CIF Project #193

Multi-residential Recycling: Implementing Best Practices Region of Durham

Acknowledgement:

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Table of Contents

1. Executive summary 3

2. Introduction 4

3. Background: multi-residential recycling program overview 5

4. The Project Scope 7

4.1 Phase 1: Develop & maintain a database of buildings 8

4.1.1 Sources & Collection Methodology 8

4.1.2 Database and Completeness of Data 9

4.1.3 Data maintenance 9

4.1.4 Summary and recommendation: 9

4.2 Phase 2: Benchmarking recycling performance 10

4.2.1 Procedure for estimating recycling rates 10

4.2.2 Recycling rate estimates 10

4.2.3 Weigh scale data 10

4.2.4 Barriers to Recycling 11

4.2.5 Featured buildings 13

4.3 Phase 3: Increase recycling container capacity 14

4.3.1 Type of recycling containers 14

4.3.2 How much recycling capacity is being provided? 14

4.4 Phase 4: Provide Promotion & Education Materials 16

4.4.1 Print materials 16

5. Project Budget 17

6. Concluding Comments 17

7. Appendices 18

1. Executive summary

This is the final report for a Multi-residential recycling improvement and P&E Project implemented by the Region of Durham between May and August 2011. This project is part of the Region's overall goal of 70% diversion and the project's goal was to implement best practices to increase recycling rates, program participation and compliance in the Region's Multi-residential Recycling Program. Waste Diversion Ontario - Continuous Improvement Fund (WDO – CIF) provided financial and technical assistance and worked with Durham Region staff in preparing and implementing this project.

Durham Region provides recycling services to 23,025 multi-residential household units in 344 multi-residential buildings. The best practices implemented during this project include:

- updating the existing multi-residential properties database,
- evaluating the recycling performance of individual buildings,
- increasing recycling capacity at buildings,
- increasing the convenience of recycling to residents and building staff;
- increasing program awareness to residents and building staff.

Additional work included distributing regular curbside blue boxes to locations that have mail rooms, laundry rooms and garbage chute rooms in order to capture additional recyclable materials at strategic locations. A total of 72 blue boxes were installed.

Reusable recycling tote bags carrying clear, colourful graphics and two pockets, one for containers and another for fibres, were delivered door to door to each regionally serviced multi-residential household unit. Each tote bag included a letter outlining the initiative and program parameters, a fridge magnet and a recycling brochure.

New cart stickers were affixed to every recycling tote cart, multiple posters were positioned at strategic locations within each building and superintendents/property managers were provided comprehensive recycling handbooks and brochures.

As a result of the delivery project, 152 additional 95 gallon recycling carts and 9 additional front end cardboard bins were added to the program, and 34 requests to exchange damaged carts were resolved at 82 different building locations. In addition, collection service at four locations was increased to twice per week.

The additional requested recycling carts resulted in an increase in the recycling capacity from 46 litres per unit in 2010 to 52 litres per unit in 2011. It is also estimated that implementing best practices had the effect of increasing recycling tonnage by 3 per cent or 64 tonnes when comparing 2010 to 2011. Garbage tonnes decreased by 0.5 per cent or 73 tonnes when comparing 2010 to 2011.

The initiative cost approximately $4.20 per unit. Durham Region was approved for up to $72,685 funding from the Continuous Improvement Fund, reducing the unit cost to approximately $2.65 and a total approximate cost to the Region of $60,740.

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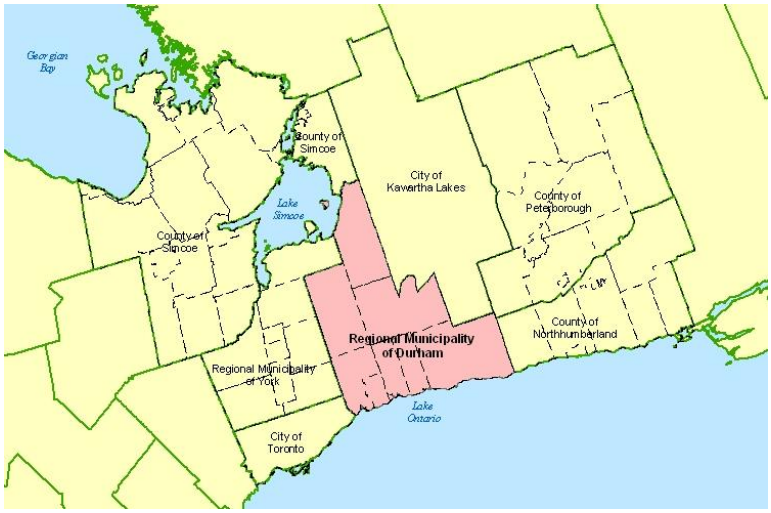
2. Introduction

The Regional Municipality of Durham borders the City of Toronto within the Greater Toronto Area to the east and is comprised of eight lower-tier municipalities including: the Cities of Oshawa and Pickering, the Towns of Ajax and Whitby; the Municipality of Clarington and the Townships of Brock, Scugog and Uxbridge.



