

BACKGROUND:

A region-wide multi-residential recycling program was identified in Niagara Region's Level of Service Study, as one of the options to maximize waste diversion and help get closer to Niagara Region Council's (Council) 65% waste diversion target. Following completion of a multi-residential building inventory and service feasibility study, Council approved the implementation of the program. In 2010, the Region received industry stewardship funding for the implementation of a region-wide multi-residential recycling program from the Continuous Improvement Fund (CIF). Implementation of the region-wide multi-residential recycling program began in December 2010. Staff conducted open houses, presentations and lobby displays to educate and encourage residents to participate in their building's recycling program. In addition to the promotional and educational material supplied, post-implementation site visits were used to evaluate program performance.

Social marketing and outreach strategies were developed and implemented to maximize program participation and minimize contamination rates. Multi-residential buildings were offered recycling carts at a 50% discount as an incentive to superintendents/property managers and owners to ensure the appropriate cart to unit ratio was achieved. CIF funded the remaining 50% of the cart costs. The Region provided free in-unit recycling bags and several promotion and education pieces to educate residents about the recycling program.

OBJECTIVE:

Niagara Region sought to implement the best practice developed as part of the Superintendent and Property Manager Workshop Project funded by the CIF Project #434. Niagara Region hosted a multi-residential waste reduction workshop on September 26th, 2013 at Amici's Banquet Hall in Thorold.

GOALS:

Niagara Region maintains a goal to continue ongoing program maintenance to inspire building owners/managers/superintendents to maximize participation in their building's recycling program; increase diversion; and minimize contamination rates.

DISCUSSION:

Twenty participants attended the multi-residential waste reduction. Four of the 20 participants were property managers that represent multiple buildings within Niagara, and as such are now able to apply the lessons learned to each of the many properties they are directly responsible for. The workshop supplemented other program support mechanisms and outreach activities put forth by Niagara Region such as: working with superintendents/property managers and owners to address contamination and stream-mixing issues identified through post implementation site visits or identified by the collection contractor; letters with enclosed copies of the Region's Sorting Guide addressed to residents to remind them of the acceptable and unacceptable materials in the recycling program; additional open

houses/lobby displays; and the provision of additional promotion and education tools such as posters, labels and tenant packages.

Niagara Region staff considered the workshop a means to open a greater dialogue between Region staff, building owners/superintendents and property managers. The utilization of a facilitator, Betty Muise, trained in adult learning principles assisted in the clear communication of the workshop information as well as the application of unique learning techniques to aid in the retention of the workshop information.

The CIF toolkit for planning the multi-residential workshop was utilized as a base for the development of the slide deck, handouts and quiz. Staff completed an initial draft of the slide deck materials to reflect the Niagara Region program. A number of telephone meetings were held with Ms. Muise to discuss the municipal service levels; the details of the multi-residential recycling program as well as the historical and geographical landscape in Niagara and how they have impacted the evolution of the program. The telephone meetings with Ms. Muise resulted in modifications to the slide deck to better communicate the fundamentals of multi-residential recycling as well as the opportunities to improve recycling at multi residential buildings in Niagara. Based on comments from previous experiences in other jurisdictions which specified that the capture rate calculation exercise resulted in waning interest and attention, it was decided instead to simplify the process by giving participants a general 'rule of thumb' in calculating capture rate with examples and a demonstration. Overall, slides were revised and re-sequenced as necessary to effectively communicate the workshop modules to the participants.

A workshop dry run took place between Niagara Region staff and Ms. Muise via conference call. Staff members consisted of on-road by-law staff, program managers, waste management coordinators, waste management interns and the collection contract manager. During the dry run, the slide deck was reviewed and further modified. Please see Appendix 1 for a copy of the slide presentation. Discussion also took place on how to address expected questions on tax structure and plans were made to better prepare for this eventuality.

