

# CIF STRATEGIC PLAN DEVELOPMENT

Webinar – January 25, 2019 @10am



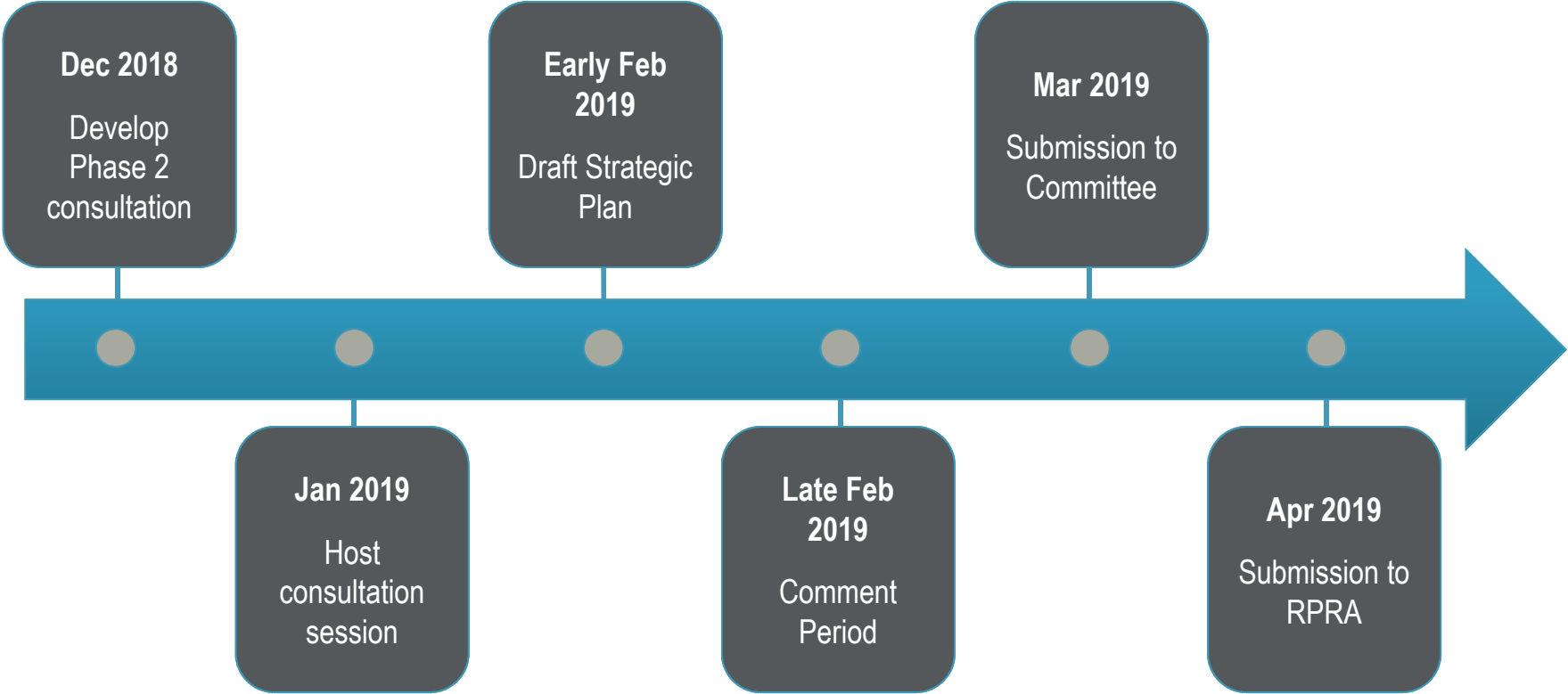
# OBJECTIVES FOR TODAY'S SESSION

- Provide overview of Strategic Plan development
- Present summary of Phase 1 Consultation results
- Present Phase 2 consultation items and solicit your input into development of the draft plan

# INTRODUCTION

- CIF's Strategic Plan expired December 31, 2018
- A new Strategic Plan is being developed for 2019 and beyond
- Phase 1 consultation undertaken Summer/Fall 2018
- HDR has been retained to undertake Phase 2 consultation and develop the final Strategic Plan