The population of the Region of Durham is estimated to be 660,000 people in 2011. The Region provides a two-stream (containers and paper fibres) curbside recycling collection service to approximately 186,000 residential households, and bulk recycling services to 23,025 multi-residential household units in 344 multi-residential buildings.

The project consisted of three phases with associated goals and objectives:

i) Multi-residential database development and site visits:

   a) Compile location contact details, site layout, benchmark performance (baseline route/field audits: prior, during and post program) and service information.

   b) Upgrade the Region's existing searchable database for future location interface.

   c) Distribute promotion and educational materials to residents/site superintendents/property managers during site visits and providing extra materials for resident turn-over.

ii) Increased outreach promotion and education program to:

a) Increase the amount of acceptable recyclable tonnes captured.

b) Decrease the amount of contamination within the recycling streams, and in particular focusing on removing plastic film by encouraging the use of in-unit reusable recycling tote bags to transport recyclables.

c) Provide updated promotion and educational materials including:

- Developing a more comprehensive bin labelling system.
- Distribute in-unit reusable two-stream tote bags to assist transportation of recyclables by the resident to carts/bins.
- Develop a new in-unit fridge magnet to assist with identification of acceptable recyclable materials.
- Print and distribute promotion and educational materials developed under CIF Project 166, where applicable.

iii) Provide adequate recycling bin capacity to meet Best Practices thresholds average capacity of 50 litres per unit or one cart for every seven units ratio. This will be liaised with Miller Waste to ensure all locations have the adequate capacity to handle the expected increased recycling quantities as a result of the promotion and education campaign.

Durham distributed tote bags and education materials to over 200 units each day, on average. Each apartment resident received a reusable recycling tote bag, program letter, fridge magnet and recycling brochure.

Distribution teams scheduled delivery appointments multiple days in advance while assembling bags with promotional material as required. New cart stickers were affixed to carts, multiple posters were positioned at strategic locations within the buildings and updated site contact information and cart counts were recorded. Extra bags and P&E material were also left with the superintendents or property managers and additional recycling cart requests were documented for follow up and delivery.

3. Background: multi-residential recycling program overview

The Region of Durham currently provides bulk three-stream recycling collection services to multi-residential properties in the area municipalities of the Towns of Ajax and Whitby, the Cities of Oshawa and Pickering, the municipality of Clarington and the Townships of Brock, Uxbridge and Scugog. Multi-residential units comprise approximately 13 per cent of the residential

households within the Region, according to the 2006 Statistics Canada Census data.

The following table illustrates the number of units, buildings and percentage of buildings by location within the Region:

Table 1.1: Multi-Residential Units, Buildings & Percentage of Buildings by Location in 2011.

Location	# of Units	Percentage	# of Buildings
Ajax	3,135	15.1%	28
Brock	160	0.69%	4
Clarington	180	0.78%	1
Oshawa	11,967	51.9%	194
Pickering	2,851	12.3%	27
Scugog	128	0.56%	3
Uxbridge	427	1.85%	14
Whitby	4,177	18.1%	73
Total	23,025	-	344

The collection frequency for all the serviced multi-residential locations is a minimum once per week collection schedule for waste and recycling. Some locations receive twice a week recycling collection services due to the volume of recycling material generated, space limitation issues and/or the large number of dwelling units on site.

Durham provides a three stream recycling program to its multi-residential sector. The three streams include containers, papers and cardboard. Recycling carts with a 95 gallon capacity are provided to all buildings. Front-end bins with a capacity of two to eight cubic yards are also used for cardboard at larger producing sites. Front-end bins can be equipped with castors for mobility and slots to ensure cardboard material is broken down. The recycling carts and bins are provided at no cost to multi-residential locations as part of the service contract with the Region's collection contractor Miller Waste Systems. Additional carts or bins and exchanges for damaged bins are also available upon request by property management or when capacity issues are noticed by Region or Miller Waste staff.