A total of seven Niagara Region staff members were involved with the workshop content development and contributed as table facilitators to engage workshop participants in small group discussions and to keep tasks on topic and encourage dialogue. The session started with an optional lunch, registration and networking period that was one hour long followed by a three and half hour afternoon workshop. The Region services over 600 multi-residential buildings and the workshop was promoted by postcard invitation via addressed mail (see Appendix 2). For the purposes of the mailing, property management companies were sent only one invitation even if they managed several buildings. Further, for each building one invitation was sent to the building on-site contact, another to the property manager (if applicable), and another invitation was sent to the owner if each of the addresses for these contacts were different. In total, 721 invitations were mailed out. In the weeks leading up to the workshop, staff followed up on the initial invitation and called building contacts with a known history of recycling challenges to request their participation in the workshop.

Once responses to the invitation were received, a Participant Needs Assessment Survey was mailed out to those stating that they could attend. All surveys received stated that the proposed topics for discussion were relevant and also reflected high interest in the selected topic areas.

Participants were assigned seating for the workshop in order to provide a variety of different types of representation at each table. Where possible, each table consisted of at least one superintendent, one property manager and one building owner. Attendees with other roles in their building's recycling program, such as health and safety committee members, also participated in the workshop. Multiple representatives from large property management companies were seated at different tables.

A display of the recycling tools available to superintendents, building owners and property managers was set up at the workshop. In unit tenant bags, promotional posters, sorting guides and handbooks were available also for distribution. Staff was available to take orders for additional recycling carts or to book open houses or lobby displays for interested participants. They were also available to answer any related program questions.

Ms. Muise was able to get the participant's attention and keep their attention throughout the workshop. She also repeated core concepts in a creative and interesting manner. A variety of different learning techniques were used to keep the workshop fun and interesting. The polling activity at the onset of the workshop allowed participants to express their thoughts on the topic of recycling. This allowed Ms. Muise to gauge the opinions of the group before proceeding into the different workshop modules. Movement was also incorporated by asking participants to get involved in tasks such as the recycling sorting activity. In addition to a bag of miscellaneous household wastes, each table was provided with a blue box, a grey box and a garbage bag. Each group was asked to place each household waste into the proper container. This activity generated the most discussion and was the biggest learning opportunity for participants. Many stated, "I didn't know that!" which reflected that hands-on instruction resonates very well with many people.

Ms. Muise's municipal recycling knowledge was evident. Based on her experiences, Ms. Muise provided valuable input to the development and success of the workshop. Per her suggestion, we incorporated a video tour of the Region's recycling facility to give workshop participants insight into the process which takes place after the recyclables are collected. In Niagara, recycling is collected in two streams: one for containers and rigid plastic packaging (Blue Cart); and one for cardboard, paper and plastic bags/film (Grey Cart). The video provided insight on the importance of source separation and illustrated exactly what happens to the material once it arrives at the recycling facility. The video proved to be a successful part of the workshop and generated many questions from the group.

EVALUATION:

An evaluation questionnaire was distributed to participants at the end of the workshop to gauge their satisfaction and determine the degree of usefulness of the workshop. We received 12 of 20 completed evaluation forms which represented a 60% return rate. All of the returned surveys stated that the information was very practical and highly relevant to their organizations. Responses often praised the

group activities and brainstorming rotations as they provided many ideas for improvement on how to increase successful recycling in their buildings. One response in particular perfectly captured the essence of the Region's intentions for putting on the workshop *"It encourages me to do more, even though we have a good program going already."* The respondents also indicated that they liked the available resources and tools provided by the Niagara Region to support their recycling programs such as the open houses, information sessions, in-unit tenant bags, handbooks and posters. As a result of the workshop, 100 in-unit tenant packages, 26 sets of recycling posters and 135 sorting guides were distributed. Opportunities for improvement included shortening the length of the session slightly as it was difficult for many participants to be away from their responsibilities for a whole afternoon. This may have been one of the main reasons why many building contacts declined the invitation to the workshop.

