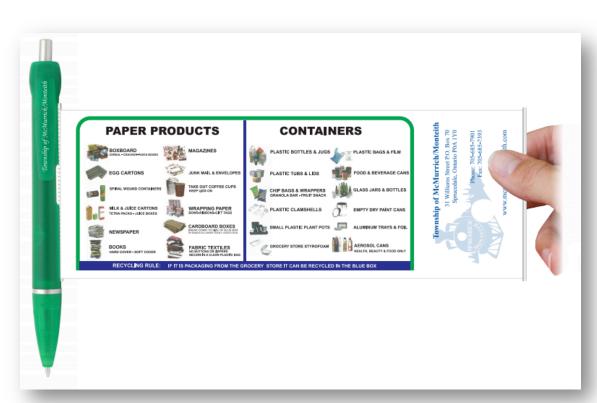
Step 2: Demonstrate Sorting & Build Relationships

- First time offenders
 - Get dirty
 - Demonstrate how/what to sort
- Explain infractions
 - This is the bylaw
 - These are your resources
- Develop the relationship
 - Always here for questions
 - P&E for home

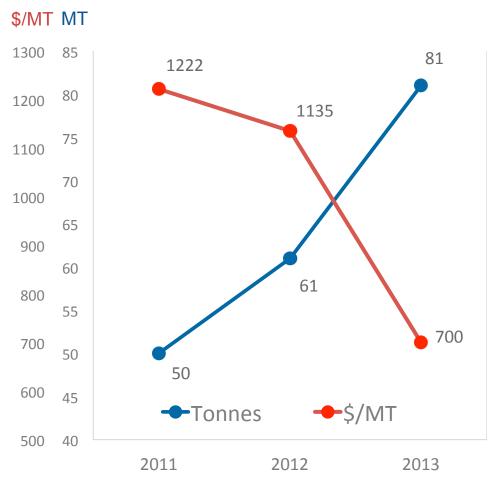


Step 3: Reinforce the Message at Home – P&E

- Promotional packages
 - Clear bag
 - Information on sorting
 - Magnet
 - Pen



Our Customer Service Model Works...



- More material is being diverted
- Program costs have remained constant, &
- Relative costs are improving
- Why else is April happy?

Key Learnings

- Plan to have additional staff for transition
 - Permanent residents: 3-4 months notice
 - This was really big change for community
 - Needed the summer assistant (as backup)
- Implementation
 - Create comprehensive plan
 - Plan for enforcement
- P&E repeating the message
 - At depot
 - At homestead

6 Things that Make our Program Successful



- 1. Control of waste disposal site
- 2. Strong bylaws allow enforcement
- 3. Clear bags work
- 4. Signage reinforces expectations
- 5. P&E reinforces messaging at home
- 6. Professional staff dedicated to
 - A. Customer service
 - B. Meeting recycling objectives