Miller Waste Systems, under contract, services the Region's multi-residential locations with five front-end collection vehicles for garbage and cardboard materials and three side loaders for the recycling carts. The City of Oshawa

and the Town of Whitby is responsible for the front-end garbage collection service.

4. The Project Scope

The project scope included four main phases:

- Phase 1: Develop and maintain a database of buildings
- Phase 2: Benchmark recycling performance
- Phase 3: Increase recycling container capacity
- Phase 4: Provide promotion & education materials

Each of the phases is discussed in the following sections. The nine tasks outlined below comprised the four phases.

1. Complete site visits at all properties.
2. Update database for all properties (contact information, number of totes/bins).
3. Complete an assessment of property performance (measure cart fullness on collection day(s)), and determine any barriers for residents that may be inhibiting increased recycling levels.
4. Provide adequate recycling bin capacity to meet Best Practices thresholds of an average capacity of 50 litres per unit or one cart for every seven units.
5. Provide updated promotion and educational materials for residents (e.g posters, brochures, cart and bin labels, letters to tenants, recycling handbook, in-lobby displays).
6. Provide in-unit reusable two-stream tote bags to all residents to transport recyclables, to minimize plastic bag usage and contamination in the recycling stream.
7. Examine potential recycling service expansion to other suitable multi-residential properties that meet Regional Technical Guidelines that currently receive private collection services,
8. Promote other available Regional programs such as proper disposal of household hazardous waste (HHW), electronic waste (E-waste), tires (OTS), and plastic grocery bag recycling at retailers.
9. Employ and train student staff for data collection and promotion and education materials distribution.

4.1 Phase 1: Develop & maintain a database of buildings

Creating and maintaining a database of all multi-residential properties is an important step towards implementing best practices. To obtain the list of multi-residential properties, there are a number of potential sources of data, including:

- Municipal departments such as planning, taxation, or technology services may be able to identifying properties and provide basic information (addresses, owners, and number of units, etc.)
- Property management or rental associations may have listings of their members' buildings and contact information for owners and property managers.

4.1.1 Sources & Collection Methodology

The data sources available to staff included MPAC – Municipal Property Assessment Corporation, the various Property Management companies, Durham Social Housing and Durham Non-Profit Housing Organizations. Working with these organizations helped establish preliminary site and contact information regarding multi-residential buildings serviced by the Region and to coordinate on-site visits.

In-person site visits to each building were found to be the most reliable means to collect detailed site information, such as how well the recycling program is currently working, building characteristics that may create recycling challenges or opportunities (e.g., room for extra recycling bins), contact information for the on-site representative (e.g. superintendent), and the role that the on-site staff play in managing the building's recycling program. Appendix #1 – "Site Visit Form" was used to gather information which was later entered into an excel database.

It was important to schedule site visits in advance in order to ensure that site specific information could be gathered and tote bags/promotional information could be distributed in a timely manner. Setting appointments for site visits and ensuring that superintendents/property managers kept their appointments sometimes proved challenging. Ultimately, staff was able to locate and contact individuals affiliated with buildings to obtain information and access by either further research, phoning apartment building room rental numbers and even knocking/buzzing tenant rooms to obtain the information.

4.1.2 Database and Completeness of Data

Collected data is stored and sorted in an Excel database. A sample dataset is provided in Appendix #2. Each location was entered with corresponding contact information and number of recycling carts/bins. The number of units for each site was also confirmed during the site visits and updated accordingly. This was also re-confirmed by the number of recycling bags dropped off at each property. Table 4.1 provides a summary of Durham's multi-residential database.

Table 4.1: Database summary

Buildings	Total in municipality[1]	Recycling provided by municipality	Site visits completed[2]	Data updated[2]
Number of buildings	N/A	344	344	344
% of all buildings	N/A	N/A	100%	100%

[1] Total number of buildings of six or more residential units.

[2] Site visits and data updates were completed at all buildings where access was permitted.

4.1.3 Data maintenance

Once collected, Durham Region employs contract administrators to maintain the Region's multi-residential database. Summer students are also used to update and ensure the database is kept current. Given the transitory nature of multi-residential residents and property staff, the use of summer students is critical to the Region's ability to properly and proactively assess each building every year to ensure that the Region's database is kept current. Durham's database is also updated as superintendents/property managers call in to order tote bags/promotional materials, or regarding any other matter related to regional multi-residential waste collection services.