A debrief was held with Ms. Muise and all of the table facilitators via teleconference on October 3. All of the staff involved in the workshop felt that the workshop was a success and very well received. Discussion was held around the issue of the number of attendees in relation to the number of buildings invited to the workshop. It was felt that the postcard style invitation may have been overlooked when mixed with other mail such as glossy flyers and magazines. An invitation provided in a letter format may be more suitable as items in envelopes are typically opened and read and less likely overlooked. In addition, staff agreed that it is difficult to get participation from buildings that need the most help. In many cases, those that are interested in attending are those that are already doing a good job and have the resources to continue to do so.

Overall, staff were in agreement that the workshop built upon existing relationships and built new relationships with the multi-residential sector. The communication between participants at each table resulted in a sharing of ideas and will also result in raising the visibility of recycling sufficiently so that it becomes a social norm.

NEXT STEPS:

As a result of the workshop and the comments from participants, it has been determined that more communication is required with the multi-residential sector. The development of a multi-residential newsletter and Collection Guide will be prepared for 2014. In addition to clarifying the "ins and outs" of recycling, the newsletter will highlight building success stories and assist the multi-residential sector in becoming more familiar with all of the programs that are available to them by the Region. The publication will also promote waste reduction success stories and encourage continuous improvement. Future workshops will be considered on an as required basis and the lessons learned from this initial experience will be invaluable when expanding our 'multi-residential relationship base'.

The workshop provided staff an opportunity to gauge interest in other waste management programs such as the organics green cart collection program or the planned pilot program for collecting waste electrical and electronic equipment (WEEE) for recycling. While a few buildings were already participating in the organics green cart collection program, seven others showed an interest. Follow up calls were placed to workshop attendees at the end of October. Four additional recycling open houses

Niagara Region Multi-Residential Superintendent & Manager Workshop Final Report

CIF Project 434 - November, 2013

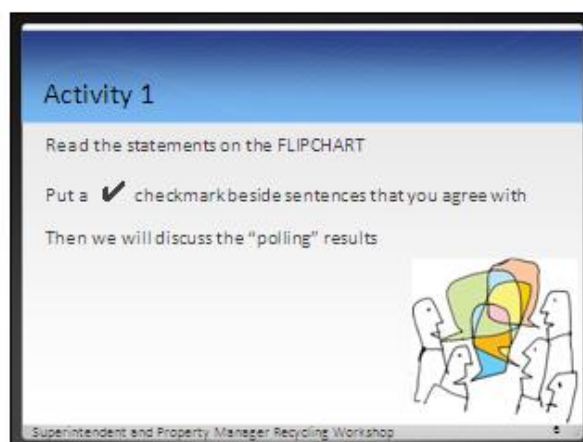
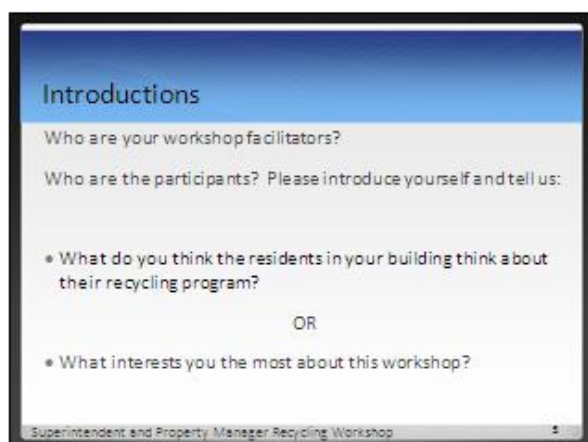
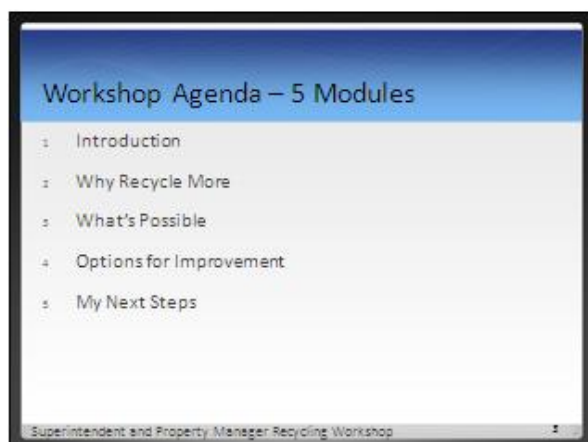
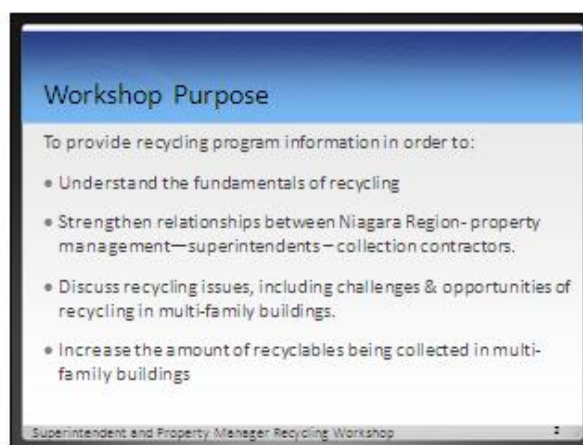
and lobby displays have taken place to improve communications to building residents and two others requested additional promotional and educational materials. Organics collection has been rolled out to one additional building and ten others are interested in the Region's plans to pilot WEEE collection for recycling in 2014.