# STRATEGIC PLAN TIMELINE



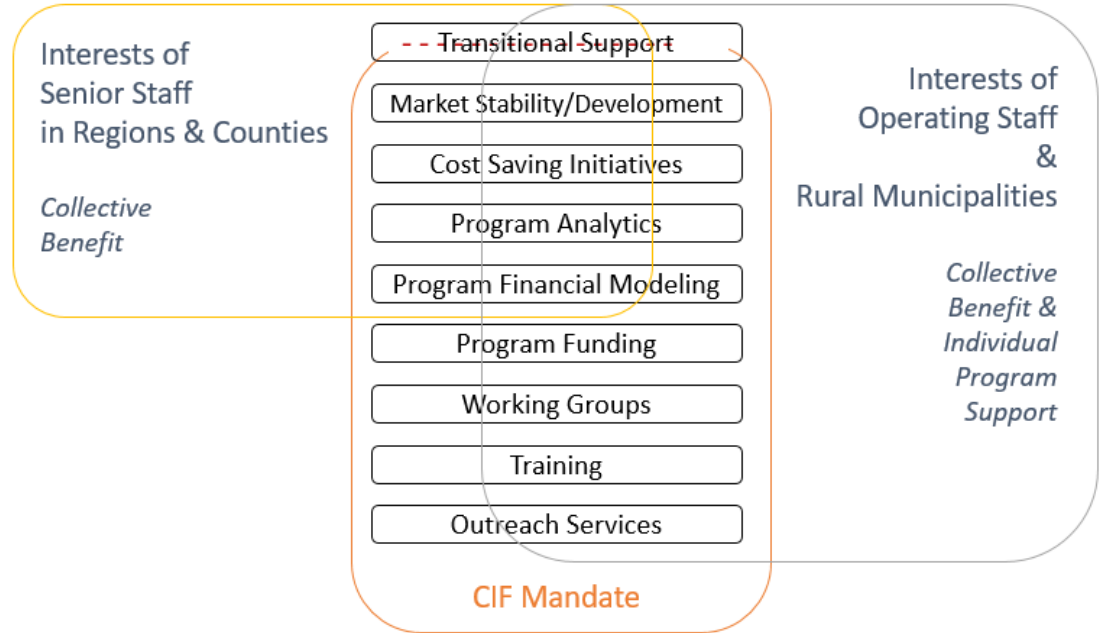
# PHASE 1 CONSULTATION

- CIF's Municipal Database was contacted to provide individual input
- 16 Stakeholder groups contacted through direct contact, phone calls, notices and bulletins and a dedicated webpage on CIF website
- Input solicited on 8 major topics including:
  - Six potential groups of activities the CIF could deliver going forward:
    - » Transition to Full Producer Responsibility (FPR) activities
    - » Market Development research activities
    - » Skills development activities
    - » Municipal consulting activities
    - » Online resources
    - » Funding for individual municipality projects
  - Ranking CIF strategic priorities and activities
  - Term of the Strategic Plan

# PHASE 1 CONSULTATION

What was heard?

- Keep the CIF operating until transition occurs then revisit
- Focus on:
  - work that facilitates transition; and
  - strategic initiatives of broad benefit
- The CIF should take the lead on project implementation



## PHASE 2 CONSULTATION

- Phase 2 is focused on a deeper analysis of the comments received to date to ensure there is a common understanding of and consensus on those priorities.
- More individualized feedback being solicited (something that was raised as important in Phase 1)
- Being conducted by HDR
  - Individual meetings with some municipalities – December 2018 to January 2019
  - Webinar - January 2019
  - Survey - January 2019
- Feedback considered as part of Strategic Plan development

# PHASE 2 CONSULTATION

What do we want your feedback on?

1. Strategic Priorities – Collective vs Individual Benefits
2. Review of Existing Guiding and Operating Principles
3. CIF Strategic Plan Timeline – 3 Years? and potential for pivot if Full Producer Responsibility implemented earlier
4. How should CIF spend funds over the term?
5. Thoughts on building in flexibility into the Strategic Plan if Full Producer Responsibility is delayed

Need to make sure the overall approach is still consistent with the original mandate of CIF.



# STRATEGIC PRIORITIES IDENTIFIED IN PHASE 1

- Transition to Full Producer Responsibility Activities
  - General use resources such as contract templates, cost models, asset valuation procurement templates
  - Live access to CIF staff, technical specialists and working groups
  - Cease funding to individual municipalities to assist with transition
- Market Development Research Activities
  - Research on local market solutions and alternatives – may or may not support FPR transition
  - Possible capital investments or other means to support domestic market development

# STRATEGIC PRIORITIES IDENTIFIED IN PHASE 1 (CONT'D)

- Project Funding
  - Projects that benefit groups and/or all municipalities
- Municipal Consulting Activities
  - Projects that facilitate knowledge sharing, such as: RFP/tender development, contract management, contractor negotiations, waste composition and process efficiency studies, promotion and education, business case analyses, etc.

