



A Waste Recycling Plan for Sault North Waste Management Council



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Prepared by TDC Resource Consulting
and Sault North Waste Management Council
with assistance from
Waste Diversion Ontario

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1. Introduction

This Waste Recycling Strategy was initiated by the Sault North Waste Management Council (SNWMC) to develop a plan to increase the efficiency and effectiveness of their recycling programs and maximize the amount of blue box material diverted from disposal in the local waste disposal site (WDS).

SNWMC is a non-profit, registered charity, whose mission is to represent the community and the natural environment and to look for ways to sustain viable, long-term waste management services and divert waste from the WDS. The geographic area known as Sault North is municipally unincorporated, meaning there is not a municipal, regional, or county government, and no municipal tax-base from which to fund any waste management programs; therefore, the residents of the area have the responsibility for disposing of their own solid waste on a user-pay basis at a WDS owned and operated by the Ministry of Natural Resources.

In 2007, SNWMC introduced a pilot curbside recycling program in an effort to extend the lifespan of the local WDS. To-date, this recycling program has resulted in the diversion of over 100 tonnes of solid waste and is the only non-municipal program to qualify for the WDO Datacall. Funding for the recycling program has been provided entirely through government grants and private donations, although SNWMC continues to actively seek a means to secure tax-based funding through the area's Local Services Boards.

In addition to not having a sustainable source of funding, SNWMC faces a number of other waste management challenges which this Waste Recycling Strategy will help address. In particular, SNWMC's capture rates and participation rates are below average, while the cost per tonne is above average for rural north collections. This plan is being developed to identify the most cost-effective ways to increase SNWMC's waste diversion and determine preferred strategies for implementation.

This Waste Recycling Strategy was developed by TDC Resource Consulting with input from the Sault North Waste Management Council, consultation with Sault North residents, funding support from Waste Diversion Ontario, and using the Continuous Improvement Fund's *Guidebook for Creating a Municipal Waste Recycling Strategy*.

2. Overview of the Planning Process

This Waste Recycling Strategy was prepared through the efforts of the Sault North Waste Management Council and the SNWMC project team, in consultation with the public residents of Sault North, their elected LSB representatives, and with input from various provincial government agencies.

The steps completed in preparing this Waste Recycling Strategy (WRS) were:

- Assembling team and reviewing WRS resources and requirements
- Identifying study area
- Outlining plan for preparing WRS
- Reviewing public consultation options
- Implementing preferred options for public consultation
- Identifying waste diversion factors and drivers
- Preparing stated problem
- Assessing current solid waste management system and practices
- Identifying goals and objectives
- Reviewing and evaluating recycling options
- Preparing implementation plan and contingencies
- Developing a monitoring and reporting program
- Compiling results and prepared WRS

The next steps in this process include:

- Review of the draft WRS with public and stakeholders
- Adoption and implementation of WRS