Finally, a multi-residential ambassador program is also being considered as staff resources become available. An ambassador program would empower residents and building staff to reduce their solid waste disposal costs as well as improving eco-consciousness among their neighbours.

PROJECT BUDGET:


Design invitation postcards	\$136.50
Print postcard invitations	\$119.26
Canada Post - mailing of invitations (invoice yet to be received)	Estimate of \$500.00
Workshop supplies and participant packages	\$113.41
Promotional material and tenant bags provided at session	\$100.00
Room rental and catering for Lunch buffet	\$794.38
Facilitation	\$3,929.75
	\$5,693.30

Appendix 1 – Slide Presentation



Niagara Region

CIF CONTINUOUS IMPROVEMENT FUND



Module 2

Why recycle more?

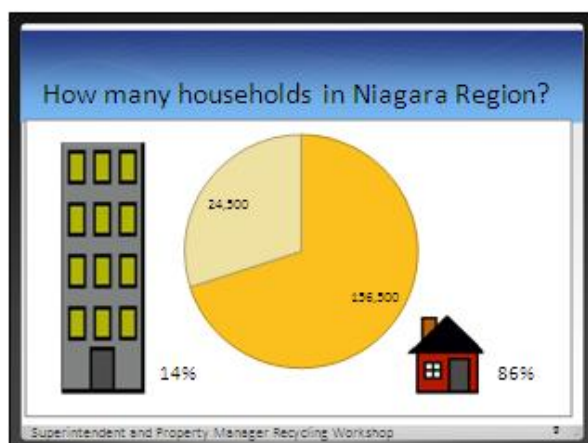
Superintendent and Property Manager Recycling Workshop

Did you know?

Let's test our knowledge of interesting tidbits about recycling.

Take a few moments to complete the 'Did You Know?' quiz.

Superintendent and Property Manager Recycling Workshop



What happens to recyclables?

- 2 trucks, each collecting from about 100 buildings per day
- When the truck is full, materials are taken to a Materials Recovery Facility (MRF) in Niagara Falls
- Here they are sorted (glass, paper, plastics, etc.)



Watch the Video

Superintendent and Property Manager Recycling Workshop

What happens to recyclables (cont.)