# STRATEGIC PRIORITIES IDENTIFIED IN PHASE 1 (CONT'D)

- Skills Development
  - Outreach sessions, conferences (e.g. ORW), classroom training, online skills development courses
  
- Online Resources
  - CIF website with over 700 completed projects
  - Maintain, update, and/or develop new ones
  - Identified as a lower priority in Phase 1 consultation

# PROPOSED STRATEGIC PRIORITIES FOR NEW PLAN

## Collective Benefits

- Support for transition to FPR
- Market research and development (e.g. paper market solutions)
- Centralized cost savings initiatives
- New collection and processing technologies R&D (e.g. mixed waste processing)
- Waste composition studies and data analysis (e.g. contamination definition and analysis)
- Performance /cost/ business case analytics and development of forms, templates etc. (e.g. utility models, MRF performance assessments)

***Within these strategic priorities, where should the greatest effort and funding be expended?***

# PROPOSED STRATEGIC PRIORITIES FOR NEW PLAN

## Individual Benefits

- Procurement & contract management services (e.g. Request for Proposals/contract support)
- Working groups
- Training
- Outreach
- Online resources (e.g. additional content)
- General guidance and assistance (e.g. performance metrics, enforcement)

***Within these strategic priorities, where should the greatest effort and funding be expended?***

# CIF GUIDING PRINCIPLES

- The CIF will continue to demonstrate a bias towards, and seeks to allocate its funding to, projects that:
  - Maximize individual and systemic program cost-effectiveness, program performance and/or increase diversion of BB materials;
  - Can be implemented across multiple municipalities and/or represent collaborative efforts amongst municipalities to optimize program performance; and,
  - Generate quantifiable and positive results.

***Do you agree with these guiding principles for the new Strategic Plan?***

# CIF OPERATING PRINCIPLES

The CIF will continue to operate under the following core values and principles:

- Maximizing benefits to the BBPP as a whole
- Balanced funding
- Transparency
- Results-based orientation

*Do you agree with these operating principles for the new Strategic Plan?*

# CIF STRATEGIC PLAN TIMELINE – PROPOSAL OF 3 YEARS

## Considerations

- Last Strategic Plan had a term of 3 years.
- The current strategy for a Waste-Free Ontario schedule requires transition to FPR by 2023. Current government timelines are unknown.
- Phase 1 consultation indicated support for a term corresponding with completion of transition to FPR.
- Should the term extend 3 years or more, there is potential to take on a range of new initiatives subject to funding requirements.

***Do you support a 3 year timeline (i.e. 2019 – 2022) for the new CIF Strategic Plan?***

***Why or why not?***



# CIF USE OF FUNDS OVER TERM

- Assuming term of new Strategic Plan is three years and timing of Full Producer Responsibility is unknown.
- What are your thoughts on how CIF should spend funds?



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Conserve  
money to last  
beyond 3  
years



Spend  
conservatively



Spend it all in  
3 year term  
so none left  
over

***How should CIF spend current funds over the term of the Strategic Plan?***

# FUNDING PRIORITIES

- Should there be changes made to the evaluation criteria?
- Does the project:
  - Support timely and effective transition of the Blue Box program?
  - Provide strategically important knowledge and/or tools to support programs in advance and/or after transition?
  - Provide relevant and/or replicable results?
  - Improve market access and/or revenues in the interim?

***Should the evaluation criteria regarding support for capital investments be weighted to favour those providing collective benefit?***

# WHAT HAPPENS IF THE TRANSITION TO FPR IS DELAYED?

- How should the Strategic Plan be structured to reflect changing priorities if FPR is delayed?
  - Develop a new Strategic Plan?
  - Consider the Strategic Plan a “living document”
  - Include the ability to pivot to address more immediate municipal needs

***What are your thoughts on how to incorporate flexibility into the Strategic Plan if the transition to Full Producer Responsibility is delayed?***

# NEXT STEPS

- Survey
- Draft Strategic Plan
- Committee Approval
- Commenting Period on Draft Plan
- Finalize Strategic Plan

# CONTACT INFORMATION

- Continuous Improvement Fund
- HDR

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