

E&E Project Evaluation Form

****Please be advised that completed evaluations are made available publicly and are posted on Stewardship Ontario's E&E Fund web site****

Project Name/Number/Priority area: Joint Solid Waste/Blue Box Collection – York Region Northern 6 Municipalities/ PN 214 / Cost Containment

Lead Sponsor/competed by/date: Town of Aurora / John Smith and Wayne Jackson / April 2007

Project Duration: June 2006 to April 2007

Total project value: \$25,100 (incl. GST)

E&E funding amount: \$15,050 (incl. GST)

Section 1 –To be completed by Project Applicant

1) What were the Project Goals and Objectives (as per the E&E Application and/or Contract)?

To coordinate a joint working relationship between the Northern 6 municipalities of York Region to develop a regional waste collection contract that would provide greater efficiencies and effectiveness than the group's current independent contracts while at the same time increase the existing level of service to meet their waste diversion target of 65% or greater.

2) Were the goals and objectives met? (and if not why not?)

Yes, the project met the goals and objectives by providing new and enhanced waste collection services including:

- An increased level of service for blue box programs will provide weekly collection (currently collection is provided every other week) which is anticipated to divert an additional 20 % of blue box materials from disposal;
- An increased level of service for the collection of yard waste will provide collection every other week from April to November (currently collection is 4 to 8 times a year depending on the municipality) which is anticipated to divert an additional 10% of material from disposal;
- Implementation of a source separated organic program which is anticipated to divert an additional 25% of material from disposal.

In addition to meeting the objective of reaching the municipal waste diversion target of 65%, the project also accomplished the goal of reducing collection costs.

3) Summary of Project Accomplishments (i.e. what did the project do/achieve?):

The project achieved efficiencies by increasing the economies of scale of the collection contract and providing a level of service that is consistent across the 6 municipalities. The result was a significant savings in operational costs both contractual and internal. The cost of recycling services were reduced by as much as 30%.

4) Summary of Project Limitations (e.g. is there anything that should have been done differently?)

No

5) What do you consider to have been the key “lessons learned” from this project? Does your project/activity represent a “best practice”?

The key issues from this project include:

- Ensure commitment for regional cooperation comes from senior government
- Ensure that everyone involved in the process work together to develop a standardized level of service that will provide the greatest economies for the group.
- Design the collection contract terms with the intention of working with the contractor as a partner to deliver the intended services.
- Develop a pricing formula that allows for the effective enhancement or removal of services with minimal administration and impact to the municipality.
- Remove barriers to efficient collection of waste by the contractor (e.g. municipal boundaries).

6) What specifically are municipal staff doing with the experiences and data from this project? Do you have plans to apply these lessons in your program? Please explain how.

Staff will complete the following initiatives based on the experiences and data from this project:

- Implement the new waste collection services contract.
- Establish a Media sub committee comprised of media staff from the N6 municipalities with the intent to pool resources for the development of a common communication strategy and cost effective promotion and education materials that can be rolled out across the N6.
- Establish a regional waste collection supervisor team consisting of 3 staff that will be responsible for monitoring the waste collection contract across the 6 municipalities. This is an increase of 1.5 full time employees. Previously only one municipality had a full time staff person dedicated to supervising their collection system and another municipality had 0.5 full time employee supervising their waste collection system.
- Establish a Governance Committee of senior municipal representatives and the Contractor’s senior staff to manage by consensus, the waste collection contract.

7) Has your municipal council been informed about the project and its results?

Yes. A report was presented to each of the 6 respective Councils regarding the process and outcome. Each Council approved the report and recommended staff to implement the results. The new contract will be effective September 1, 2007.

8) Do you think there are opportunities to share/replicate the successful elements of this project with other Ontario programs? If yes, how and where?

Yes, successful elements from this project can be shared with other municipalities who are interested in providing efficiencies by developing a regional contract.

9) Did this project result in either reduced costs per tonne of Blue Box waste recycled and/or increased Blue Box tonnes diverted? (Please explain)

The project resulted in a 15 to 30% reduction (depending on the municipality) in the cost per tonne for Blue Box waste recycled and will assist the municipalities to achieve 60% or greater diversion of waste material from disposal through an enhanced blue box program and yard waste program and the introduction of a source separated organic material program for all residents in the N6 municipalities.

The enhanced blue box program is anticipated to increase the amount of recyclable materials by as much as 20% due to the increased collection frequency from every other week to one collection every week.

The enhanced yard waste collection program will allow residents to place yard waste out for collection every other week from April to November. The current collection frequency ranges from 4 to 8 collections per year and therefore, it is anticipated that the new program will divert approximately 10% more material from disposal.

Implementation of a new source separated organic program is anticipated to divert approximately 25% more material from disposal.

Section 2 – To be completed by Stewardship Ontario (and reviewed by applicant)

9) Did this project do what it set out to do? If not, what were the reasons/ barriers?

The goal of this project was to reduce collection costs for six York Region northern municipalities (Town of Aurora with East Gwillimbury, Georgina, King, Newmarket and Whitchurch-Stouffville) by going out for a joint collection tender for three-stream collection (i.e. weekly recycling, weekly SSO, and garbage every second week).

10) What are the key learnings from this project? Are there any next steps? What is being done to share the results?

The final report identifies a number of critical points:

- Success of a project that requires the coordinated efforts and direction of a number of municipalities can only be achieved if the top administrative levels are committed to the project and willing to take certain risks to see the project through to its end.
- The first issue is to decide on the need for outside consultative help.
- There must be two levels of contract administration that allows for individual municipalities to deal with day-to-day activities yet precludes action from one municipality adversely impacting any of the other participating municipalities.

- Municipal boundaries should not form a barrier to efficient routing
- It is imperative that all municipalities participate fully in an undertaking of this magnitude and that the individual members of the various committees ensure all members are afforded the opportunity of equal participation.

11) Was the project good value for the money (*e.g. were there measureable program or system cost reduction benefits, cost effective tonnage increases, etc?*)

This was a relatively inexpensive project (\$15,050). The final report states that savings to the overall waste management system of approximately one million dollars per year will result from this project. The report further states that of these, savings for recycling collection average 21% for the respective municipalities over the current individual municipal costs.

The project will also result in further savings through shared administration and contract supervision between the N6 municipalities.

12) Does this project represent “best practices”? If yes, explain.

Cost containment is one of the E&E Fund's priorities. Moving to bi-weekly collection of garbage represents a best practice. Although regionalized collection is not new in itself (Niagara, Hamilton, Halton and Peel are all regional collection), by documenting the process and the lessons learned, this represents a “first step” to an integrated approach to waste management where it does not currently exist.