

Accurate reporting of the results of all funded municipal CIF projects will allow development of a CIF reference library, illustrating the success and feasibility of proposed program changes, providing confidence to make similar changes in other programs, and serving as a learning experience for all.

To achieve this goal, proponents must develop, from the outset of the project, a plan for accurate monitoring and measuring of results, forming the basis for accurate and unbiased reporting of project achievements and limitations. To underscore the importance of effective project reporting, CIF has allocated the final 25% of total project funding to this vital component. CIF offers the following guide to assist proponents in the development of the monitoring and reporting components of their projects. [Sample report templates](#) are also available for guidance.

1.1 Phase 1-Pre-Start Considerations

Recognizing that most projects will report out against common performance criteria such as changes in capture rates, operating costs and other RPRA (formerly WDO) Datacall metrics, proponents are encouraged to consider, well in advance, what baseline data collection is necessary in order to prove that the project was successful. The need for good baseline data, developed at a level appropriate for the scale of the project, may require completion of audits and other data collection activities, which may be fundable project components.

- Plan ahead how and where the new facility, equipment, process or program change will be observed and monitored, on a scheduled basis, during implementation and operation in order to capture both qualitative observations and quantifiable results.
- CIF projects are usually monitored for a 12-month period and typically include 4 formal monitoring sessions, unless otherwise agreed to with CIF staff. The proponent should confirm the appropriate monitoring period and methodology for their project with their CIF project manager before starting.
- The final report must demonstrate compliance with the terms of the CIF funding agreement and any commitments made by the proponent as part of the original project submission so, again, plan how adherence to these commitments will be proven during the course of the project's implementation.
- Most project reports will include an original project schedule and budget. The final report must include explanations for any deviations from the schedule and budget, to the satisfaction of the CIF, so that others can prepare/budget for, or avoid similar problems in the future.

1.2 Phase 2 – Set Up and Implementation Considerations

Implementation or commissioning is the stage where deviations from the project proposal are most likely to occur. Identify and document any service failures, problems or significant events that were encountered during installation, commissioning and/or operation of capital assets or the implementation and operation

of programs or P&E campaigns. Document their resolution and make detailed recommendations on how to avoid these problems in the future.

Your observations, recommendations and problem-solving details are the learnings and experience that most benefit other municipalities and helps them achieve successful results when implementing similar projects.

1.3 Phase 3 – Reporting Out

Larger projects may warrant interim reports. Final reports delivered to the CIF will be posted on the CIF web site. **Be aware confidential information should be broken out into separate appendices and labelled accordingly or separate public and commercially confidential versions of the report can be submitted provided the opportunity to share project learnings with others is not compromised.**

The final report must:

- Demonstrate compliance with commitments made by the proponent as part of the project submission.
- Provide a qualitative summary of observations and learnings from the implementation of the program and monitoring activities.
- Quantify any change in the metrics selected to measure the project’s performance. This could, for instance, be the change in capture rate (differentiating between IC&I and residential), quality or contamination level of the materials managed by the program.
- Detail the financial impact of the project over the first 12 months of operation (or as otherwise agreed to with CIF), and extrapolated over 5 years of operation. If the project was expected to reduce operating costs, confirm whether the savings were achieved. If the project was expected to improve the program’s capture of new or previously collected materials, detail the actual costs of doing so and demonstrate the improved capture.
- Actual costs (all costs – include unforeseen or unplanned) for the project and how actual costs differ from the proposed budget.

The report should also include:

- A summary of the initial goals, outcomes and specific project details.
- Details of all the program tasks undertaken for the development and implementation of the program.
- Waste audit results and market research and customer survey results.
- Photographs of new installations and set ups, samples of relevant promotional materials.
- Interim reports or testing results in the appendices, where appropriate.
- A commentary on lessons learned and next steps.

Potential Monitoring Metrics

Potential project criteria worth monitoring include, but are not limited to, the following.

