

Appendix A

Blue Box Program Plan Update on Funding for Municipal Programs [Presentation]

Blue Box Program Plan

Update on Funding for Municipal Programs




Sherry Arcaro
Manager, Environmental Services
County of Peterborough

Blue Box Program Plan -How does it work?


Industry pays 50% of municipal net operating cost of Blue Box Program

- Municipal Industry Program Committee (MIPC) responsible for reviewing annual Municipal Datacall results
- Make recommendations to Waste Diversion Ontario (WDO) and Stewardship Ontario (SO) for distribution of funds
- Any proposed changes in allocation funding model are made by MIPC to WDO Board of Directors




2007 Funding Year

- Following consultation with municipalities and stakeholders, MIPC recommended a best practices funding distribution methodology
- Blue Box Best Practices were established:
 - Distribute funding based on a percentage of net program costs
 - 80% of the industry funding was shared by all municipal programs
 - Remaining 20% deducted for efficiency and effectiveness (E&E) fund (now known as CIF)



2008 & 2009 Funding Years



- Distribute funding (except \$700,000) based on a percentage of net program costs
- Deduction of \$700,000 from programs with E&E Factors above their cost band to provide incentive for improvements
- Distribute \$700,000 to remaining programs, pro-rated to their funding, to provide a reward for better performance

2010 Cash Distribution

- 5% of funding based on responses to the best practice questions in the Datacall
 - 15% in 2011 and 25% in 2012
- 30% of funding based on Effectiveness and Efficiency Factor
- Remaining 65% of funding distribution based on net municipal program cost

What does this mean?

If a municipality is unable to answer "yes" to all Best Practice questions in the Datacall, the following financial deductions will occur:

| | Annual Tonnes | 2010 (2008 Datacall) | 2011 (2009 Datacall) | 2012 (2010 Datacall) |
|---|---------------|----------------------|----------------------|----------------------|
| A | 500 | \$2,000 | \$6,000 | \$10,000 |
| B | 5,000 | \$19,000 | \$56,000 | \$94,000 |
| C | 10,000 | \$40,000 | \$120,000 | \$200,000 |
| D | 50,000 | \$130,000 | \$390,000 | \$650,000 |
| E | 100,000 | \$300,000 | \$900,000 | \$1,500,000 |

The Best Practice Questions for your 2009 Datacall...

1. Development and implementation of an up-to-date Blue Box recycling plan as part of a Waste Diversion System or Integrated Waste Management System (25% weighting)
 - Must be current – 2005 to 2009
 - Clearly defined goals and objectives
 - Blue Box diversion targets
 - A review process to monitor and evaluate

Requires a By-law, Council Resolution or link to public document

2. Establishing defined performance measures including diversion targets, monitoring objectives and a continuous improvement program (25% weighting)
 - Defined capture/participation/residue/set-out rates that are evaluated
 - The collection of specific data to evaluate effectiveness
 - Results used to identify/analyze ability to meet targets

3. Multi-municipal planning approach to collection and processing of recyclables (8.3% weighting)
 - Is your municipality single or multi-tiered?
 - Deliver or provide the following services jointly with one or more other municipalities:
 - Collection
 - Processing
 - Transfer/depot
 - Blue Box material marketing
 - Public education
 - If no, have you synchronized your recycling contract expiry date with that of neighbouring municipalities?
 - Has your municipality approached other municipalities about jointly providing services?

4. Optimization of operations in collection and processing by following GAP for effective procurement and contract management (12.5% weighting)
 - Are collection services municipally operated?
 - Comprehensive assessment of collection inefficiencies of past two years
 - Applied for E&E and/or CIF funding
 - Review of your Blue Box Program in relation to the Best Practices Assessment Project?
 - Are processing services municipally operated?
 - Same questions as above
 - Are collection services provided by a contractor? (same for processing)
 - Did you use the SO Model Tender Tool as a guideline?

5. Training of key program staff in core competencies (8.3% weighting)
 - 2007-2009 recycling specific workshops or courses totalling 4 days or more (collectively)
 - Who was the training provided by?
 - Minimum 50% Blue Box specific content
6. Appropriately planned, designed and funded P&E program (8.3% weighting)
 - Communications plan with goals and measurable objectives
 - Monitoring and evaluation
7. Established and enforced policies that induce waste diversion (25% weighting)
 - Free or below cost recycling containers
 - Bag limits, PAYT, reduction in garbage etc.

What can you do?