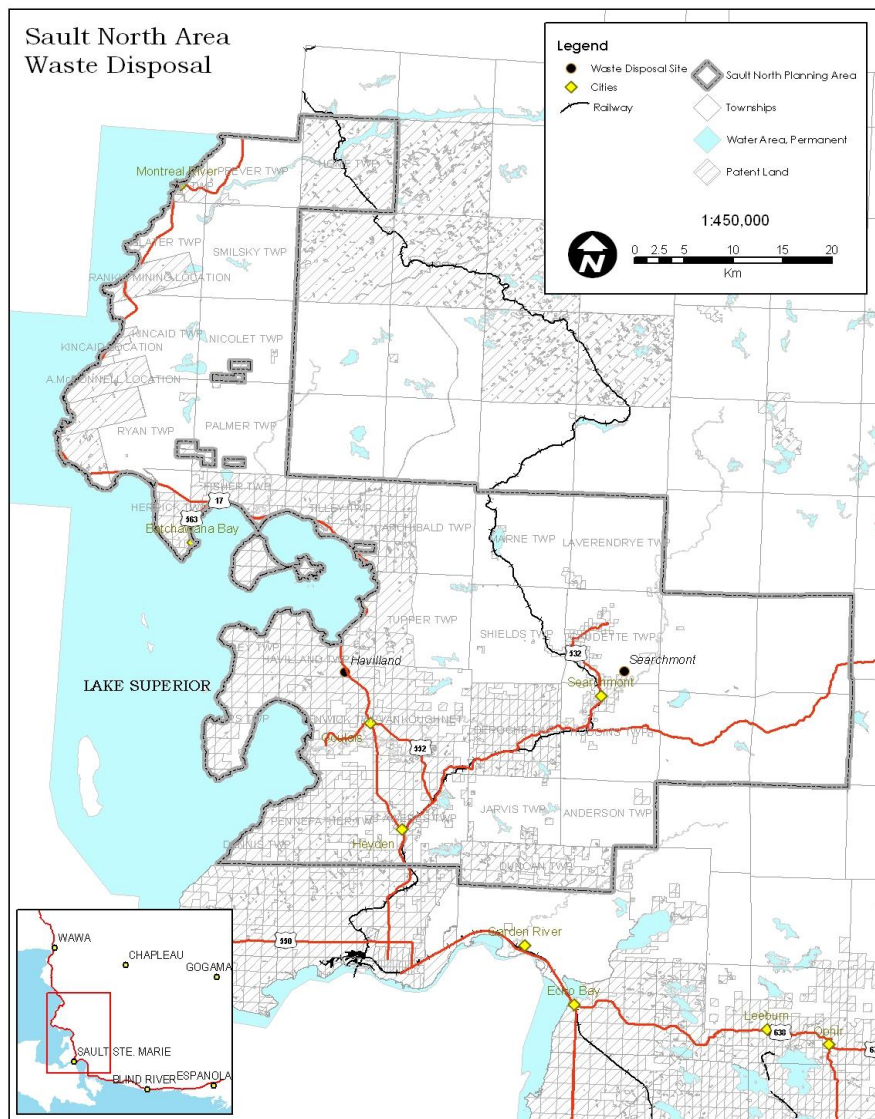
To ensure the public and local stakeholders were able to participate in the preparation of this Waste Recycling Strategy, SNWMC conducted interviews, surveys, and workshops to solicit input and feedback from the public residents and their elected Local Services Board representatives. For more details on the public consultation process, see Section 4.

3. Study Area

The study area for this Waste Recycling Plan includes the 31 unincorporated townships north of the City of Sault Ste. Marie, Ontario, collectively known as “Sault North”. The region has a vast geography, covering approximately 2700 km², and encompasses the rural communities of Goulais River, Heyden, Searchmont, and Batchawana Bay.

This Waste Recycling Plan will address the following sectors:

- Residential – single-family dwellings
- Commercial – small business



4. Public Consultation Process

The public consultation process, which informed the development of this Waste Recycling Strategy, consisted of the following activities:

- Stakeholder interviews – several advertised dates and locations throughout the community where interviews were conducted on topics of recycling participation, improvements, and costs (August 2010)
- Telephone surveys – random phone calls to Sault North residents with survey questions covering topics of recycling participation, costs, and waste disposal habits (February 2011)
- Website surveys (2 events) – survey questions about recycling participation, improvements, costs, waste disposal habits; survey link was advertised in newsletter, website, and local online classifieds (August 2010 and February 2011)
- Workshops with Local Services Boards (2 events) – members of the five Local Services Boards were invited to attend presentations and discussions on the topic of Sault North's waste management issues and provide feedback on SNWMC's proposed future initiatives (June 2011 and August 2011)

Stakeholder groups included in this consultation process included:

- Public – permanent residents
- Public – seasonal residents
- Small business owners
- Elected members of Local Services Boards
- Government ministry representatives
- Sault North Planning Board

The response from the public and stakeholders was predominantly positive and supportive of SNWMC's initiatives to-date. A strong majority of permanent resident respondents indicated that they were regular participants in the recycling program and felt it was a valuable service in the community. A slight majority of permanent residents also supported the strategy to implement a tax-based fee for the recycling program. Seasonal residents were less likely to be participants in the curbside collection and less likely to support adding a tax-based fee for the service, but did indicate support for depot-based recycling.

