

## 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:

E&E Fund Project #311: Three Year Blue Box Recycler Training Strategy & Implementation Plan

### Lead Sponsor/competed by/date:

Regional Municipality of Peel/Alexandra Hogan & Associates/October 11, 2007

### Project Duration:

October 2007 to January 2008

**Total project value:** \$40,000 (excl. GST) **E&E funding amount:** \$40,000 (excl. 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 design a 3 year strategy and implementation plan for recycler training in Ontario. The comprehensive training strategy should include:

- identification of various audiences needing training
- identification and prioritization of the subjects needing to be covered by training
- identification of available materials that might be adapted to realize design efficiencies
- determination of learning formats (e.g. e-learning, classroom training, print/electronic educational material, etc.) most likely to produce the required expertise
- identification of agencies and groups that could collaborate in implementing the training strategy and programs, and
- estimated training initiative costing and funding options.

The goals and objectives were met through several means, primarily a recycling training needs assessment, research into existing recycling training programs and organizations involved in municipal recycling in Ontario, and a full day working meeting with the project team and steering committee to advance strategy recommendations.

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

The goals and objectives stated above were satisfied (see Project Report).

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

The project accomplished the following:

- garnered support (with MIPC and the target audience) for the implementation of a Recycling Training Certification Program for Ontario
- specified target audiences for such a training
- identified priority training topics (core and specialized)
- recommended a suitable learning approach for the specified audience
- suggested suitable training partners and identified potential roles
- identified existing recycling training materials that may represent a starting point for material development
- estimated the costs, timing and goals for the next 3 years of the initiative
- incorporated municipal input into the macro development of the training program and paved the way for further collaboration with municipalities on recycling training in Ontario

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

There were few project limitations. In retrospect, the needs assessment e-survey could have been better designed to more efficiently collect information from respondents.

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

Key lessons learned:

- There is strong support for certification recycling training in Ontario
- Some municipal representatives are in need of support of some kind (incentive, legislation, etc.) to justify training opportunities internally
- Collaborative leadership is required by Stewardship Ontario to ensure the success of this training initiative
- The strategy as outlined is an ambitious undertaking and will require significant resourcing and attention
- While the project itself does not represent a best practice, training *does* (and was identified as one of 8 main best practices for Ontario recycling programs). In addition, the training will disseminate information about other best practices, by providing participants with research, field experience, options and a framework to help them to evaluate the best option for their given situation

**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.**

The question isn't entirely applicable given the nature of the project. However, the recommendations arising from this project were based on municipal staff input, and the rollout and implementation of the training program will continue to be a collaborative effort between Stewardship Ontario and the target audience (municipal staff).

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

Again, not applicable. It has been recommended to Stewardship Ontario that consultation continue with municipalities to share the findings and recommendations of the project.

**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?**

All Ontario recycling programs will benefit from the recommended implementation of a certification training program.

One highly successful aspect of this project was the use of the municipal steering committee as an extended project team – i.e. as active contributors to the project rather than simply reviewers of the project. This brought added value to the project through the experiences and perspectives of the individuals on the steering committee that might not have been realized had these individuals simply fulfilled a review function, and may represent added value for other Stewardship Ontario projects as well.

**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 training strategy itself did not, however the strategy did identify metrics by which to evaluate the success of the training program once in place, and although difficult, it should be possible to identify some specific efficiencies realized as a result of training of municipal recycling staff, in particular in the area of Procurement and Contract Management training.

**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?**

Yes. There were four tasks associated with the project:

1. *Review and comment on currently available recycler training workshops, courses and training materials*
2. *Conduct a recycler training needs assessment among the key target audience(s)*
3. *Develop training strategy*
4. *Recommend Implementation Plan*

Each of these tasks was completed and addressed as required by Stewardship Ontario. This report provides a solid foundation for the development and delivery of a training program.

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

The project has determined the detailed operating structure that will be required to implement a 3-year Recyclers Training Strategy in Ontario. To assist in the development and implementation of the training program described by this project, an E&E application (PN 341) will be submitted for approval. In addition, a pilot project for training-program delivery, provided for through the E&E Fund, will employ learnings from the Strategy & Implementation project, and will attempt to utilize parallel structures already established (if MIPC approves) for the implementation of the broader training effort resulting from the recommendations in this report.

**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?)**

While the measureable impacts of the training strategy are indefinite for the short term, the overall project outcome and recommendation for training are consistent with recommendations of the Best Practices project. Effective training is cited as a fundamental best practice. Properly executed, good training is expected to aid in sound and informed decision making that will ultimately positively impact program efficiency and effectiveness.

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

As noted above, training was cited as a fundamental best practice in the Best Practices Project report, and the RFP for this project was generated as a result of the Best Practice Project findings.

**13) Did this project have a direct impact on Blue Box tonnes recycled ? (Please explain)**

No.

**14) Did this project have a direct impact on the cost of Blue Box recycling? (Please explain)**

Project was intended to assess training needs and implementation on the basis of recommendations in the best practice project report, with the understand that training, employed over the long term, will lead to informed decision making and have an impact on blue box recycling.

*Total project cost - \$34,257.50 excl. GST*

*E&E contribution – \$34,257.50 excl. GST*

*Other Cash/in-kind contributions - \$0*

**15) Other Comments?**

The project was executed in response to a Request for Proposal issued by Stewardship Ontario.