- Review and understand Best Practices questions
- Make sure staff are able to answer "yes" to all questions in the Blue Box Datacall
- Take appropriate action through proper planning and appropriate council reports
- Seek support (and possible financial assistance) from the CIF
- Interact and seek assistance from other municipalities and MWA

Contact Information

Sherry Arcaro
Manager, Environmental Services
County of Peterborough
(705)775-2737 ext. 317
sarcaro@county.peterborough.on.ca



Appendix B

WDO Municipal Datacall Best Practice Questions

Best Practice Questions for Inclusion in 2009 Municipal Datacall

Note: Responses to questions in bold will be used for purposes of best practice funding in 2011.
Remaining questions solicit supporting details and will not be used to calculate best practice funding.

| | | | | | |
|---|---------------|----|----|----|-----|
| 1. Development and implementation of an up-to-date blue box recycling plan as part of a Waste Diversion System or Integrated Waste Management System | 12.5% | | | | |
| a. Does the municipality have a blue box recycling plan that has been prepared or revised between the years of 2005 and 2009? ¹ | NO | -- | -- | -- | YES |
| b. Title of recycling or waste management plan | Text Box | | | | |
| c. By-law / Council resolution or board report reference number / link to public document of this plan | Text Box | | | | |
| d. By-law / Council resolution / board report reference date | Text Box | | | | |
| e. Does the plan define and establish Blue Box Program goals and objectives that are in line with the overall waste diversion system plan or the overall integrated waste management system? | NO | -- | -- | -- | YES |
| f. Does the plan set Blue Box diversion targets? | NO | -- | -- | -- | YES |
| g. What is the Blue Box diversion target for 2009? | Numerical Box | | | | |
| h. Does the plan require performance monitoring against Blue Box diversion targets? | NO | -- | -- | -- | YES |
| i. Date of most recent Blue Box recycling plan where performance monitoring is tracked | Numerical Box | | | | |
| j. Is there a review process (e.g. quarterly, annual reviews) to monitor and evaluate performance against the Blue Box Program goals and objectives stated in the Waste Diversion System Plan or the Integrated Waste Management Plan? | NO | -- | -- | -- | YES |
| k. Was a monitoring report presented to Council/Committee/board in 2009? | NO | -- | -- | -- | YES |
| l. Please provide the by-law resolution, committee or board report, or council resolution number of the document or link to public document of this monitoring report | Text Box | | | | |
| 2. Establishing defined performance measures including diversion targets, monitoring objectives and a continuous improvement program | 25% | | | | |
| a. Does your program set defined objectives and targets for recycling programs that are implemented and evaluated within a defined time period, and part of a defined recycling plan? ² | NO | -- | -- | -- | YES |
| If so, provide the by-law resolution, committee or board report, or council resolution number of the document, or link to public document | Text Box | | | | |

¹ Key elements of this plan must include: (1) collection method rationale/ efficiencies (2) processing method rationale/efficiencies (3) promotion and education plan (4) methods of enforcement for diversion policies (5) capture rate targets (6) diversion targets.

² Defined performance measurements include capture rates, participation rates, residue rates, set-out rates, and waste audits/compositions. **Set-out Rate** is the percentage of households that put Blue Boxes (or specified collection containers) out for collection on a given collection cycle. It is calculated by dividing the total number of Blue Boxes set out for collection in the area by the total number of residential units in the area that could possibly have set out a recycling container. **Participation Rate** is the percentage of households that put Blue Boxes (or specified collection containers) out for collection during the study period in the study area. **Capture Rate** is the percent of the total waste stream that is collected in Blue Box collection system. **Residue Rate** is the percent of residual waste left over after Blue Box materials have been processed at the MRF.

Best Practice Questions for Inclusion in 2009 Municipal Datacall

Note: Responses to questions in bold will be used for purposes of best practice funding in 2011.
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| | | | | | |
|---|----------|-------|-------|--------|-----|
| b. Does your program collect specific program data to evaluate the effectiveness of recycling programs before and after implementation? | NO | -- | -- | -- | YES |
| If so, provide the by-law resolution, committee or board report, or council resolution number of the document, or link to public document | Text Box | | | | |
| c. Have the results of the monitoring been used to identify and analyze the factors that influence your program's ability to meet established objectives and targets within the years of 2005 to 2009? | NO | -- | -- | -- | YES |
| 3. Multi-municipal planning approach to collection and processing of recyclables | | | | | |
| a. Is your municipality a(n) _____ tiered municipality | | Upper | Lower | Single | |
| b. Does your municipality deliver and/or provide recyclable material collection services jointly with one or more other municipalities through an agreement? | NO | -- | -- | -- | YES |
| If so, with what municipality(ies) do you share the collection services with? List one example. | Text Box | | | | |
| If so, provide the agreement, contract, by-law resolution, committee or board report, or council resolution number of the document containing the agreement | Text Box | | | | |
| c. Does your municipality deliver and/or provide Blue Box recyclable material processing services jointly with one or more other municipalities through an agreement? | NO | -- | -- | -- | YES |
| If so, with what municipality(ies) do you share the processing services with? List one example. | Text Box | | | | |
| If so, provide the agreement, contract, by-law resolution, committee or board report, or council resolution number of the document containing the agreement | Text Box | | | | |
| d. Does your municipality deliver and/or provide Blue Box recyclable material transfer/depot services jointly with one or more other municipalities through an agreement? | NO | -- | -- | -- | YES |
| If so, with what municipality(ies) do you share the transfer/depot services with? List one example. | Text Box | | | | |
| If so, provide the agreement, contract, by-law resolution, committee or board report, or council resolution number of the document containing the agreement | Text Box | | | | |
| e. Does your municipality deliver and/or provide Blue Box material marketing services jointly with one or more other municipalities through an agreement? | NO | -- | -- | -- | YES |
| If so, with what municipality(ies) do you share the marketing services with? List one example. | Text Box | | | | |
| If so, provide the agreement, contract, by-law resolution, committee or board report, or council resolution number of the document containing the agreement | Text Box | | | | |