The most frequent negative comment from residents was that the materials collected for recycling were too limited – particularly, residents requested that collection be expanded to include newspaper, additional plastics, and glass. Other recurring negative comments were that the frequency of collection (monthly) was inadequate and that

collection routes should be expanded to include additional roads. This feedback confirmed the proposed plan to expand the blue box materials collected, add additional roads to the service routes, and increase to a weekly collection frequency. Numerous residents also requested that SNWMC provide additional free blue boxes.

The predominant response from small business owners was that participating in the recycling program was difficult for them because of the infrequent collection and the effort required to sort out the contaminating materials from their recycling containers.

Members of Local Services Boards, as well as the Government representatives, provided feedback in support of strategies to prolong the lifespan of the WDS, but differed in their preference for funding sources. Local Services Board members reported that the residents they represented would prefer the recycling program to continue being provided at no cost through government grants, while Government representatives showed preference for the recycling programs being paid for by residents on a user-pay basis. This polarized result emphasized the economic challenges facing SNWMC as they seek to implement their recycling strategy.

5. Stated Problem

Management of municipal solid waste, including the diversion of blue box materials, is deemed an essential responsibility for all municipal governments in Ontario. However, Sault North is not a municipality and therefore has no governmental structure to manage the solid waste produced by the 5,572 permanent residents and nearly 4,000 seasonal residents of this large geographic area. To fill this void, the responsibility for planning long-term waste management and diversion activities has been taken up by a group of concerned volunteers, the Sault North Waste Management Council, who work together with various provincial government representatives to examine the area's waste management issues and propose solutions.

The Sault North area is faced with the challenge of a limited lifespan at the area's main waste disposal site, the Havilland WDS. Again, with no municipal structure in place, building a new or expanded WDS in Sault North is not economically or politically feasible. The most feasible solution is to attempt to extend the lifespan of the current site through waste reduction and diversion, as well as continued public education. However, without a sustainable, tax-based funding source, SNWMC is faced with the additional challenge that their current diversion programs are subject to an on-going threat of termination.

At the inception of SNWMC, the estimated lifespan of the site then designated as a "dump", was less than one year. In 2007, with its designation changed to a "waste disposal site" (WDS), the estimated lifespan was still only a maximum of 15 years,

which prompted SNWMC to put a blue box recycling program and a public education program into action to maximize diversion from the WDS.

Following the implementation of SNWMC's recycling and education programs, the estimated lifespan of the WDS in 2009 had increased to 57 years. With such a significant impact on lifespan, it is essential that the current level of diversion be maintained and, if at all possible, increased, in order to extend the lifespan of the Havilland WDS. Should recycling be discontinued, the estimated lifespan would revert to a period less than what is required to be able to find and develop a new landfill site.

Public consultation has echoed this conclusion, with the most frequent positive comment being that residents feel the recycling program is making a difference and they want to see it continue, while the most frequent negative comment is that residents feel the types of materials collected are too limited in the current blue box program and would like to see additional materials accepted in the future.

When compared to other Rural Collection – North programs, SNWMC falls below average in diversion, capture rates and participation, while falling above average in cost per tonne. These cost/service efficiencies need to be improved upon in order to maximize diversion with the least added costs per household.

In summary, the key drivers that led to the development of this Waste Recycling Strategy include:

- Shrinking disposal capacity – the Havilland WDS has limited lifespan, particularly if diversion and public education were to cease (following the implementation of SNWMC's recycling and public education programs, the estimated lifespan of the Havilland WDS has increased by 40 years.)
- Public pressure – frequent requests for program improvements such as additional materials, more frequent collection, and expanded service routes
- Improving cost/service efficiencies – SNWMC's program is below average in its category (Rural Collection - North) for diversion, capture rates, and participation, while being above average in its category for cost per tonne
- Lack of sustainable funding – SNWMC operates in an unincorporated area and currently lacks access to tax-based funding for diversion programs. Historically, this situation has presented challenges for planning and implementing long-term strategies for waste management
- WDO Datacall requirement – the level of compensation from the Datacall is now tied to Best Practices which include the development of a Waste Recycling Strategy

- SNWMC direction – the volunteer Council has recently completed a Strategic Plan which states a primary goal of maintaining and/or expanding current programs and services

6. Goals and Objectives

This Waste Recycling Strategy has identified a number of goals and objectives for SNWMC. These are presented below:

Waste Recycling Goals and Objectives	
Goals	Objectives
<ul style="list-style-type: none"> ⤴ To maximize diversion of residential solid waste through blue box/recycling program 	<ul style="list-style-type: none"> ⤴ Divert 20% of residential solid waste through the blue box program
<ul style="list-style-type: none"> ⤴ To maximize capture rates of blue box materials through existing and future programs 	<ul style="list-style-type: none"> ⤴ Capture 40% of blue box materials available to diversion
<ul style="list-style-type: none"> ⤴ To increase community participation in the recycling program 	<ul style="list-style-type: none"> ⤴ Raise participation in blue box program to 40% of permanent households
<ul style="list-style-type: none"> ⤴ To improve cost-effectiveness of recycling in our community 	<ul style="list-style-type: none"> ⤴ Reduce recycling cost per tonne by 30%
<ul style="list-style-type: none"> ⤴ To increase the lifespan of the landfill 	<ul style="list-style-type: none"> ⤴ Add 10 years to the capacity of the Havilland WDS by increasing blue box diversion and 3Rs education
<ul style="list-style-type: none"> ⤴ To manage waste in our own community or as close to home as possible 	<ul style="list-style-type: none"> ⤴ Prolong lifespan of Havilland WDS through increased diversion and public education ⤴ Explore alternate disposal options with neighbouring communities ⤴ Seek local contractors for collection and processing of blue box materials

This Waste Recycling Strategy has also identified a series of broader community goals to which SNWMC can contribute. These broader community goals are presented below:

Community Goals and Objectives	
Goals	Objectives
<ul style="list-style-type: none"> ⤴ To increase the sustainability of our community 	<ul style="list-style-type: none"> ⤴ Prolong the lifespan of the Havilland WDS ⤴ Promote 3Rs and public awareness of the link between waste reduction and sustainability of community and environment
<ul style="list-style-type: none"> ⤴ To make our community a cleaner, greener place to live 	<ul style="list-style-type: none"> ⤴ Reduce rates of backyard burning by 50% ⤴ Increase usage of Household Special Waste depot by 25%
<ul style="list-style-type: none"> ⤴ To reduce our emissions and carbon footprint 	<ul style="list-style-type: none"> ⤴ Increase efficiency of waste collection system ⤴ Educate community about reducing greenhouse gas emissions and carbon footprint

7. Current Solid Waste Trends, Practices and System and Future Needs

Community Characteristics

In 2010, the Sault North area had a permanent population of 5,572 residents (source: Ministry of Municipal Affairs). The community is home to 4,533 total households, all of which are single-family households. There are also an additional 2,101 seasonal dwellings, which reach their highest occupation during the months of July and August.

Current Waste Generation and Diversion

Currently, the Sault North area is estimated to generate approximately 1,761 tonnes of residential solid waste per year (since the local WDS lacks weigh scale equipment, the annual waste generation was estimated based on provincial averages for rural communities, as described in Appendix A of the CIF Guidebook for Creating a Municipal Waste Recycling Strategy). Of this, 36 tonnes, or 2 percent, is diverted through the blue box program. Currently, the most common material recycled is metals, while the least common is paper.

The table below summarizes the current waste generation and blue box diversion rates.

Residential Solid Waste Generated and Diverted through Blue Box		
Residential Waste Stream/Blue Box Material	Tonnes	Percent of Total Waste
Total waste generated	1,761	-
Papers (ONP, OMG, OCC, OBB and fine papers)	7	0.40%
Metals (aluminum, steel, mixed metal)	19	1.10%
Plastics (containers, film, tubs and lids)	10	0.6%
Glass (Not Applicable as the current program does not allow for processing of glass)	N/A	N/A
Total Blue Box material currently diverted	36	2.00%

As the table below indicates, SNWMC's current diversion rate is below-average for its WDO municipal grouping.

Average Blue Box Diversion Rate (2010)	
Sault North Waste Management Council	2.00%
Municipal Grouping: Rural Collection – North	20.29%

Potential Waste Diversion

To estimate SNWMC's current waste composition, the approximations for rural and small urban communities were obtained from the *CIF Waste Recycling Strategy Guidebook*.

A total of approximately 419 tonnes of blue box recyclable materials are available for diversion, of which approximately 383 tonnes are still currently in the waste stream. Estimates of blue box material available for diversion are listed in the table below.

