March 14, 2011

United Townships of Head, Clara & Maria
15 Township Hall Road
Stonecliffe, Ontario
K0J 2K0

Attention: Ms. Melinda Reith

Re: Integrated Waste Management and Waste Recycling Plan
Waste Recycling Plan Initiatives and Assessment
Our Project No. 2106145A

Further to your February 8, 2011 email review of the draft report we are pleased to provide the following initiative assessments and evaluations. We look forward to reviewing these initiatives with council on March 18, 2011.

Description of Initiatives:

Initiative descriptions have been summarized from the CIF Guidebook 2010.

- approval given for CIF funding app.

Public Education and Promotion

To be effective , a municipal Blue Box program needs to be supported by a Promotion and Education (P&E) component that is appropriately designed and funded, and incorporates specific audience, defined messages and media, planned frequency of communication, and monitoring of results. A well-designed and implemented P&E program can have effects on virtually all other elements of the Blue Box system, including planning, collection, processing, marketing, and policy development. A P&E program could include; brochures, t-shirts, hats, development of a communications strategy, landfill signage, etc.

Training of Key Program Staff

Municipalities need to ensure that management program personnel are adequately trained on position-related competencies and responsibilities. Training provides the skills needed to develop, manage, monitor, document and promote the numerous and complex components of a successful recycling program. Regardless of the size or type of municipal program, training acts as an enabler of performance, facilitating the achievement of objectives in a cost effective manner. Equally important to training is ensuring these staff provides the public with knowledge obtained to promote recycling.

Optimization of Collection Operations

Optimization of Collection Operations is a process of critically assessing collection and processing functions and making changes that have a net positive effect on recovery rates and/or costs. Where collection and/or processing are outsourced, close collaboration with the contractor, sufficient flexibility in the use of contractor labour assets, and thorough understanding of cost drivers contribute to optimization of the system.

User Pay/Economic Incentives

The basic objective of User Pay/Economic Incentives, as relates to recycling programs, is to place a cost on disposing of waste at the curbside, which will cause system users to divert appropriate material to diversion programs. The intended result is a decrease in waste disposed and an increase in recycling volumes.

In general the 'user-pay' concept has the potential to recover part or all of waste management costs from system users. The current blue box material collection cost with Bag recycling is $22 999.92 . Potential increases in net recycling costs may result in lower unit costs, while other aspects of the waste management system may benefit from reduced garbage collection costs, reduced disposal costs and increased landfill life expectancy.

Enhancement of Recycling Depots

To be effective considerations of safety, accessibility, location and organization all contribute to the overall success of a recycling depot. Currently there is a collection depot at the Bissett Creek and Stonecliffe sites. System users that do not have access to curbside collection must have a plausible alternative to recycle.

Provision of Free Blue Boxes

Providing free blue boxes helps to ensure that residents have sufficient storage capacity for recyclables. While this is initially done at the roll-out of a blue box program, many municipalities offer free boxes to new residents or residents moving into new homes. Some municipalities also offer one extra free bin for residents each year. However in municipalities offering only basic recycling services, one blue box container may be sufficient.

Collection Frequency

Adjusting collection frequency is all about optimization – finding the best way to collect the most amount of material using the least amount of time and resources. Unfortunately, there is no 'catch all' solution, as ideal collection systems depend on the size of the municipality, the types of waste material being collected, and how that material is being processed. However, a collection system should have the following characteristics:

- Convenience for the operator and for residents;
- Consideration and integration with a municipality's existing waste management system (for example, evaluating opposite or co-collection opportunities with different waste streams);
- Adaptability to changes in the existing waste system, such as the inclusion of new materials in the recycling stream; and
- Supported by a P&E program.

Collection Frequency is a key component of any waste collection system. It can play a large role in affecting the cost of a collection system and diversion rates.

Multi Municipal Collection and Processing

A widely-recognized principle of business is that significant efficiencies and economies can be obtained from larger scale activities. The same principal applies to recycling programs. Therefore, it is considered a fundamental Best Practice for municipalities to explore a multi-municipal approach to planning recycling activities. Considerable amount of industry research and data analysis indicates nearly all municipalities can benefit from a co-operative approach to planning and/or providing recycling services. Due to Head, Clara Maria's current low- cost contract with BAG Recycling, multi municipal collection and processing may not be a beneficial alternative at this time. When the contract with Bag Recycling expires this option could be re-evaluated.