4.1.4 Summary and recommendation:

All of the 344 buildings currently receiving municipal waste collection services are now included in Durham's multi-residential collection database. This information will be kept current through ongoing communications with multi-residential property staff and expanded as Durham's program expands to include more properties. The integrity of the database will be audited and

updated annually through site visits conducted using summer student staffing.

4.2 Phase 2: Benchmarking recycling performance

Performance indicators such as container fullness and contamination were identified and monitored during site visits using visual inspections and estimates only. No measured waste audits were conducted during this project. Measured results were obtained from monthly contractor invoicing and comparing reported weights before the project to those reported after the conclusion of the project.

Obtaining this visual information from each building was instructive for flagging low performing buildings that could use additional recycling carts and for identifying highlighting top performers.

Table 4.2: Percentage Recycling Diversion Change

Municipality	2010	2011	Change
Ajax	9.8%	12.2%	+2.4%
Oshawa	14.5%	12.9%	-1.6%
Pickering	15.6%	20.4%	+4.8%

4.2.1 Procedure for estimating recycling rates

Visual inspection of recycling carts and waste bins were conducted as an indicator of how well the program was working at individual locations. Buildings that were under performing had overflowing bins with a great deal of recyclables in their garbage bins, and this was documented and additional recycling carts were provided. Where necessary, the best practice ratio of one cart for every seven units was implemented to ensure adequate recycling capacity. If space issues could not provide for additional carts, those locations were increased to twice a week recycling collection services.

4.2.2 Recycling rate estimates

No measured waste audits were conducted during this project. Measured results were obtained from monthly contractor invoicing and comparing reported weights before the project to those reported after the conclusion of the project.

4.2.3 Weigh scale data

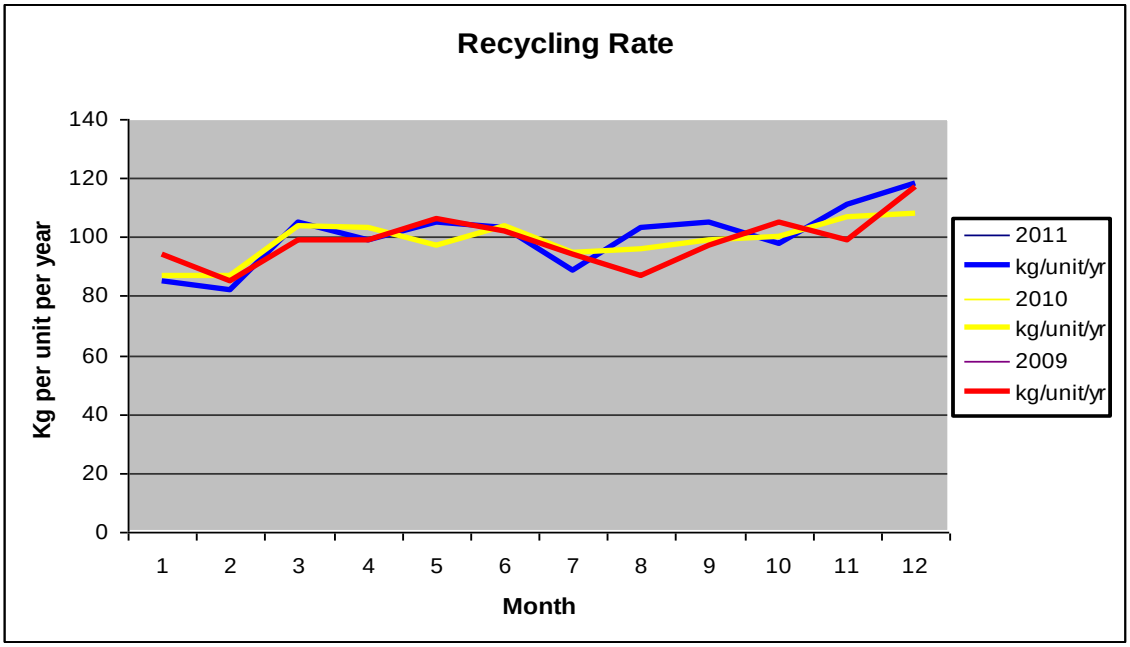
The following table illustrates monthly recycling tonnage from 2009 to 2011. Based on the data below, the implementation of best practices as part of this project has had the effect of increasing recycling tonnage by 3 per cent or 64

tonnes when comparing 2010 to 2011. Garbage tonnes decreased by 0.5 per cent or 73 tonnes when comparing 2010 to 2011.