Best Practice Questions for Inclusion in 2009 Municipal Datacall

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| | | | | | |
|--|----------|----|----|----|-----|
| f. Does your municipality deliver and/or provide Blue Box public education services jointly with one or more other municipalities through an agreement? | NO | -- | -- | -- | YES |
| If so, with what municipality(ies) do you share the public education services with? List one example. | Text Box | | | | |
| If so, provide the agreement, contract, by-law resolution, committee or board report, or council resolution number of the document containing the agreement | Text Box | | | | |
| g. If none of these services (collection, processing, depot/transfer, marketing, and promotion and education) are currently being delivered and/or provided jointly with another municipality, has your program synchronized the expiry date of its recycling contract with the recycling contracts of neighbouring municipalities? | NO | -- | -- | -- | YES |
| h. Has your municipality approached other municipalities about jointly providing recycling (collection, processing, depot/transfer, marketing, and/or promotion and education) services? | NO | -- | -- | -- | YES |
| If not, provide the By-law/Council resolution reference number and date wherein the other municipality(ies) rejected the concept of providing recycling services jointly with your municipality | Text Box | | | | |
| 4. Optimization of operations in collections and processing by following generally accepted principles (GAP) for effective procurement and contract management | 12.5% | | | | |
| a. Are any of your collection services municipally operated? | NO | -- | -- | -- | YES |
| If so, has your program conducted a comprehensive assessment of collection inefficiencies within the past two years? | NO | -- | -- | -- | YES |
| If so, have the recommendations been documented and assessed, or are the recommendations being added to a future collection contract? | NO | -- | -- | -- | YES |
| Have you worked with, or applied for funding through the Effectiveness and Efficiency Fund or the Continuous Improvement Fund pertaining to collection optimization projects? | NO | -- | -- | -- | YES |
| Has your municipality undertaken a review of your Blue Box program in relation to the Blue Box Program Enhancement and Best Practices Assessment Project Report? | NO | -- | -- | -- | YES |
| If so, provide the by-law resolution, committee or board report, or council resolution number of the document containing the review of your Blue Box program | Text Box | | | | |
| b. Are any of your processing services municipally operated? | NO | -- | -- | -- | YES |
| If so, has your program conducted a comprehensive assessment of MRF inefficiencies within the past two years? | NO | -- | -- | -- | YES |
| If so, have the recommendations been documented and assessed, or are the recommendations being added to a future processing contract? | NO | -- | -- | -- | YES |
| Have you worked with, or applied for funding through the Effectiveness and Efficiency Fund or the Continuous Improvement Fund pertaining to MRF optimization projects? | NO | -- | -- | -- | YES |

Best Practice Questions for Inclusion in 2009 Municipal Datacall

Note: Responses to questions in bold will be used for purposes of best practice funding in 2011. Remaining questions solicit supporting details and will not be used to calculate best practice funding.

| | | | | | |
|--|---------------|----|----|----|-----|
| Has your municipality undertaken a review of your Blue Box program in relation to the Blue Box Program Enhancement and Best Practices Assessment Project Report? | NO | -- | -- | -- | YES |
| If so, provide the by-law resolution, committee or board report, or council resolution number of the document | Text Box | | | | |
| c. Are any of your collection services provided by a contractor? | NO | -- | -- | -- | YES |
| If so, was your last tender/RFP developed using a recycling tender/procurement tool such as the Stewardship Ontario Model Tender Tool? | NO | -- | -- | -- | YES |
| If so, provide the tender/RFP number or the council resolution number of the latest tender/RFP successfully issued | Text Box | | | | |
| If so, provide the award date of the latest RFP successfully tendered using the Stewardship Ontario Model | Numerical Box | | | | |
| d. Do you own your own collection capital? | NO | -- | -- | -- | YES |
| If so, have you worked with, or applied for funding through the Effectiveness and Efficiency Fund or the Continuous Improvement Fund pertaining to collection optimization projects? | NO | -- | -- | -- | YES |
| e. Are any of your processing services provided by a contractor? | NO | -- | -- | -- | YES |
| If so, was your last tender/RFP developed using a recycling tender/procurement tool such as the Stewardship Ontario Model Tender Tool? | NO | -- | -- | -- | YES |
| If so, provide the tender/RFP number or the council resolution number of the latest tender/RFP successfully issued | Text Box | | | | |
| If so, provide the award date of the latest RFP successfully tendered using the Stewardship Ontario Model | Numerical Box | | | | |
| f. Do you own your own MRF? | NO | -- | -- | -- | YES |
| If so, have you worked with, or applied for funding through the Effectiveness and Efficiency Fund or the Continuous Improvement Fund pertaining to MRF optimization projects? | NO | -- | -- | -- | YES |
| 5. Training of key program staff in core competencies | | | | | |
| 8.3% | | | | | |
| a. Within 2007, 2008 and 2009, have staff responsible for blue box recycling attended recycling-specific workshops or courses totaling 4 days or more, individually or collectively? | NO | -- | -- | -- | YES |
| b. Was the training received from a workshop/course provided by an industry association, post-secondary educational institution or recognized body which, based on successful completion of the course and/or course assessment, offers a certificate of completion or certification? | NO | -- | -- | -- | YES |