- Sorted materials are baled & shipped to end markets (paper mills, plastic mills, steel mills)
- Mills process the recyclables and sell to manufacturers
- Manufacturers → retailers → consumers
- This is: 'closing the loop'



Superintendent and Property Manager Recycling Workshop

Recycling makes a difference

- Environmental benefits
- Saves landfill space
- Gross Revenue: Over \$8.25 M, in 2012 from Niagara Region's recyclables. This money helps off-set the cost of waste management services to Niagara residents.
- Creates local and provincial jobs
- Residents want to recycle in their buildings
- Reduces your garbage costs
- It's the law in Ontario - what you need to know....next slide

Superintendent and Property Manager Recycling Workshop

Need to know

Ontario
Ministry of the Environment

It's the law in Ontario, 3Rs Regulations: Regulation 103/94 property owners are required to:

- Separate recyclables from other waste
- Provide sufficient number of containers
- Provide information to residents and staff

Ontario Ministry of the Environment enforces this regulation and may impose fines up to \$20,000

The province of Ontario has set a 60% waste diversion goal

Full Regulation at www.e-laws.gov.on.ca type in 'reg 103/94' in the search bar

Superintendent and Property Manager Recycling Workshop 13

Review – the basics

Lets finish off this module by quickly reviewing what can be recycled and how.




Superintendent and Property Manager Recycling Workshop 14

Activity 2: Reviewing the basics

In groups:

Sort and place the recyclables in the appropriate Blue and Grey Boxes


When finished, your group leader will summarize what is and is not recyclable



Superintendent and Property Manager Recycling Workshop 15

Niagara Region

CIF CONTINUOUS IMPROVEMENT FUND



Module 3 What's possible?

Superintendent and Property Manager Recycling Workshop 16

How can we know how much recyclable material is available (generated)?

Lets think about how much recyclable material is available for the resident to recycle (we call this the "amount generated")



Superintendent and Property Manager Recycling Workshop 17

Capture Rate: Are we able to recycle ALL of the recyclables available?



 **BUT!!** Although we aim to recycle as much as we can, unfortunately, we don't recycle EVERYTHING that COULD be recycled.

When a case of 24 pop cans get brought home and only 12 of them get recycled, and 12 go in the garbage—that means we are only CAPTURING 50% of what is available.

The idea of capturing a percentage of the total available is calledyou guessed it..... **CAPTURE RATE**

Superintendent and Property Manager Recycling Workshop 18

Niagara Success stories:
45 Pelham Town Square, Fonthill

- Posters, recycling containers and kitchen catchers (organics) are placed in common areas
- Property staff provide direction/education to tenants and check recycling carts to remove contaminants on a regular basis
- Property staff also collect CFL bulbs & batteries for HHW and clothing for Canadian Diabetes.

Step 1: Create a place to recycle!

Step 3: Make collection easy!

Step 4: Promote recycling!

Step 5: Manage contamination

Superintendent and Property Manager Recycling Workshop 22

Niagara Success stories:
198 Scott Street, St. Catharines



- Property created easy to access and convenient areas for recycling collection
- Property has 19 Recycling Carts and 4 Green Carts, servicing a 101 unit building
- In 2011, this property had extensive contamination issues in Recycling Carts

Step 1: Create a place to recycle

Step 2: Provide enough containers

Superintendent and Property Manager Recycling Workshop 23

Niagara Success stories:
198 Scott Street, St. Catharines cont'd.




- Extra carts are stored and as carts become full they are swapped for empty carts
- Extra Recycling Carts are stored indoors and extra Green Carts are stored outdoors

Step 3: Make collection easy

Superintendent and Property Manager Recycling Workshop 27

Niagara Success stories:
198 Scott Street, St. Catharines cont'd.

- Property Managers took steps to correct the problem including:
 - > Posting signs specifically targeting typical contamination material
 - > Communicating issues and providing direction to tenants
 - > Providing a garbage can in the recycling area for non-recyclables
 - > Regularly monitoring recycling areas
- The property has not had contamination issues since these changes were implemented

Step 4: Promote recycling!

Step 5: Manage contamination!

Superintendent and Property Manager Recycling Workshop 28

Activity 2

In groups, generate your list of 'Top Tips' to achieve the following components of a successful recycling program:

1. Create a place to recycle	}	- Group 1
2. Provide enough containers		
3. Make collection easy		- Group 2
4. Promote recycling		- Group 3
5. Manage contamination		- Group 4

Record your ideas on your flipchart so that you can share them with the greater group.