Opportunities for Depot Improvements CIF Project # 739

Gayle Short
Township of Algonquin Highlands

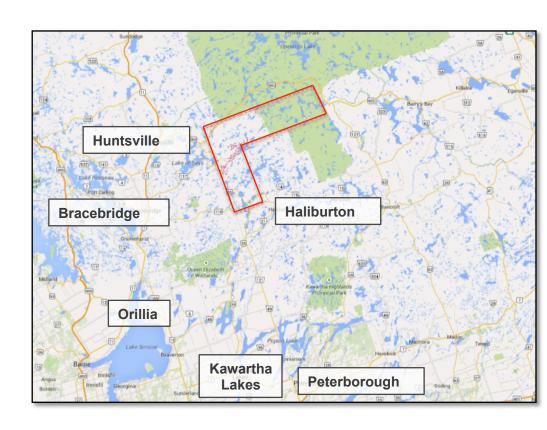


Project Highlights

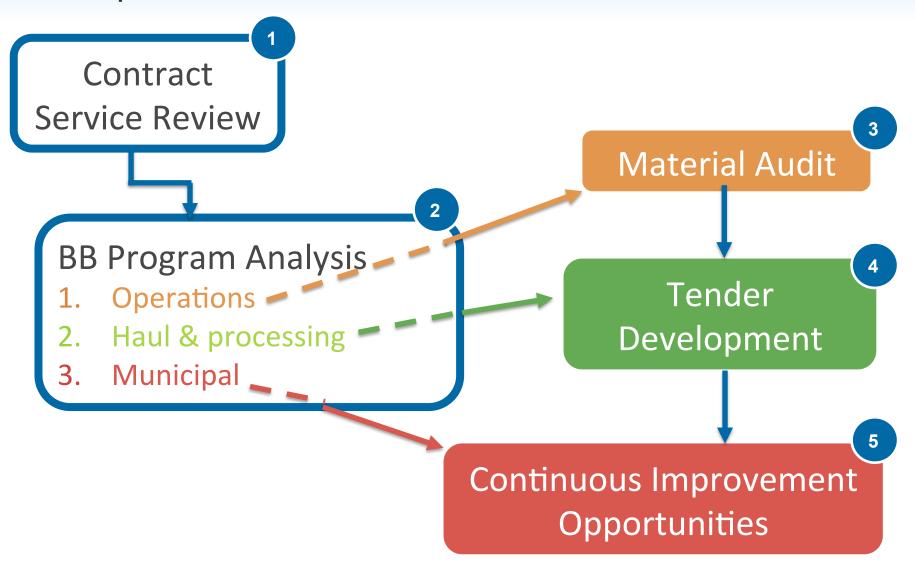
- Project goal: Improve depot service & procurement practices
- Impacts: Anticipated improved diversion & decreased operating cost
- More information:
 - gshort@algonquinhighlands.ca
 - www.algonquinhighlands.ca

Township of Algonquin Highlands

- HH 4,439
 - 992 HH permanent
 - 3447 HH seasonal
- Depot based program
 - 5 sites
 - Staffed
 - 2-stream system
 - Clear bag policy
 - ~400 tpy
 - 6,200 hours of depot service



5-Step Review

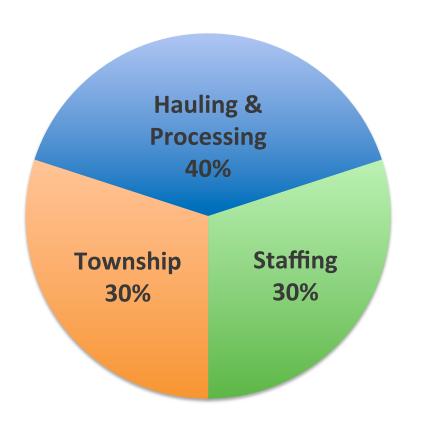


Step 1: Contract Service Level Review

- Operation (Staffing)
 - Interaction with residents
 - Enforcement of clear bag policy
- Haul & processing
 - Set lift rate/ bin
 - Includes a residual fee
 - Weight of each lift
- Township
 - Contractor oversight
 - Site maintenance & utilities
 - Provides roll-off bins
 - P&E for residents



Step 2: Current Costs & Diversion Rate Review



- Cost/Tonne \$369.13
 - 1. ~ 30% staffing
 - 2. ~ 40% hauling & processing
 - 3. ~ 30% township
 - **Hauling & Processing Structure**
 - 11.08% residual fee built in
 - 4% of our overall budget

Step 3: Material Audit (1)

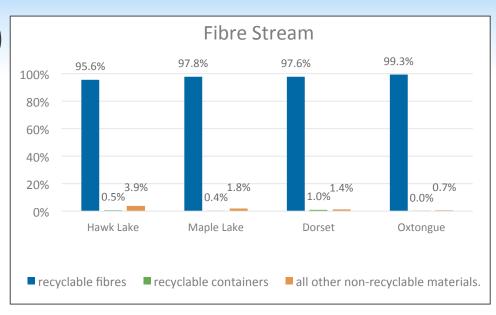
- Material composition
 - 62.38% fibres
 - 30.74% containers
 - 6.87% residue
- Residue rate is lower than contract rate 4.28%
- Improper sorting is an issue
- Recyclables have a annual value of roughly \$37,700

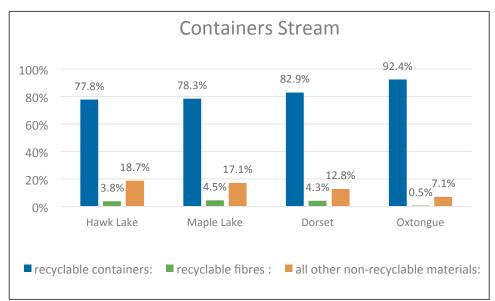


Step 3: Material Audit (2)

Contamination

- Fibre stream
 - Great performance
 - Little to no contamination
- Container stream
 - Contamination = $^{\sim}17.2\%$
 - Performance differs between depot sites, why?