Current and Potential Diversion			
Material	Total Available in Waste Stream (tonnes/year)	Currently Recycled (tonnes/year)	Potential Increase (tonnes/year)
Papers (ONP, OMG, OCC, OBB and fine papers)	271	7	264
Metals (aluminum, steel, mixed metal)	25	19	6
Plastics (containers, film, tubs and lids)	74	10	64
Glass	49	0	49
<i>Total</i>	419	36	383

Diverting the blue box material remaining in SNWMC's waste stream could theoretically raise its waste diversion rate to 23.8%.

Existing Programs and Services

Currently, the unincorporated townships in the Sault North area have the following policies and programs in place to manage residential solid waste:

- User-pay: residents must arrange with a private contractor for curbside collection service or self-haul their waste to the local WDS
- Tipping fees: residents and private contractors pay tipping fees at the local WDS
- Bag limits: the curbside collection private contractor has implemented a 3 bag limit for waste

Collection services of regular waste are provided to the residents through user-pay arrangements with a private contractor, while recycling services are provided to the

residents free of charge by SNWMC who have contractual arrangements with the private collector. Disposal services are paid directly by the residents and currently, recycling services are paid for through SNWMC fund-raising, grants, and donations. However, it should be noted that SNWMC has recently begun pursuing a process that, if successful, could result in tax-based funding for the recycling programs. Once recyclable materials have been collected, they are taken to Green Circle Environmental, located in Sault Ste. Marie, Ontario.

Upcoming important collection-related milestones that may affect how collection services are administered include:

- Private recycling contractor is upgrading equipment to dual-stream collection (September 2011)
- WDS operator contract is up for renewal in 2013

In 2010, the total net annual recycling costs for SNWMC were \$40,012. This amounts to \$1,120 per tonne, or \$7 per capita. As the table below shows, net annual recycling costs for SNWMC are above average for its WDO municipal grouping.

Net Recycling Cost (per tonne per year)	
Sault North Waste Management Council	\$1,120.00
Municipal Grouping: Rural Collection - North	\$508.83

Anticipated Future Waste Management Needs

Solid waste generation rates in the Sault North area are expected to essentially remain constant over the next 10 year planning period as no significant population change is anticipated. The availability of blue box materials is also expected to remain constant. The residents' continued access to an operational WDS is not guaranteed, however; and the need to identify a new or alternate WDS will be an ongoing consideration for the Sault North area.

8. Planned Recycling System

Overview of Planned Initiatives

SNWMC reviewed a number of options for consideration in its Waste Recycling Strategy. The options were then scored based on a series of criteria, which included:

- **% Waste Diverted** – this refers to how much waste an option may potentially help to divert, either directly or by providing added support to other direct diversion programs or initiatives
- **Proven Results** – some options are tried and true, while others may be newer and less tested, or not applicable given SNWMC's northern rural location
- **Reliable Market/End Use** – markets should be available for materials collected for recycling. SNWMC does not process or market its own materials, so this criteria is generally not applicable to most options
- **Economically Feasible** – this refers to whether an option is economically feasible for SNWMC to pursue given its cost relative to potential funding sources that may be available to fund the initiative
- **Accessible to Public** – this considers if the option will be easy or difficult for the public to access or use, taking into consideration the geography and demographics of Sault North
- **Ease of Implementation** – some options are less costly and easier logistically and politically to implement than others. This criterion considers the level of cost and effort involved in implementing the option.

A summary of the options reviewed and their scoring are provided in Appendix A.

Once scored, the top ranking Waste Recycling Strategy options were organized into Priority Initiatives and Future Initiatives. The estimated annual cost for implementing the priority initiatives is estimated to be approximately \$27 per household, while implementation of the future initiatives is estimated at approximately \$34 per household annually.

The Table on the following page presents the Priority Initiatives and Future Initiatives and their estimated costs. A review of these initiatives and their steps for implementation are reviewed on the subsequent pages.