Best Practice Questions for Inclusion in 2009 Municipal Datacall

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| | | | | | | |
|--|--|--|----|----|----|-----|
| c. | Was the course/workshop primarily dedicated to blue box recycling (minimum 50% by content and/or time)? | NO | -- | -- | -- | YES |
| d. | On the basis of the training profile described in questions 5a through 5c, namely blue box recycling-specific, industry or post secondary level, and certificate based, which of the following areas of training were received. | Check Mark Box (list all) ³ | | | | |
| | If any fields checked: who provided the training? How many days of training were taken by staff collectively? Certificate of training received? | Text Box | | | | |
| 6. | Appropriately planned, designed, and funded promotion and education program | 8.3% | | | | |
| a. | Does your program currently have a communications plan⁴ (either a stand-alone plan or as part of a larger plan document), with identified goals and measurable objectives that is regularly updated ? | NO | -- | -- | -- | YES |
| b. | Does your plan include a monitoring and evaluation component (an example would be: identification of 'spikes' in recovery or overall annual tonnages coinciding with specific P&E efforts)? | NO | -- | -- | -- | YES |
| 7. | Established and enforced policies that induce waste diversion | 25% | | | | |
| a. | Does your program provide Blue Boxes (or the equivalent) or replacement Blue Boxes (or the equivalent) free of charge, or below cost? | NO | -- | -- | -- | YES |
| b. | Does your program have <u>any</u> of the following policies in place | | | | | |
| | Bag limits | NO | -- | -- | -- | YES |
| | Pay As You Throw (PAYT) program | NO | -- | -- | -- | YES |
| | Garbage collection frequency less than recycling collection frequency | NO | -- | -- | -- | YES |
| | Recycling incentive program for households that rewards increased recycling, set-out, and participation | NO | -- | -- | -- | YES |
| | Has your program commenced a reduction in garbage collection frequency or requirement for clear bags in the last year? | NO | -- | -- | -- | YES |
| | A tag and leave policy for unacceptable blue box (or the equivalent) set-outs? | NO | -- | -- | -- | YES |
| Total Best Practice Funding Distribution Points | | 100% | | | | |

³ Check mark box will include: broad based training, planning, collection, processing, depot/transfer, material marketing, promotion and education, municipal policy support, data management, contract management, system optimization, other (please specify).

⁴ Key elements of a communications plan must include: (1) a multi-tiered approach to promotion and education which includes radio components, TV, calendars, or website offerings, (2) measurements of the effectiveness of the communications plan, (3) a work plan that will be monitored and revised annually.

Appendix C

Small Rural Southern Blue Box Program Profile, from the *Program Enhancement and Best Practices Assessment Project Final Report*

Program Profile

Use of Program Profile

This document is intended to provide general guidance, not detailed prescriptive recommendations, on how any given program should be structured.

The Project Team believes that by adopting Best Practices outlined in this document, recycling coordinators will improve the performance of their Blue Box program. However, the degree of improvement will vary across municipalities, as multiple factors contribute to overall program performance. Furthermore, more-detailed guidance may be needed by some communities to ensure that practices are truly implemented in a Best Practices fashion.

Small Rural Southern Blue Box Program

Overview

This Program Profile, paired with the Fundamental Best Practice and Spotlight summaries, is designed to provide general guidance to municipalities on how to design, manage, and operate their Blue Box programs under Best Practices. It is specifically tailored to programs of defined size, density, and geography in order to enhance applicability of Best Practices and increase the likelihood of their adoption.

Program Characteristics

The following characteristics were used to define this Program Profile:

- Geographical Region: Southern community
- Size of Program: Generating less than 10,000 tonnes per year
- Residential Density: Less than 10 homes per kilometre of road (more than 80% rural)

Programs in this profile are rural in nature, with only a small portion of households located in urban areas. These programs may be managed by a Township or a County, with very little urban development. The challenge in this group is to achieve diversion goals and provide efficient, cost-effective curbside and depot service to rural households.

Applicable Best Practices

Each of the Fundamental Best Practices listed in the table below applies to all Blue Box programs. These practices are introduced in the text below, and described in greater detail in the separate Fundamental Best Practice summaries.

Conditional Best Practices that apply to every program in this profile are also listed in the table. Several other Conditional Practices are best for some, but not all programs in this profile. These practices and the specific conditions under which they apply are discussed below. Leading practices are presented in bold type, for ease of reference. Additional guidance regarding practices that may be best under certain circumstances is also provided for consideration. Lastly, supplementary best practices guidance for specific program areas (e.g., collection, processing, depot and multi-residential recycling) can be found in the "Spotlight" summaries.