Table 4.3: Weight scale data for monthly tonnes collected

2011	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Recycling Tonnes	153	149	189	179	190	187	163	189	194	181	207	220	2,201
MR units	21,686	21,686	21,686	21,803	21,803	21,803	22,088	22,088	22,130	22,130	22,283	23,025	-
kg/unit/yr	85	82	105	99	105	103	89	103	105	98	111	115	-
2010	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Total**
Recycling Tonnes	157	156	187	185	175	187	170	172	178	180	193	195	2,135
MR units	21,562	21,562	21,562	21,562	21,562	21,562	21,562	21,562	21,562	21,562	21,562	21,662	-
kg/unit/yr	87	87	104	103	97	104	95	96	99	100	107	108	-
2009	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Total**
Recycling Tonnes	169	153	178	178	189	182	168	157	174	190	177	211	2,126
MR units	21,484	21,496	21,496	21,496	21,496	21,496	21,496	21,627	21,627	21,627	21,627	21,562	-
kg/unit/yr	94	85	99	99	106	102	94	87	97	105	99	117	-

The chart below illustrates that recycling steadily increased after the May 2011 launch towards the end of the year.



4.2.4 Barriers to Recycling

This project built on the findings of the Stewardship Ontario report titled, "Enhancing Recycling in Multi-Residential Buildings" (E&E Project #186) which identified the following barriers to recycling:

- No building is standard
- Lack of convenience
- Lack of awareness/education
- Lack of recycling 'tools'
- Lack of recycling capacity

In addition to identifying barriers to increased recycling, Project #186 also identified recommendations on how to increase recycling in multi-residential properties. This project built on the following "lessons learned" in Proiject #186;

1. "Education" of residents, using a variety of channels and content.
2. Motivate people to sort their waste - arm them with the facts and consequences of not recycling.
3. Provide visually stimulating, simple, illustrated instructions.
4. Commingling reduces the work and makes recycling more attractive for many.
5. Free bins or bags, providing options for different household sizes and preferences.
6. Clean, well-lit, organized, conveniently located recycling areas with adequate and up-to-date instructions.
7. Onsite staffed display, promoting recycling and providing essential tools (bins/bags and print material).
8. Make recycling easy for superintendent/property manager
9. Make recycling mandatory and enforce it.
10. Provide feedback to the board of the condominium association.

Some of the barriers to recycling noticed during site visits were limited access to waste storage rooms. In a few instances residents did not have keys to access a waste room; the door was just propped open periodically.

Other barriers included no recycling bins located in mail rooms, chute rooms or laundry rooms. Waste bins were present and recyclables were being deposited as garbage.

Another barrier found was outdated, faded or no signs present at recycling locations. This led to commingled carts and confusion for the residents. In

some instances Region staff relocated bins or grouped the specific recycling stream carts in order to organize the carts on site.

4.2.5 Featured buildings

Case Study: 132 Kingston Rd, Ajax – 101 Units

The location is a split high rise and townhouse complex with mixed family, singles and senior units. It is managed by Ajax Municipal Housing Corporation, a non-profit social housing entity.

Upon arrival with the delivery of the reusable recycling bags, it was observed that the location was equipped with only five overflowing commingled recycling carts and five 6 cubic yard garbage bins full every week, where all the overflowing recyclables ended up. The on-site superintendent performs floor to floor waste chute room recycling collection in the 10 floor high rise, as there are numerous seniors that cannot bring down the material themselves.

Regional staff provided 20 regular blue boxes to the existing ten blue boxes for three-stream requirements and associated recycling signage in each chute room. Ten additional 95 gallon recycling carts were also provided for proper capacity and to meet the WDO best practice ratio of one cart per every seven units.

It was also discovered that the high rise residents had limited access to the recycling carts in the waste room and the townhouse residents had no access, as some of the senior residents wanted to deposit recyclable materials on their own. The Region requested to the Property Manager that in order for successful program participation, the residents must be given all opportunities to access recycling carts. The Region requested that the recycling carts be fully accessible and that the site provide specific times during the day and keyed access to the recycling carts.

As a result of the increased recycling capacity and promotion and education items delivered, the site has now 15 recycling carts that are all approaching capacity by collection day. Two of the five garbage bins are empty/not in use, and the three garbage bins have a significant reduction in visible recyclables present.