Priority and Future Initiatives		
Initiatives	Implementation Costs	Operation Costs
<i>Priority Initiatives</i>		
Securing Tax-Based Support (through Local Service Boards) for Funding of Diversion Programs	\$0	\$1 per household
Public Education and Promotion Program	\$2 per household	\$2 per household
Optimization (increased frequency) of Collection Operations, including Addition of Fibre to Curbside Collection	\$20 - \$30	\$20 - \$30
Optimization of Processing Operations	\$0	\$0
Following Generally Accepted Principles for Effective Procurement and Contract Management	\$0	\$0
<i>Estimated Total Cost (Priority Initiatives)</i>	\$22 - \$32 per household	\$23 - \$33 per household
<i>Future Initiatives</i>		
Provision of Free Blue Boxes	\$7 per household	\$1 per household
Assess Tools and Methods to Maximize Diversion	\$2 per household	\$0 per household
Collection Frequency	\$20 - \$30 per household	\$20 - \$30 per household
Enhancement of Recycling Depots	variable	variable
<i>Estimated Total Cost (Future Initiatives)</i>	\$29 - \$39 per household	\$21 - \$31 per household

Priority Initiatives

Initiative: Securing Tax-Based Support (through Local Services Boards) for Funding of Diversion Programs

Overview: Tax-based funding sources allow for long-term planning and sustainability of the waste diversion programs. Without access to tax-based funding sources, SNWMC programs could be terminated at any time. The Local Services Boards (LSBs) may assess a tax for the recycling services if they are successful in acquiring the power of waste collection. LSBs may acquire this power by following a process outlined in the Northern Services Boards Act.

Implementation:

- Presentation of proposed funding strategy to Local Services Board (LSB) representatives (completed June 2011)
- Review and amend proposed funding strategy with LSBs (completed August 2011)
- Public education and consultation (fall 2011 – spring 2012)
- Public vote to take on LSB power of waste (summer 2012)
- LSBs apply to MNDMF for adding power of waste (fall 2012)
- Establish administrative contracts with LSBs (spring 2013)

Initiative: Public Education and Promotion Program

Overview: Public education and promotion programs are crucial for ensuring the success of local recycling programs. SNWMC has a well-established public education program within the community which can be tailored to promotion of particular initiatives, goals, or objectives as they are implemented.

Implementation:

- Adoption (completed April 2011) and implementation (on-going) of Communications Plan
- Public education and consultation to highlight need for tax-funded diversion programs (fall 2011 – summer 2012)
- School visits and workshop programs highlighting 3Rs (spring 2012)
- Regular updates to website and social networking media (on-going)
- Press releases to local media to highlight major milestones and development of media guide/backgrounder (on-going)

- Newsletters, signage, newspaper advertising, etc. to highlight any changes to recycling program (to coincide with implementation of collection-related initiatives)

Initiative: Optimization of Collection Operations, including Addition of Fibre Stream to the Curbside Collection

Overview: The purpose of optimizing collection operations is to collect more recyclables using fewer financial, capital, and human resources. SNWMC falls below average for capture of recyclables while falling above average on the program cost per tonne. Addition of fibre collection at curbside will potentially quadruple the capture rates and tonnage, while reducing the overall cost per tonne. Collection frequency can also be increased as an integrated component of the fibre collection contract at no additional cost; this would be expected to increase participation rates.

Implementation:

- Seek grant funding to pilot program expansion (fall 2011 – winter 2012)
- RFP to local contractors for dual-stream collection of recyclables (spring 2012)
- Design and implement public education campaign to inform public of program upgrades (spring/summer 2012)
- Implement new collection program (summer 2012)
- Monitor and evaluate participation, diversion, capture rates (on-going)

Initiative: Optimization of Processing Operations

Overview: The purpose of optimizing processing operations is to process more blue box materials for less cost. SNWMC contracts their processing services and therefore can only optimize this by changing contractors.

Implementation:

- Maintain awareness of options for local processing contractors (on-going)
- Invite new processing contractor to meet with SNWMC to discuss proposed processing contract (September 2011)
- Follow GAP for awarding and managing processing contract (on-going)

Initiative: Following Generally Accepted Principles (GAP) for Effective Procurement and Contract Management

Overview: To ensure that recycling coordinators obtain good value for money, organizations should follow generally accepted principles (GAP) for effective procurement and contract management. Key aspects of GAP include planning the procurement well in advance, issuing clear RFPs, obtaining competitive bids, and including performance-based incentives.