FUNDAMENTAL BEST PRACTICES – applicable to all programs in all profiles

- Development and implementation of an up-to-date plan for recycling, as part of an integrated waste management system
- Multi-municipal planning approach to collection and processing recyclables
- Establishing defined performance measures including diversion targets and monitoring and a continuous improvement program
- Optimization of operations in collections and processing
- Training of key program staff in core competencies required
- Following generally accepted principles for effective procurement and contract management
- Appropriately planned, designed, and funded promotion and education program
- Established and enforced policies that induce waste diversion

CONDITIONAL BEST PRACTICES – applicable to programs fitting this profile

- Expanded list of Blue Box materials accepted

Program Planning and Design

Limited resources, lack of landfill space, and the need to focus on priorities and be resourceful are the main reasons for **maintaining and implementing an up-to-date plan for recycling as part of an integrated waste management system**. Such a plan will ensure a strategic management focus that, when combined with complementary waste reduction, organics, reuse, energy from waste, and waste diversion incentives (bag limits, user pay), will result in a robust Blue Box program. Additional elements of a plan for recycling as part of an integrated waste management system can be found in the corresponding Fundamental Best Practices section.

This profile group offers considerable potential for multi-municipal cooperation. A **multi-municipal planning approach** enables participating jurisdictions to evaluate opportunities to work together in making the most efficient use of limited personnel and equipment resources, to generate economies of scale, and to improve market leverage when contracting and moving recyclable materials into the marketplace. In addition, communities can work together in a region to establish a common list of target materials and similar collection programs. This will create consistency among neighbouring municipalities, which facilitates public understanding regarding what and how to recycle. A further benefit is the ability to develop contingency plans with neighbouring jurisdictions. Aggregation of blue box tonnage through shared use of processing facilities will result in higher throughput, thereby lowering per-tonne net costs for all participating communities. Additional discussion of the details of a multi-

municipal planning approach can be found in the corresponding Fundamental Best Practices section.

Having a plan is of only limited benefit if there are no **defined diversion targets and performance measures, supported by data collection and analysis that measure the effectiveness of the plan and its implementation**. Performance measures and data to be obtained include monitoring of diversion amounts, conducting waste audits, and conducting participation studies. It is with such program monitoring that sound decisions can be made based on local program data, within a framework of a continuously improving the program. Additional discussion of performance measures and program monitoring can be found in the corresponding Fundamental Best Practices section.

Performance data, once obtained and analyzed, will allow for the **optimization of operations**. The benefits of optimization include balanced routes and payloads, reduced collection time (and therefore reduced collection costs), and less costly processing. Specific opportunities that apply to programs of this profile are further discussed in the Collection and Processing sections of this Program Profile and in the corresponding Fundamental Best Practices section.

For communities within this profile, programs designed to achieve 60% diversion of Blue Box materials would need to **collect the five mandatory Blue Box materials as well as some of the “supplementary” Blue Box materials** that: comprise a significant portion of the waste stream (as determined by waste audits), have reliable markets, and can be practically recovered for recycling. For programs within this grouping that do not presently have their own MRF, choices regarding designated materials to be included in collection and the degree of commingling of these materials will be determined by the characteristics of the MRF where their materials are currently, or potentially, processed.

Collection

Use of **drop-off depots for recovering recyclables is a Best Practice in low-density rural areas**, where curbside recycling is cost prohibitive. It is more cost-effective to employ the use of depots in areas where curbside collection costs exceed \$50 per household per year. **This is almost always the case for rural communities generating less than 2000 tonnes per year**. (See the text box at the end of the document for specific information on collection and processing best practices for programs of this size.)

Even when curbside collection is provided, **drop-off depots are the Best Practice to collect overflow Blue Box materials and additional recyclable materials, for which curbside collection is not practical or cost-effective**. Supporting Best Practices related to drop-off depots are discussed in the corresponding Best Practice Spotlight. **Where feasible, if anywhere, curbside collection of recyclables should be used to service all available curbside-eligible households in the community**. Best Practices for curbside recycling in jurisdictions of this profile type are discussed

in the Collection section below, with more information on curbside collection provided in the corresponding Best Practice Spotlight.

Communities of this profile will likely have a minimal multi-family population. **Multi-family recyclables collection, if performed, should be incorporated into curbside collection service routes wherever possible to minimize collection costs.** Because of the unique challenges of multi-family recycling, associated Best Practices are further discussed in the corresponding Best Practice Spotlight.

To increase the economic feasibility of curbside recycling, it is a Best Practice to **employ measures that increase the amount of material collected per stop and maximize collection efficiency.** This is particularly important in areas of low-density population, as it is more challenging to perform curbside recycling at an annual per-household cost below \$50.