Superintendent and Property Manager Recycling Workshop 29

Making Recycling Work for You



- Turn to Worksheet 2
- Record the relevant ideas that you want to remember in this section of the worksheet

Superintendent and Property Manager Recycling Workshop 30

Step 1: Create a place to recycle

What are the characteristics of a good recycling station?

- Easy to use, accessible, clearly identify containers
- Space enough for tenants, staff and containers
- Recycling information
- Conveniently located
- Clean, tidy, organized
- Well lit
- Safe
- Inviting



Superintendent and Property Manager Recycling Workshop

21

Step 2: Supply enough containers

- The number of containers will limit how much you recycle
- Avoid overflow & pile up
- In general, as you increase the number of containers, you will increase the amount recycled
- In our program we use Blue Carts for containers and Grey Carts for fibres and bundled plastic bags/film
- For 2013 carts are available for purchase at a subsidized rate

Superintendent and Property Manager Recycling Workshop

22

Step 2: Calculate the number of carts needed

Recall: To aim to capture 65% of all recyclables available we need:

1 Blue Cart : 20 units
1 Grey Cart: 11 units

Superintendent and Property Manager Recycling Workshop

23

Making Recycling Work for You



- Turn to Worksheet 2
- Record the relevant ideas that you want to remember in this section of the worksheet

Superintendent and Property Manager Recycling Workshop

24

Step 3: Make collection easy

Collection is a two-step process:

1. By residents, from their household to the recycling area
2. By staff, from the recycling area to the collection point

How can you facilitate both of these processes?

Superintendent and Property Manager Recycling Workshop

25

Step 3: Make collection easy for residents

From the household:

- Provide in-unit containers (Blue and Grey Bags)
- Visual reminder
- A storage place
- Assists with carrying



Superintendent and Property Manager Recycling Workshop

26

Step 3: Make collection easy for collection crews

From the recycling area to the collection point, ensure:

- Containers are set out on time
- Clear access for the recycling truck
- No parked cars
- Clear away loose materials and bulky items
- Clear away snow and ice



Superintendent and Property Manager Recycling Workshop

37

Making Recycling Work for You



- Turn to Worksheet 2
- Record the relevant ideas that you want to remember in this section of the worksheet

Superintendent and Property Manager Recycling Workshop

38

Step 4: Promote recycling

Residents need to know:

- What can & cannot be recycled
- How to prepare items for recycling
- Where the recycling containers are located
- That recycling and reducing garbage is a priority for your building



Superintendent and Property Manager Recycling Workshop

39

Step 4: Ways to promote recycling

- Include in welcome package
- Include recycling station in building tour
- Display signs & update regularly
- Distribute information (newsletters)
- Set up a lobby display on recycling
- Communicate in languages spoken
- Provide feedback on how you're doing



Superintendent and Property Manager Recycling Workshop

40

Step 4: How to promote recycling

- Establish a recycling committee
- Widen your commitment to include more environmental actions:
 - Energy and water conservation
 - Reuse and trade centre
 - Community garden plots
- Train staff
- Contact municipal staff for help

Superintendent and Property Manager Recycling Workshop

41

Step 4: Promote recycling – Ways Niagara Region can help

- For residents: flyers, magnets, sample recycling clause for lease agreement
- Lobby displays
- Set up an open house and answer resident questions
- Provide training for staff & volunteers
- For the recycling area: signage & container labels
- Posters for display
- In unit Blue and Grey recycling bags for residents
- Recycling handbook for staff
- Waste audit review to help you optimize your program



Superintendent and Property Manager Recycling Workshop

42

Step 4: Promote recycling

Regional Resources

- Superintendent Handbooks
- In Unit Bags
- Open houses
- Over-the-cart Posters
- Directional Posters
- Brochures



Superintendent and Property Manager Recycling Workshop 42

Step 5: Managing contamination

Contamination is anything that doesn't belong in the recycling program. It's a problem:

- Reduces revenue and costs extra processing
- Mixed with recyclables will contaminate a load
- May result in non-collection at the building
- Is hard to remove from large recycling containers (unlike Blue and Grey Boxes where it's easily spotted)

Superintendent and Property Manager Recycling Workshop 43


Step 5: Contamination – how to prevent it

- Sign board with actual sample of what's not recyclable
- Remove contamination as soon as it occurs
- **Caution:** use litter pickers
- Signage on and behind the container
- Other?