Implementation:

- No additional steps required; SNWMC already follows GAP when awarding and managing contracts (on-going)

Future Initiatives

Initiative: Provision of Free Blue Boxes

Overview: Providing free blue boxes ensures that participants have adequate and durable storage containers for their recyclables. SNWMC's past experience with providing free blue boxes resulted in a significant increase in participation rate and public consultation has demonstrated ongoing demand for additional boxes to be made available.

Implementation:

- Determine quantity of blue boxes required (fall 2012)
- Seek grant funding to purchase additional blue boxes (fall 2012)
- RFP to manufacturers (winter 2013)
- Advertise and distribute blue boxes within community (spring 2013)
- Monitor changes to participation rates (on-going)

Initiative: Assess Tools and Methods to Maximize Diversion

Overview: Waste recycling programs fail or succeed based on their ability to overcome public barriers to participation. Additional research on the appropriate tools and

methods can help determine how best to maximize opportunities to divert blue box materials from the waste stream and reduce waste going to disposal. This information can be collected through telephone surveys and focus groups. Methods and tools identified through the surveys can be tested for performance using focus groups or through a pilot project.

Implementation:

- Prepare workplan for research program to assess tools and methods (summer 2013)
- Apply for grant funding to hire research Intern (fall 2013)
- Complete hiring and training process for Intern (winter 2014)
- Implement research strategies and workplan (2014)

Initiative: **Collection Frequency**

Overview: Frequency of collection is one factor which influences the efficiency of a recycling program. Public consultation has revealed that many residents and small business owners find SNWMC's current monthly collection frequency is inadequate and a hindrance to their participation. The cost to increase collection frequency to bi-weekly would be double current costs, but would not be expected to show a corresponding doubling of tonnage captured, so this option alone would not be pursued. However, increasing collection frequency as part of an expanded program that also incorporates fibre collection, on a biweekly basis, would result in significantly increased tonnage, and therefore reduce the overall program's cost per tonne.

Implementation:

- Strategies to increase collection frequency would be incorporated into the implementation of the priority initiative "Optimization of Collection Operations, including Addition of Fibre Collection" (see page 15)

Initiative: **Enhancement of Recycling Depots**

Overview: Where curbside collection programs are not feasible, recycling depots provide an inexpensive means for regions to divert recyclable materials from disposal. SNWMC's current cardboard recycling depots have been established on private property through cooperation with the landowners; therefore alterations to landscaping are not feasible. Enhanced signage would be expected to increase depot usage while also reducing contamination.

Implementation:

- Determine proportion of budget allocated to depot recycling (on-going)
- Apply for grant funding to cover costs of design and installation of new signage (TBA)
- Monitor changes in tonnage collected at depots (on-going)

Contingencies

Even the best planning can be delayed by a variety of foreseen and unforeseen circumstances. Predicting and including contingencies can help to ensure that these risks are managed for minimum delay. The table below identifies contingencies for possible planning delays.

Waste Recycling Strategy Contingencies	
Risk	Contingency
Insufficient funding	<ul style="list-style-type: none">⤴ Delay implementation of curbside fibre collection⤴ Explore and apply for other funding sources⤴ Delay lower-priority initiatives
Public opposition to planned recycling initiatives	<ul style="list-style-type: none">⤴ Improve public communications⤴ Engage community members to discuss initiatives and recycling plan through public open houses and further consultation
Lack of available staff	<ul style="list-style-type: none">⤴ Prioritize goals and initiatives⤴ Hire an intern to assist with administration and public education⤴ Volunteers could take on some administrative duties

9. Monitoring and Reporting

The monitoring and reporting of SNWMC's recycling program is considered a blue box program fundamental Best Practice and will be a key component of this Waste Recycling Strategy. Once implementation of the strategy begins, the performance of the Waste Recycling System will be monitored and measured against the baseline established for the current system. Once the results are measured, they will be reported to SNWMC partners and the public.