For curbside programs, providing sufficient rigid collection containers free of charge to residents will ensure that overflow materials are not disposed. Selection of the size and/or number of containers needs to take into consideration estimated set out volume of recyclables, based on the frequency of collection. Most programs will provide weekly or bi-weekly collection of recyclables. **When curbside collection service is provided, collection of Blue Box materials should be at least as frequent as waste collection.**

The number of streams collected will be dictated by the processing options available to the program, as discussed in the next section. Single stream collection can benefit small rural programs because of the reduced collection and transfer costs when a single stream MRF is located within a one-hour's drive. Furthermore, because transfer of recyclables may be cost-effective for transporting materials, handling Blue Box materials in a single stream can minimize glass breakage due to the cushioning properties of paper and plastic products as materials are tipped, loaded into a transfer trailer, and tipped again.

Other opportunities for improving collection efficiencies and reducing costs that apply to programs matching this profile include the use of increased commingling and controlled compaction, where applicable and reducing non-productive operator time.. These and other Best Practices are expanded upon in the corresponding Best Practice Spotlight.

Processing

Our research and various studies have come to the same conclusion with respect to operating a material recovery facility (MRF) with less than 10,000 tonnes per year. The results show that it is extremely difficult to justify the capital expense to build the facility and keep it operated on a full-time basis, typically resulting in operating costs in excess of \$100 per tonne processed.

Whenever possible, all programs with this profile should **explore partnership opportunities and/or use larger MRFs available in neighbouring jurisdictions,**

located within an hour's drive. Such arrangements can provide for efficient processing of recyclables and usually offer a broader range of materials.

If a neighbouring larger MRF is not available within reach, partnership opportunities should be explored for all programs, especially those in the lower tonnage range. The aggregation of blue box tonnage will result in a larger MRF's requirement of higher throughput, thereby lowering per-tonne processing costs for all participating communities. With enough cooperation, it may be possible to break through the 10,000 tonnes "barrier" and/or \$100 per tonne threshold and maximize economies of scale.

In the absence of multi-municipal cooperation, the program's next best option may be to transfer and ship materials to a more distant MRF. Any community with more than a one hour haul distance to a MRF should consider the use of transfer facilities to potentially reduce system costs. **Preference should be given to MRFs that can handle single stream materials** to maximize collection and transfer savings.

As a last option, some programs have been successful at keeping costs low by sorting most or all the materials at the curb and performing rudimentary processing, usually limited to monitoring for contaminants and baling for material shipment. This typically results in higher collection costs and a somewhat limited target material range. One additional alternative is to provide alternating week collection, combined with a basic manual sorting line that can be used for both fibres and containers, as needed. Other optimization strategies for MRFs are more fully discussed in the corresponding Best Practice Spotlight.

Training

Best Practices include **ensuring key program staff are adequately trained** in the core competencies required for each duty. This is discussed in detail in the corresponding Fundamental Best Practices section.

Procurement and Contract Management

Best Practices include following **generally accepted principles for effective procurement and contract management**. This is discussed in detail in the corresponding Fundamental Best Practices section.

Promotion and Education

An **effective promotion and education (P&E) program** leads to higher resident participation rates, improved material quality, lower residue rates, and increased customer satisfaction. A variety of P&E strategies can be employed by municipal programs to achieve desired program goals, as described in the corresponding Fundamental Best Practices section.

Furthermore, to increase program effectiveness, municipalities may need to coordinate P&E activities with their neighbours. Multi-municipal P&E enables participating communities to have a common list of target materials and similar collection programs in neighbouring jurisdictions. When combined with the

availability of mass media for programs of this profile, a multi-municipal mass media campaign can be employed that allows for consistent promotion of messages, as residents continually relocate between neighbouring jurisdictions.

Policies and Incentives

In order to achieve the 60% diversion target set by the Province, programs in this category will need to **use incentives and policies that promote waste diversion**. Such tools may include solid waste bag limits, user pay program for waste, and/or enforced mandatory recycling bylaws. Each community needs to evaluate its waste diversion plans and initiatives to determine the right balance of economic and non-monetary incentives. A detailed discussion of policies and incentives that, when established and enforced, serve to induce waste diversion can be found in the corresponding Fundamental Best Practices section.

Spotlight: Rural Communities with less than 10 homes per km of roads (80% Rural) where curbside collection is cost prohibitive

Collection

For some rural communities in Ontario, curbside recycling service is cost prohibitive, meaning it is likely to exceed \$50 per household per year. It is often logistically impractical, given the limited resources of communities of that size. The Best Practice for collection of recyclables in these small communities is **use of drop-off depots to collect Blue Box materials**.

Whenever possible (meaning if there is a suitable MRF within a reasonable haul distance), **collection should be conducted with the greatest degree of commingling in order to result in significant savings in transfer costs**. Furthermore, **controlled compaction** can be used to maximize payloads. Compaction at a depot can take place in the form of a roll-off compactor unit, where power and a ramp is available or with the use of front-end containers and its associated collection vehicle to collect one or more streams compacted. The compaction needs to be controlled so that the pressure is sufficient to achieve a reasonable amount of volume reduction, without over-compacting the materials. Supporting Best Practices related to establishment and operation of drop-off depots are discussed further in the corresponding Best Practice Spotlight.