Step 4: Ensure Competitive Pricing

- Developed Tender that incorporated best practices
 - Separate hauling & processing rates
 - Liquidated damages
- Circulated Tender widely
- Tender 7 weeks
 - Release date: Nov. 3, 2014
 - Bidders questions: Dec. 5,2014
 - Closing date: Dec. 19, 2014



TENDER NO. PW-2014-003

CONTAINER HAULAGE & PROCESSING Blue Box Recycling Program

Issue Date: Monday, November 3, 2014

Questions from Bidders

Due on or Before: Friday, December 5, 2014 at 4:00 p.m. local time

Closing Date & Time: Friday, December 19, 2014 at 2:00 p.m. local time

ddress: Township of Algonquin Highlands 1123 North Shore Rd.

1123 North Shore Rd. Algonquin Highlands, ON

KOM 1J1

Attention: Mike Thomas, CRS-I

Operations Manager

LATE TENDERS WILL <u>NOT</u> BE ACCEPTED.
THE LOWEST OR ANY TENDER <u>NOT</u> NECESSARILY ACCEPTED.

Township of Algonquin Highlands 1123 North Shore Rd. Algonquin Highlands, ON KOM 1J1 www.algonquinhighlands.ca

What's Next for Algonquin Highlands?

Using the 5-step framework, we'll consider:

- P&E efforts to address the contamination issues
 - Staff training
 - Signage & sorting guides
- Improved clear bag policy enforcement

Operating Efficient Depot Programs

Rick Vandersluis
TRY Recycling



About TRY Recycling

Depot Operator

Renovation waste,
 household rubbish, yard
 & garden materials

Product Development

 Compost, garden mulch, TRYpave, aggregate products

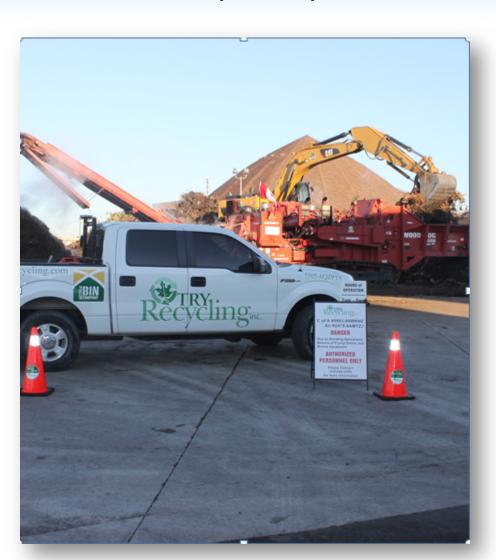
Contractor

- Municipal depot operation
- 20 locations, London, Strathroy & others



Overarching Principles of Efficient Depot Operation

- Site design
- Site operation
- Signage
- Safety
- Customer Service
- Advertisement



Site Design Considerations

- Traffic Flow
 - Entrance, exit
- Container selection
 - Roll off, carts
- Container placement
 - Saw tooth
- Signage
 - Directional; instructional





Site Operation Considerations

- Minimize material handling
- Use largest haulage vehicle possible
- Maximize payload
- Know your costs!



Signage Consideration

- Size
 - Large, must be visible to the driver who will be several feet away
- Wording
 - Keep it simple few words
- Placement
 - On the container or a post
- Quantity
 - Don't post too many signs



Safety Considerations

- How to identify
- How to prevent
- How to avoid
- How to minimize harm



Customer Service

Ensuring the resident has a good experience is critical:

- Ensures on-going participation
- Promotes proper sorting

Aspects of good customer service

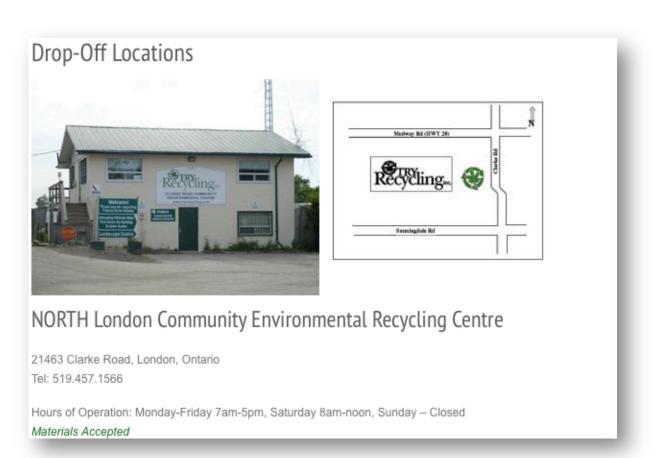
- Easy to identify
- Knowledgeable
- Friendly
- Prioritizes customer interactions



Advertising

KISS Rule

- Location
- Hours
- Accepted materials



Top five things we focus on?