4.3 Phase 3: Increase recycling container capacity

Having enough storage space for recyclables is one of the most critical factors in a successful recycling program and it is important to address this first before other program improvements are put in place. During Phase 2 site visits the baseline container quantities were recorded and information was collected about where containers could be relocated within the building to provide more convenience to residents. Site visits also provided the opportunity to determine if additional containers are required and where additional containers would be stored and ultimately used.

4.3.1 Type of recycling containers

The Region's three stream Multi-residential recycling program consists of using 95 gallon blue recycling carts for: containers, papers and cardboard material streams. In addition, front, front-end bins with capacity of between two and eight cubic yards are also used for cardboard at larger producing sites to save on space. Front-end bins can be equipped with castors for mobility and slotted to ensure cardboard material is broken down. All bins/carts are supplied by the Region's contractor Miller Waste Systems and included within the collection service contract.

The number of carts or sizes of bins for buildings are determined by the number of units and/or space limitations. Typically as a rule of thumb, the best practice of one cart for every seven units ratio is applied where feasible. In some instances, some locations receive twice a week collection due to the unit size or space limitations.

4.3.2 How much recycling capacity is being provided?

Based on the provincial target of recycling 70% of all recyclables, it is recommended that each residential unit be provided with a minimum of 50 litres of storage capacity. This is equivalent in size to a standard 14 gallon

blue box. In terms of multi-residential containers, the following guidelines are recommended by CIF and are considered best practices:

- 360 litre carts – one cart for every seven residential units
- Bulk bins - one cubic meter for every 15 residential units (eg, a 4-yard bin for 60 units)

The best practice guideline ratio represents an average requirement and it is assumed that at the building level there will be ranges depending on the demographics and whether location have high turnover of units (rentals or social housing locations).

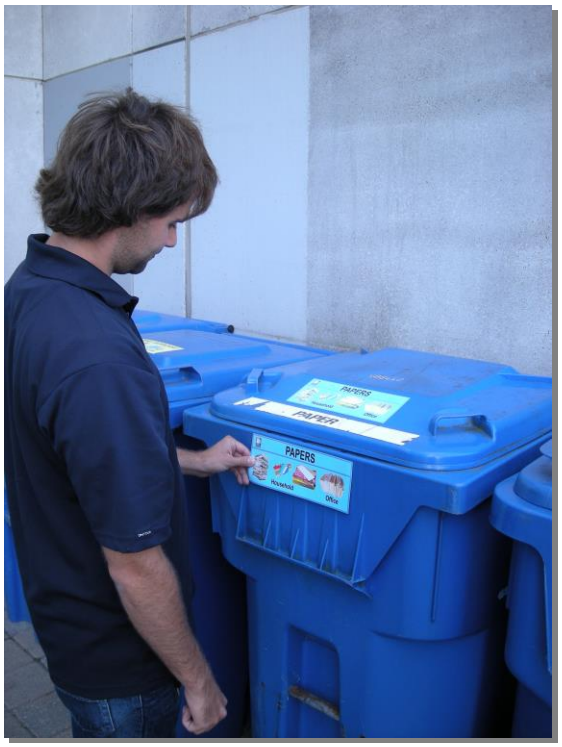
Table 4.5: Total number of recycling containers

	2010 Carts/Bins	2011 Carts/Bins
Units with recycling service	21,662	23,025
95 gallon carts - Containers	961	1,045
95 gallon carts – Paper	745	819
95 gallon carts – Cardboard	248	380
2 yard bins - Cardboard	38	27
3 yard bins - Cardboard	20	30
4 yard bins - Cardboard	36	41
6 yard bins - Cardboard	17	23
8 yard bins - Cardboard	8	7
Total program capacity in litres	1,046,914	1,190,781
Capacity per unit (l/unit)	46	52

4.4 Phase 4: Provide Promotion & Education Materials

4.4.1 Print materials

As a project goal, Regional staff distributed new print materials to promote recycling and educate building residents and staff about what can and cannot be recycled. Each Reusable recycling tote bags carrying clear, colourful graphics and two pockets, one for containers and another for fibres, were delivered door to door to each regionally serviced multi-residential household unit. Each tote bag included a letter outlining the initiative and program parameters, a fridge magnet and a recycling brochure.



New cart stickers were affixed to every recycling tote cart, multiple posters were positioned at strategic locations within each building and superintendents/property managers were provided comprehensive recycling handbooks and brochures.