Processing

Partnership and transfer opportunities should be explored for such small rural programs. Operating a material recovery facility in this volume range is not feasible. Whenever possible, programs handling less than 2,000 tonnes should **use a larger MRF available in neighbouring jurisdictions**.

In the absence of a neighbouring MRF, the program's next best option is to transfer and ship to a more distant MRF. Any community with more than a one hour haul distance to a MRF should consider the use of transfer facilities to potentially reduce system costs. **Preference should be given to MRFs that can handle single stream materials** to minimize transfer costs. Supporting Best Practices related to transfer of recyclable materials are discussed further in the corresponding Best Practice Spotlight.

Appendix D

Communications and Communications Monitoring Plan Samples



Communication Plan Outline

Subject: Promotion and Education of Ottawa Valley Waste Recovery Centre's Waste Management Program

Date: January to December 2010

Purpose: To educate residents and Industrial, Commercial & Institutional (IC&I) generators in the Ottawa Valley Waste Recovery Centre's participating municipalities on all aspects of their waste management program (recycling, organics, hazardous waste, electronic waste, construction and demolition material and landfill).

Background

- Ottawa Valley Waste Recovery Centre is primarily responsible for the promotion and education of Petawawa, Pembroke, Laurentian Valley, North Algona Wilberforce and Sebastopol Ward of Bonnechere Valley's waste management programs. Promotion of non-partner municipal programs (i.e. Madawaska Valley) is also completed by OVWRC in conjunction with those municipalities.

Audiences

- Residents
IC&I Generators
Internal Communications (Inter-Municipal Group, OVWRC Staff, Depot/Transfer Staff)
School/Community Groups

Objectives

- To ensure participants of OVWRC's waste management programs are aware of and have been provided the tools required to divert as much material as possible from landfill.
Increase diversion rates in the IC&I sector by 5% and residential sector by 2%.

Strategic Considerations

- Different message for curbside and transfer stations users.
Significant seasonal population.
Ensure all groups are kept informed (Inter-Municipal Group, OVWRC Staff, Depot/Transfer Staff); especially with respect to any changes/updates to the program.

Key Messages

- What is Acceptable in Each Waste Stream
Importance of Diverting Material from Landfill
Overall operation of OVWRC (mainly school/community groups)

Strategies

- Through extensive promotion and education users will be made aware/reminded of the tools they have available to divert material from landfill.

Overall Action Plan

- This chart outlines the various overall public education methods to be used. Specific projects/programs are detailed after:



| Tactic | Description | Staff/Resource | Cost/Source |
|----------------------------------|---|----------------|------------------------|
| Newspaper and Radio Advertising | Promotion of overall program aspects such as operating hours, tipping fees, compost sales, etc. Detailed in Budget 2010 Spreadsheet (R:\Communications\Budget\2010 Budget Items.xls) | J.Rose | Total Budget: \$26,904 |
| Printing | Printing of Valley Recycler Spring and Fall, Collection Schedules, IC&I Newsletter, Flyer to be Inserted into Depot Green Bins Detailed in Budget 2010 Spreadsheet (R:\Communications\Budget\2010 Budget Items.xls) | J. Rose | Total Budget: \$15,800 |
| Promotional Material | Prizes for school contest, green boxes for transfer station organics, new vehicle decal wrap Detailed in Budget 2010 Spreadsheet (R:\Communications\Budget\2010 Budget Items.xls) | J. Rose | Total Budget: \$22,200 |
| Special Events and Presentations | Various community activities/events, homeshows, supplies for presentations, etc. Detailed in Budget 2010 Spreadsheet (R:\Communications\Budget\2010 Budget Items.xls) | J. Rose | Total Budget: \$3,500 |
| Household Hazard Waste Program | Newspaper and Radio advertising and HHW flyer Detailed in Budget 2010 Spreadsheet (R:\Communications\Budget\2010 Budget Items.xls) | J. Rose | Total Budget: \$7,080 |

Project Specific Action Plan

- This chart outlines specific aspects of the overall program in more detail. Projects listed here are likely new or have had significant changes and it is beneficial to describe these in more detail; separate from the overall Action Plan identified above.

| Tactic | Description | Staff/Resource | Evaluation | Cost/Source |
|-------------------------------------|---|----------------|--|--|
| Waste Reduction Week School Contest | Annually the Centre hosts a WRW Contest. In 2009, a teacher survey was included in the package. Before designing the 2010 Contest and Distributing; staff will review surveys, number of entries, etc. and make applicable changes. | J. Rose | -# of entries -Teacher Survey | Included in overall 2010 Budget above. |
| School Outreach Program | The Centre continues to provide outreach to partner and non-partner schools. In 2010 staff will continue to develop curriculum based programs and start a binder/file with specific presentation outlines. An evaluation form is also provided to teachers. | J. Rose | -# of tours ..\School Stuff\Records of Tours Presentations -review evaluation forms | Included in overall 2010 Budget above. |
| Community Outreach | The Centre continues to provide outreach to local community groups and organizations (i.e. church groups, Brownies, etc.). Evaluation forms can also be provided to these groups. | J. Rose | -# of presentations ..\School Stuff\Records of Tours Presentations -review evaluation forms | Included in overall 2010 Budget above. |