Superintendent and Property Manager Recycling Workshop 44

Making Recycling Work for You



Review the notes you have made in Worksheet 2 and then highlight the two or three ideas that you most want to implement. Note these in the right hand column of the table in the worksheet.

Share and discuss your top ideas with your group.

Superintendent and Property Manager Recycling Workshop 45

Niagara Region

CIF CONTINUOUS IMPROVEMENT FUND



Module 5

My Next Steps

Superintendent and Property Manager Recycling Workshop 46

Estimating, setting goals and tracking your progress

- Estimate how much you are recycling now
- Set a realistic goal
- Plan a series of steps to achieve the goal
- Implement the steps
- Monitor your progress

Superintendent and Property Manager Recycling Workshop 47

Create even LESS garbage! Overview of Multi-residential Green Cart Program

- For properties that request the service, they will receive the following at no charge:
 - Green Carts (120 L) – based on the number of units (approximately 1 Green Cart for 30 units)
 - Kitchen Catchers (1 per unit)
 - Promotional material for tenants including sample certified compostable plastic bag liners
 - Over the cart posters
 - Green Cart labels
 - Sample Green Cart certified compostable plastic bag liners
 - Superintendent/Property Manager/Owner handbook
 - Staffed lobby display/open house



Superintendent and Property Manager Recycling Workshop 40

Niagara's Green Cart Collection

- First collection day will occur the week following the Open House/Lobby Display
- Green Carts will be collected at same location point and on same day as Recycling Carts



Superintendent and Property Manager Recycling Workshop 50

Superintendent/Property Manager/Owner Responsibilities – Organics Collection

Superintendent/Property Manager responsibilities include:

- Place Green Carts out for collection at 7 am on collection day
- Clean Green Carts regularly (Green Carts may be lined with acceptable liners, if you wish)
- Ensure posters are placed over Green Carts and/or in public areas



Superintendent and Property Manager Recycling Workshop 51

Wrapping up

- Please share the kinds of next-step actions that you are considering for your recycling program.
- There is also a Worksheet (# 3) for you to record useful contact names and numbers.

Thank you!

Superintendent and Property Manager Recycling Workshop 52

Appendix 2 – Multi-residential Waste Reduction Workshop Invitation



2013
MULTI-RESIDENTIAL
WASTE
REDUCTION
WORKSHOP

THURSDAY SEPTEMBER 26, 2013

Please join us at the **2013 Multi-Residential Waste Reduction Workshop** for apartment and condominium Property Owners, Managers, and Superintendents who receive recycling collection from Niagara Region.

Niagara Region

CANADA	POSTES
POST	CANADA
Postage paid Lettermail	Part payé Postes-lettres
	7159036



Niagara Region Waste Management Services is offering a Multi-Residential Waste Reduction Workshop to property managers and superintendents. At this **free** workshop you will have the opportunity to participate in facilitated discussions with your peers and learn about

- Identifying issues and areas for improvement in your building's recycling program
- Steps to successful recycling programs and how to make recycling work for you
- Case studies of buildings with successful recycling programs

Printed on 100% recycled paper.

Workshop Details

Date: Thursday September 26, 2013

Time: **11:30 a.m. - 12:30 p.m.:** lunch, registration and networking
12:30 p.m. - 4:30 p.m.: workshop

Location: Amici's Banquet and Conference Centre
2740 Merrittville Highway
Thorold, ON

Cost: **Free** | registration is required

Register: Contact Cheryl Crawley at cheryl.crawley@niagararegion.ca

Required Information: Name, title, building address, phone number and email

If you have any questions, please call 905-685-4225 ext. 3763

Please RSVP by Friday September 13, 2013

Appendix 3 – Photos from Multi-residential Waste Reduction Workshop