The approach for monitoring SNWMC's waste recycling program is outlined below:

Recycling System Monitoring		
Monitoring Topic	Monitoring Tool	Frequency
Program participation	Tally of set-out rates	Weekly
Total waste diverted (by type and by weight)	Track recycling weights (as reported by contractor)	Monthly
Total waste disposed (by weight)	Annual report by MNR	Annually
Total waste generated (by weight)	Adding waste diverted + waste disposed	Annually
Diversion rates	Formula: Total Diverted / Total Generated * 100%	Annually
Customer satisfaction and opportunities for improvement	Customer survey (e.g., website, telephone); tracking calls/complaints received by the staff and contractor Ride-along by SNWMC staff on contractor's routes to make direct observations of collection	On-going Variable
Planning activities	Describe what initiatives have been fully or partially implemented, what will be done in the future	Annually
Review of Recycling Plan	A periodic review of the Recycling Plan to monitor and report on progress, to ensure that the selected initiatives are being implemented, and to move forward with continuous improvement	Annually
Rate of backyard burning	Phone and website surveys to assess frequency of backyard burning and identify reasons for any changes	Every 2 – 3 years

10. Conclusion

This Waste Recycling Strategy has been developed to help guide SNWMC towards achieving its goal of prolonging the lifespan of the Havilland WDS through implementation of effective and sustainable waste reduction and diversion programs.

SNWMC has faced numerous challenges to accomplishing this goal and has been placed in a unique circumstance as the only non-municipal program to participate in the WDO Datacall. Despite these obstacles, the planning process described in this document has been successful in identifying those specific initiatives that SNWMC can implement in order to achieve the desired level of diversion and corresponding increased lifespan of the Havilland WDS.

In this plan, SNWMC has identified several feasible priority initiatives that are consistent with public feedback and has determined the steps that will be necessary in order to implement these initiatives. The final draft of this strategy is now ready to be presented to the public and adopted by the Council as the official guiding document for developing and improving upon SNWMC's blue box recycling programs.

At this point of conclusion, it must be strongly emphasized that public support is critical to the successful implementation of this strategy. Each step of each identified initiative is entirely reliant upon public buy-in, and that alone will likely determine the future state of SNWMC's diversion programs and the community's future capacity to manage its waste stream. This Waste Recycling Strategy will be an invaluable tool as that future unfolds in Sault North.

Appendix A: Waste Recycling Option Scores

Suitable? Y/N	Description of Options/Best Practices (For more information: <i>More information: Blue Box Program Enhancement and Best Practices Assessment Project Final Report, Volume 1</i>)	Criteria (Score out of 5)						Total Criteria Score
		% Waste Diverted	Proven Results	Reliable Market/ End Use	Economically Feasible	Accessible to Public	Ease of implementation	
Promotion and Outreach								
Y	Public Education and Promotion Program	5	5	N/A	4	4	4	22
Y	Training of Key Program Staff	2	4	N/A	3	1	3	13
Collection								
Y	Optimization of Collection Operations	5	5	N/A	3	4	3	20
Y	Addition of Fibre to Curbside Collection	5	5	N/A	3	5	3	21
N	Bag Limits	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Y	Enhancement of Recycling Depots	5	4	N/A	3	3	3	18
Y	Provision of Free Blue Boxes	5	5	N/A	2	4	3	19
Y	Collection Frequency	4	4	N/A	3	4	3	18
Transfer and Processing								
Y	Optimization of Processing Operations	3	5	N/A	5	3	4	20

Suitable? Y/N	Description of Options/Best Practices (For more information: <i>More information: Blue Box Program Enhancement and Best Practices Assessment Project Final Report, Volume 1</i>)	Criteria (Score out of 5)						Total Criteria Score
		% Waste Diverted	Proven Results	Reliable Market/ End Use	Economically Feasible	Accessible to Public	Ease of implementation	
Partnerships								
Y	Multi-Municipal Collection and Processing of Recyclables	2	3	N/A	2	3	2	12
Y	Standardized Service Levels and Collaborative Haulage Contracting	2	3	N/A	3	3	2	13
Y	Intra-Municipal Committee	2	3	N/A	2	3	2	12
Additional Research								
Y	Assess Tools and Methods to Maximize Diversion	5	5	N/A	4	3	5	22
Administration								
Y	Following Generally Accepted Principles for Effective Procurement and Contract Management	3	5	N/A	5	2	5	20
Y	Securing Tax-Based Support (through Local Services Boards) for Funding of Diversion Programs	5	5	N/A	5	3	2	20