- 1. Tracking
- 2. Issue resolution
- 3. Site cleanliness
- 4. Staffing
- 5. Service



CIF Center of Excellence Density Study CIF Project # 737

Gary Everett, CIF



Project Highlights

Purpose:

- Update density info by (8) material types
- Allow comparison local density with multi-municipal avg.
- Compare bin/truck sizes with density/payload
- Compare bin/truck sizes with/without compaction



Thank You to 17 Munis that Provided Initial Info!

Admaston Bromley
Algonquin Highlands
Bancroft
Brantford
Chatham
EWSWA
Goderich
Grey Highlands
Kingston

London
Muskoka
North Grenville
Oliver Paipoonge
Orillia
Peel
Peterborough (City)
Wellington

Spreadsheet Format

Scroll right for bin sizes >

Densities of Recyclable Materials for Bins and Trucks

Click Cells for Notes

Material Type Fibre with OCC
Compaction
Average (kg/m ³)
Average (t/m³)
Average (t/load)
Standard Deviation
(kg/m³)

Bin Size		Truck	Size		
	38 (yd³)				
yes	no	yes	no		
		174.9	44.5		
		0.17	0.04		
0.00	0.00	4.94	1.16		
			13.1		

Bin Size		Truck	Size
	40 (yd³)	
yes	no	yes	no
166.9	106.9		
0.17	0.11		
5.20	3.36	0.00	0.00
21.2	28.3		

Bin S	Truck	
	yd³)	
yes	no	yes
0.00	0.00	0.00

Material Type Fibre with no OCC
Compaction
Average (kg/m ³)
Average (t/m³)
Average (t/load)
Standard Deviation
(kg/m³)

Bin Size		Truck Size			
	38 (yd ³)				
yes	no	yes	no		
0.00	0.00	0.00	0.00		

Bin Size		Truck Size			
	40 (yd³)				
yes	no	yes	no		
160.0					
0.16					
4.89		0.00	0.00		
29.4	74.4				

Bin Size		Truck	
	42 (
yes	no	yes	
0.00	0.00	0.00	

NA	ate	rial	Type

Bin Size	Truck Size

Bin Size Truck Size	
---------------------	--

Bin Size	Truc
•	

Pop Up Notes

2	CI	ICK Cells for Notes	1						
3		Material Type		Bin Size		Truck Size			
4		Fibre with OCC		40 (yd³)					
5		Compact	ion	yes	no	yes	no		
11		Average (kg/m³)		166.9	106.9				
12		Average (t/m ³)		0.17	0.11				
13	>	Average (t/		5 20	3.36	0.00	0.00		
14		Standard De (kg/m ³	meter x bin	nnes per cubi size in cubic verted to cub	000				
15			yds. May b						
16		Material [*]	load weight		ze	Truck	Size		
17		Fibre with n	o OCC	40 (yd³)					

How it Works

Material Type	Bin Size		Truck Size		Bin Size		Truc
Glass	20 (yd ³)				30 (yd ³)		
Compaction	yes	no	yes	no	yes	no	yes
Average (kg/m ³)		392				343.4	
Average (t/m ³)		0.39				0.34	
Average (t/load)	0.00	5.97	0.00	0.00	0.00	7.80	0.00

What's it For?

- Planning
- Efficiency
- Training, P&E, policy
- Monitoring & measurement
- Justification to get some help

Next Steps (1)

- Check for anomalies
- Send it out for peer review
- Verify, repair & improve results
- Release Winter 2015

Next Steps (2)

- We need your help!
- Send us your comments & wish list
- Let us know if you want to peer review
- Send us more data:
 - Avg. bin/truck weights over 1 yr.
 - Type of material collected
 - Size of bin/truck, open or closed, compacted or not

Questions



Contact:

Gary Everett, CIF

519-533-1939

Gary@Egroup1.com