Ottawa Valley Waste Recovery Centre
 900 Woito Station Road
 Pembroke, Ontario
 K8A 6W5
 (613) 735-7537
www.ovwrc.com

Project Specific Action Plan Continued

| Tactic | Description | Staff/Resource | Evaluation | Cost/Source |
|---------------------------------|--|----------------------|--|--|
| Echo Eco MyFM Radio Ad Campaign | In 2010 the Centre will implement a new radio ad campaign with MyFM radio. It will include a 90 second information segment and then a 30 second advertisement from OVWRC. | J. Rose | -survey residents at Fall Homeshow (familiar with campaign, useful information, etc.) | Included in overall 2010 Budget above. |
| IC&I Waste Assessments | The Centre will continue to provide Waste Assessments to the IC&I sector to recommend suggestions on diversion opportunities for local businesses. Work should continue with the Pembroke Downtown Development Commission, networking with the Chamber of Commerce, etc. | J. Rose/ S.McCrae | -monitor number of waste assessments ..\School Stuff\Records of Tours Presentations -monitor IC&I tonnages | Included in overall 2010 Budget above. |
| E-Waste Phase 2 | Advertising and promotion of Phase 2 E-Waste will occur in the Spring. | J. Rose | -track number of users/weight at E-waste Depot | Included in overall 2010 Budget above. |

Evaluation

- Overall staff will monitor and track incoming tonnages which may correlate to various outreach projects.

Communications staff should meet regularly with Diversion Leadhands to receive feedback on incoming quality. Can use this information to develop content for website, e-newsletters, Valley Recyclers, etc.

Additional evaluation will be conducted as outlined above.

Proposed Communication Plan – Measuring Effectiveness

Subject: Measuring the effectiveness of promotion and education approaches used by the Ottawa Valley Waste Recovery Centre for elements of the Communication Plan relating to the Blue Box Recycling Program.

Date: Annual

Purpose: To track and measure the effectiveness of promotional and educational material, and specifically materials related to the blue box program, to meet the requirements as set out in the WDO municipal datacall question 6b), Does your plan include a monitoring and evaluation component?

Background: As do all Ontario municipalities, OVWRC is required to fill in the WDO Municipal Datacall each spring. As part of the Datacall the WDO asks municipalities to answer a number of program related “best practice” questions including a set of questions concerning program promotion and education. Question 6 b) asks “Does your plan include a monitoring and evaluation component?”

Method: Since OVWRC has always tracked program performance for the purpose of informed decision making, the tools for tracking promotion and education impacts are in place. The model adopted for direct measurement is based on the process developed by Stewardship Ontario, for use by local partners, to measure impacts from both television and radio advertising campaigns. This approach consists of three steps:

- 1) populating worksheets to track program performance (which is already done at OVWRC),
- 2) completing an annual report that provides comment on the information, and
- 3) providing a summary of other measures – call in centre data, website hits, user surveys – generated during and after any discrete promotional event.

OVWRC will consolidate annual data, starting for 2009, tracked in an excel spreadsheet, for tonnes collected, and will also review for the reporting period the number of households served, for the purpose of analyzing the impact of the various approaches described in the OVWRC annual communications plan.

Analysis: The data will be reviewed to determine whether there is any impact at a household level: OVWRC tonnage data in the worksheet will be converted into kilograms per household.

The worksheet will contain:

- Annual tonnage collected data
- A conversion of this data, based on the input of total households served, into kilograms per household
- A calculated percentage change in kg/hhld
- Spreadsheet data (both tonnes collected and kilograms per household) will be charted for comparison against the previous two years (by quarter) of similar data.

Data will be reviewed to determine whether any trends are evident, including data spikes noted during and after any discrete recycling promotional campaign elements (radio ads, print advertising). The analysis will address quarter-to-quarter and year-to-year trends against the previous two years, and account for other influences and seasonal factors that result in spikes or increases appearing in the data. These could include:

- other P&E programs or major campaigns
- introduction or revision of any OVWRC policies that support recycling, such as bag limits
- addition of households, single family or multi family, or new subdivisions
- addition of materials to the program
- media driven events
- collection or processing system changes

On the basis of this review the analysis will strive to determine measurable effects generated by the promotion and education program.

Beginning in 2010, OVWRC will dedicate a proportion of the promotion and education budget, up to 5% or approximately \$3,800, to evaluate the effectiveness of the communications strategy. The 3 Year Ontario Blue Box Recyclers Training program, P&E Course, recommends that 5 to 10 percent of P&E budget be dedicated to monitoring and evaluation. Staff will select an appropriate measuring tool, such as public surveys, media analysis, waste studies and/or other available methods to augment the annual data review.

In 2010 OVWRC will also send a staff member to take the P&E training offered through the E&E Fund (currently offered free of charge) in order to receive additional training in communications and communications evaluation.

A final report will provide commentary on all inputs – spreadsheet data, website hits, survey results (if any), call in traffic – to determine whether any trends in the data are directly attributable to OVWRC promotion and education efforts.