Table 4.6: Summary of Promotion & Education Materials Distributed

P & E Description	Quantity Delivered	Distribution Method
Pre-distribution Flyer Cards	24,000 1 per residential unit	Mailed to residents, distributed by property managers
Pre-distribution Posters	1,000 1 to 5 per building, depending on size	Distributed by collection contractor, property managers
Recycling Bags	24,000 1 per residential unit	Distributed by staff to each unit and extras given to property managers
Fridge Magnets	24,000 1 per residential unit	Distributed by staff to each unit inside recycling bags
Cart/Bin Labels	2,300 1 or 2 per cart (top & front)	Affixed to carts by staff
Recycling Brochure	24,000 1 per residential unit	Distributed by staff to each unit inside recycling bags
Superintendent Brochures	150 Given to onsite superintendents	Provided by staff during site visits
Posters	1,800 1 to 5 per building	Posted by staff at strategic locations (chute rooms, laundry rooms, mail rooms)

5. Project Budget

Table 5.1 Project Budget

Description	Quantity	Unit Cost	Cost
Pre-distribution Flyer Cards	30,000	$0.04	$1,295
Pre-distribution Posters	1,000	$1.40	$1,400
Recycling Bags	30,000	$1.05	$31,500
Fridge Magnets	30,000	$0.22	$6,630
Cart/Bin Labels	15,000	$0.25	$3750
Recycling Brochure	30,000	$0.05	$1,595
Superintendent Brochures	1,500	$1.26	$1,890
Additional Printing	-	-	$809
Posters	5,000	0.22	$1,110
Staff (students)	4	-	$40,432
Van Rental	2	-	$5,317
Total			**$95,728**

6. Concluding Comments

- Upward trend in recycling tonnage
- Participation compliance has improved
- Best Management Practice of over 50 litres/unit recycling collection capacity and one recycling cart for every seven dwelling units was matched
- 72 Blue Boxes installed in mail/laundry/chute rooms
- 152 additional 95 gallon recycling carts and nine additional front end cardboard bins added
- Collection service at four locations was increased to twice per week collection

7. Appendices

Appendix #1: Site Visit Form

2011 Multi-Residential Information Collection Form

Date:_____ Address:_____

City:_____ Units:_____ Floors:_____

Building Type:_____ Garbage Collection day(s):_____

Owned / Rented Recycling Collection day(s):_____

Superintendent

Name:_____

Phone #:_____

Cell #:_____

E-Mail:_____

Address:_____

Property Manager

Company/Name:_____

Phone #:_____

Cell #:_____

E-Mail:_____

Address:_____

Front-End Garbage Information

Qty	Size (Cu. Yd.)	Compactor Bins	Being compacted?	
	2 3 4 6 8 __	Y N	Y N	Bins: In / Out
	2 3 4 6 8 __	Y N	Y N	Chute: Y / N
	2 3 4 6 8 __	Y N	Y N	Collection: weekly twice a week
	2 3 4 6 8 __	Y N	Y N	

Recycling Totes/Bins

Deliveries / Required

Containers	Qty:	In / Out	Posters	Qty:
Paper	Qty:	In / Out	Pamplets	Qty:
OCC	Qty:	In / Out	Tote Bags	Qty:
OCC Bin	Qty: Size:	In / Out	Labels	Qty:

Rate the following on a scale of 1 to 3 – 1 indicates Bad and requires attention. Reserve a rate of 3 for Excellent

OCC flattened	Contamination	Stream mixing	Tote accessibility
Loose materials	Overflowing carts	Area clean	Area well light