Standardized Service Levels and Collaborative Haulage Contracting

Collaborative haulage contracts for blue box materials can take advantage of increased purchasing power through municipal partnerships and ensures that the partner municipalities provide common levels of services to its residents. Standardizing collection programs among municipal partners being diverted from disposal, allows for

common education and promotion materials, increase collector efficiencies, and can potentially reduce overall costs.

Similar to the Multi Municipal Collection and Processing initiative, due to Head, Clara Maria's current low- cost contract with BAG Recycling, multi-municipal collection and processing may not be a beneficial alternative at this time. Under the circumstances multi-municipal collection and processing is sought standardized service levels should be evaluated.

Inter-municipal Committee
A committee comprised of representatives from local municipalities work towards common regional goals. Committee members can identify opportunities for beneficial collaborations between municipalities and can provide support and feedback on each other's waste diversion programs.

Assess Tools and Methods to Maximize Diversion
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 how to best maximize opportunities to divert Blue Box materials from the waste stream and reduce waste going to disposal.
Possible topics may include:
The types of waste diversion behaviours currently undertaken in each household;
Perceived barriers to participation in waste diversion programs
Willingness to participate in waste recycling programs;
The tools residents need to increase their participation in recycling programs.

This information can be collected through telephone surveys and focus groups. Methods and tools identified through the survey can be tested for performance using focus groups or through a pilot project.

Follow Generally Accepted Principals for Effective Procurement and Contract Management

A considerable number of municipalities in Ontario, including Head, Clara and Maria, contract out the collection and processing of recyclables. To ensure that municipalities obtain good value for money, Municipalities should follow generally accepted principals (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.

Description of Screening Criteria:

Evaluation Criteria have been provided by the CIF in the *Guidebook for Creating a Municipal Waste Recycling Strategy*. The criteria assist in evaluating which initiatives are best suited for the Municipalities Waste Recycling Strategy. Priority initiatives are those which score highly in the WRS assessment matrix and Future initiatives are those that score reasonably well and should be considered in future evaluations of the Municipalities WRS. The Evaluation Criteria are as follows:

% Waste Diverted – This refers to how much waste an option may potentially help to divert. Some options may divert more than others, while other options may not directly divert waste but instead support other programs or initiatives that do.

Proven Results – Some options are considered tried and true, while others may be newer and less tested.

Reliable Market/End Use – Not included in this assessment as the Municipality does not process their diverted materials.

Economic Feasibility – This refers to whether an option is economically feasible for the municipality considering it. Municipalities will need to weigh the cost of the option against their ability to afford it and the resulting benefit.

Accessible to Public – This considers if the option will be easy or difficult for the public to access or use. This will depend in large part on how the option interfaces with the target audience.

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.

	Description of Initiatives/Best Practices	Criteria (Score out of 5)					Total Criteria Score (%)
		% Waste Diverted	Proven Results	Economically Feasible	Accessible to Public	Ease of implementation	
Promotion and Outreach							
	Public Education and Promotion Program	4	5	4	5	4	88
	Training of Key Program Staff	3	5	3	5	4	80
Collection							
	Optimization of Collection Operations	1	3	5	3	5	68
	User Pay Strategy	5	4	5	3	3	80
	Enhancement of Recycling Depots	4	3	3	3	3	64
	Provision of Free Blue Boxes (P&E)	4	4	3	5	5	84
	Garbage Collection Frequency Decrease	4	2	5	2	4	68
	Curbside Collection for all Households	4	4	1	5	3	68
Transfer and Processing							
	Optimization of Processing Operations	Contractor Conducts Processing					
Partnerships							
	Multi-Municipal Collection and Processing of Recyclables	2	4	5	5	2	72
	Standardized Service Levels and Collaborative Haulage Contracting	2	4	5	5	2	72
	Intra-Municipal Committee	2	3	5	3	3	64
Additional Research							
	Assess Tools and Methods to Maximize Diversion	5	4	2	3	3	68
Administration							
	Following Generally Accepted Principles for Effective Procurement and Contract Management	3	5	4	2	4	72

Notes: Priority Initiatives = Total Score of 80+ Future Initiatives = Total Score 70-79