1.3.1 ALL Projects:

1. A discussion of how a baseline was established to evaluate the effectiveness of this program.
2. Differences in labour required for improved productivity, additional quality control, increased maintenance time, clean up requirements or reduced overall labour or overtime requirements resulting from installation of equipment or program changes.
3. Changes in the use of capital or operating assets (e.g. number of trucks on a route, carts or other equipment required for a program and amount of material previously required to complete the same job).
4. Changes in the amount of time required to complete tasks (e.g. daily collection routes or throughput on equipment) to assess improvements in productivity.
5. Changes in program or activity capital and operating costs.
6. The cost implications of any change in regular maintenance requirements and any unscheduled maintenance events during the trial or monitoring period.
7. The cost implications for repairs or damages (e.g. materials such as carts, containers or signage, consider evaluating the ease of cleaning or graffiti removal, corrosion, damage from vandalism, exposure to the elements, fading, and overall durability).
8. Storage or special handling requirements for equipment and materials.
9. Health and safety issues related to the operation, including lost time during the trial period.
10. Feedback from contractors, residents, customers and staff on the new operations and its implications to future contract and/or operating costs and program performance.
11. Other information relevant to the current effective and efficient operation of the affected program.
12. If possible, an evaluation of GHG impacts from implementation of the proposed changes.

1.3.2 Depot and Transfer Station Operation Considerations:

1. Measuring the reduction in transportation costs per load and per tonne.
2. Quantifying the savings related to the current operating costs versus past operating and hauling costs from relocation of equipment and/or operations.
3. Activity based costing (e.g. allocating costs to manage blue box vs. other materials on site).
4. Costs and handling differences to receive blue box materials at the site vs. curbside collection.
5. Changes to material quality and/or contamination levels.

1.3.3 Collection Program Considerations:

1. Improvements in customer satisfaction and public awareness through surveys.
2. Changes in set out rate, capture rate or reduced contamination.
3. Savings related to the current operating costs versus past operating and hauling costs.
4. Monitoring operating effectiveness (e.g. staffing levels, equipment utilization rates, overtime reductions, maintenance, and operational issues).
5. Conducting stop counts and analyzing route efficiency.

1.3.4 MRF Operation Considerations:

1. Residue and disposal cost comparison; material loss comparison.
2. Conducting audits at various points throughout the process to determine efficiency and effectiveness of design (e.g. waste audits, container counts and composition by weight, capture rates for targeted materials, purity rates for targeted materials, bale weights and equipment throughput).
3. Monitoring operating effectiveness (e.g. staffing levels, equipment utilization rates, overtime reductions, maintenance, and operational issues).
4. The source of received materials (e.g. IC&I, curbside, depot, multi-res) and its impacts on operations.
5. Improvements/reductions in revenue.
6. Changes in hydro and utility costs.
7. Changes in environmental and working conditions such as improvements in air quality or noise levels.
8. Feedback from markets regarding the quality and value of the materials received in the period since the last report.

1.3.5 Promotion and Education Activity Considerations:

1. A description of the campaign, campaign elements including target audience, messaging, rationale, and special attention to any web-based aspects, e.g. website visitor counts before/after, changes to complaints/inquiry numbers, etc.
2. A record of presentations made and to whom, including a copy of a typical presentation and/or slide show, if applicable.
3. Photographic or graphic record of materials (flyers, brochures, info packages plus web based and social media components) developed and used for the campaign.
4. A summary of how and where and at what frequency promotional items and communications were distributed, cost and quantity.
5. The impacts on the blue box program and how this was measured, and against what baseline, e.g. contamination rates before/after.
6. Surveying the target audience and measuring the results of campaign components and the overall P&E program.
7. Recording outreach efforts, the results and impacts on programs, including outreach materials.

1.3.6 Public and Open Space Project Considerations:

1. Surveying users about the effectiveness and clarity of labels and graphics.
2. Assessing container placement and quantities of containers distributed.
3. Operational data including collection frequency and methodology.
4. Assessment of capture, material quality (contamination) and cost.
5. Inspection summaries and/or contamination assessments.
6. Results and interpretation of the waste composition audits.
7. Assessment of container design (e.g. user friendliness, durability, contamination control).