Comments

Appendix #2: Multi-Res Database Example

Town of Ajax Multi-Residential Locations

Apt Number	Street Name	Municipality	Units	Containers	Paper	OCC	Total	Cardboard	Contact Info
67	Church St.	Ajax	57	4	3	0	7		Kiara 905-813-1250
92	Church St.	Ajax	154	6	6	6	18		Super - Francisco 905-903-0931, Prop Mgr - Katia Savvaidou - 905-683-9352 villagegardens92@rogers.com
25	Cumberland Lane	Ajax	55	3	2	2	7		Arber 905-619-9049
45	Cumberland Lane	Ajax	68	4	2	2	8		Arber 905-619-9049
70	Cumberland Lane	Ajax	56	2	2	1	5		Arber 905-619-9049
60	Exeter Rd.	Ajax	96	3	1	0	4	1x4Yard	Roberta Dickidson, Super 416-220-3452 / TransGlobe 1-888-310-7000
50	Exeter Rd.	Ajax	95	4	4	0	8	1x4Yard	Super - Don - 905-683-8421/ Sunrise: Jules Paolozza (416-497-8464)
30	Exeter Rd.	Ajax	95	4	2	0	6	1x4Yard	Claude Super 905-683-5322 / Sunrise 416-497-8464
42	Exeter Rd.	Ajax	95	4	3	0	7	1x4Yard	Dawn- Super 905-683-8571 / Sunrise 416-497-8464
33	Falby Ct.	Ajax	220	5	4	1	10		Lena, Super 905-686-0841 / Larry Brandon, Mgr 905-686-0841
44	Falby Ct.	Ajax	198	7	9	0	16	1x3Yard	Super - Norm Camaradn 905-683-8347/905-999-4749, Christine Prop. Mgr - 905-683-8347
55	Falby Ct.	Ajax	212	5	6	1	12		Warner Wenzel 905-683-6021
66	Falby Ct.	Ajax	197	5	4	2	11	1x4Yard	Super: Roger: 905-428-3202 dcc33@rogers.com Prop. Mgr: Brookfield Residential Services 416-510-8700 / Kiera 905-428-3202
77	Falby Ct.	Ajax	200	2	3	2	7		Christina, Super 416-858-5065 / Larry Brandon, Mgr 905-686-0845
655	Harwood Ave	Ajax	129	5	3	1	9		Don Hindy - 905-426-5609/ DRH Barb Graha
301 / 335	Harwood Ave	Ajax	237	10	7	4	21		Brian Forty, Super 289-314-0319 / Sherwood Gardens 416-934-3920, 905-686-5800 (Ellen)
1	Hayward Lane	Ajax	24	2	1	0	3		Scott 905-428-6245
132	Kingston Rd. W	Ajax	101	6	6	6	18		Super - Sue (289-314-1433), Post Hill Apts (Adene) 905-683-9269
120/130	Old Kingston Rd.	Ajax	82	0	0	0	0		Unity Village 416-249-5922
40	Kitney Dr.	Ajax	77	6	2	1	9		Linda 289-314-4172, 905-683-9269
189	Lake Dr.	Ajax	142	4	3	2	9	1x4Yard	Steve McKown, Super 905-686-1220 / Mary Ellen 905-619-2886 x243
195	Lake Dr.	Ajax	143	3	3	2	8	1x4Yard	Steve McKown, Super 905-686-1220 / Mary Ellen 905-619-2886 x243
1 & 3	Marsh Lane	Ajax	60	2	2	2	6		Ken Muller 905-619-2287
109	Old Kingston Rd.	Ajax	20	2	1	1	4		Mary Ellen - 905-619-2886 x243
50	Sation St	Ajax	84	4	4	0	8	1x4Yard	Super: Bobby & Brenda Robinson 905-239-8785/905-995-1606 / Prop Mgr: Ajax Municiple Housing: Klaus Heuse 905-683-9269
960	Westney Rd.	Ajax	70	6	8	0	14	1x2Yard	Super: Bobby & Brenda Robinson 905-239-8785/905-995-1606 / Prop Mgr: Ajax Municiple Housing: Klaus Heuse 905-683-9269
2	Westney Rd.	Ajax	156	6	4	1	11	1x6Yard	Super - Barbara Turnbull 905-424-3936 Prop Mgr: Guardian Property Mgmt 905-427-8535
106	Old Kingston Rd.	Ajax	12	1	1	0	2		Jean 647-628-8810 / Norman 905-429-7190
TOTAL			**3135**	**115**	**96**	**37**	**248**		

All calls hoghlighted in orange are twice a week

Appendix #3: Promotion & Education Materials

Multi-residential program: Supplies samples

New resident kit

Item 1:
Blue bag

Item 2:
Fridge magnet

Item 3a: Residents' guide

Item 3b:
Owners', managers' and superintendents' guide

Recycling program signs

Item 4a: What goes where
Size: 36" x 24"

Item 4b:Bin location
Size: 11" x 17"

Item 4c:
Paper

Item 4d:
Containers

Item 4e:
Cardboard Boxboard

Size: 11"x17"

Bin and/or cart labels

Item 5a: Labels
Containers

Item 5b: Labels
Cardboard/Boxboard

Item 5c: Labels
Paper