



3P for Municipal Recycling **Benefits • Risks • Solutions**



Contents

Introduction..... 1

3P: A New Paradigm for Recycling Services..... 2

Why 3P Makes Sense for Municipalities..... 3

Importance of Risk Management..... 4

Benefits of Partnering with TRY..... 4

3P Solutions: How We Serve Our Partners..... 6

Our Services..... 7

 Recycling..... 8

 Site Management..... 8

 Development of New Value-added Products..... 9

 Product Marketing and Sales..... 10

 Contracted Services..... 11

Partner with Us..... 11

Learn More..... 12

References..... 12

Introduction

Although recycling has taken firm root in Ontario, we're still a long way from achieving the 60% diversion target set by the provincial government several years ago.

Nonhazardous solid waste materials such as clean wood, mixed construction and demolition (C&D) materials, shingles, drywall, concrete, asphalt, and compostables (e.g., brush, leaf, and yard waste) are needlessly consuming precious landfill capacity at sites across the province.

Considering the finite life of landfills, as well as the cost and approval issues related to new landfill development, municipalities should be striving to divert as much waste material as possible. Of course, that's easier said than done.

Effective material diversion requires careful planning, meticulous organization, and a broad range of expertise. The infrastructure and logistical requirements are a huge challenge: site design and set-up, onsite supervision and labour, material processing, equipment-related activities like purchasing and maintenance, material transportation, product development and commercialization, product marketing, and more. That's a lot for municipalities to handle.

Material diversion is a huge challenge for Ontario municipalities.

If we're ever going to attain the ambitious goal set by the Ontario government, municipalities will need to work closely with experienced service providers in the waste management industry to improve diversion rates. By pooling our resources on municipal waste diversion initiatives, we can continuously improve processes, develop new innovations that divert even more material from landfills, and find new markets for the value-added products made from those materials. Together, we can reach—and surpass—the 60% target.

This white paper discusses the advantages of **Public-Private Partnerships (3P)**, identifies some of the risks involved with hiring a waste management company, and explains how our municipal partners benefit from working with us. The paper also offers several 3P solutions and describes our comprehensive material diversion services.

As a community partner and corporate citizen, TRY Recycling has set a very high standard in the London environmental business community. TRY Recycling is well known for their tradition of working with local government, business and non-profit groups on a range of environmental and community initiatives.

Jay Stanford
Director of
Environmental Programs
and Solid Waste
City of London

3P: A New Paradigm for Recycling Services

For over twenty years, TRY Recycling has provided recycling services for nonhazardous solid waste to both municipalities and private residents in Southwestern Ontario.

During that time, TRY has vigorously responded to many tender calls and requests for proposal (RFP) from Ontario municipalities for the performance of recycling services. (For two

examples of TRY's success in these endeavours, please read our client case studies about the City of London and the Municipality of Strathroy-Caradoc.)

In recent years, as our list of municipal clients grew to include dozens of communities in Southwestern Ontario (many of which were actively seeking to improve their overall diversion rates), we identified a growing trend among municipalities to form broader business relationships with recycling service providers. This seems to indicate a desire to move beyond traditional RFP-driven contractual agreements to more comprehensive, longer-term business relationships.

One reason for this shift is that municipal decision makers are increasingly demanding multiyear budgetary certainty for an entire suite of recycling services, with costs determined upfront based on highly competitive rates. More than ever before, municipal managers seem to be exploring this option for its inherent stability and predictability. Of course, the Public-Private Partnership (3P) business model only works if a municipality can find a reputable, financially stable contractor offering innovative, low-risk solutions to recycling challenges.

TRY Recycling is that kind of partner. As our municipal clients can attest, TRY not only performs to the letter of a contract, but we also have a tendency to go above and beyond contractual requirements to ensure that municipal managers and their constituents have the very best experience with their local recycling programs.



Why 3P Makes Sense for Municipalities

The Canadian Council for Public-Private Partnerships defines a public-private partnership this way:

A cooperative venture between the public and private sectors, built on the expertise of each partner that best meets clearly defined public needs through the appropriate allocation of resources, risks, and rewards.¹

Not surprisingly, such partnerships are often advantageous for Ontario municipalities that want to deliver a full range of recycling services to their constituents.

A private partner specializing in material diversion can offer:

- A wealth of knowledge and experience pertaining to residential, C&D, and industrial, commercial and institutional (IC&I) recycling, as well as the composting of brush, leaf, and yard waste.
- The means to increase your municipality's *Overall Diversion Rate*, improving its comparative diversion performance in the eyes of regulatory authorities, policymakers, and potential funding agencies such as Waste Diversion Ontario (WDO). Enhanced C&D recycling programs, coupled with centralized composting of leaf and yard wastes and comprehensive Blue Box initiatives, help municipalities move closer to the provincially targeted 60% diversion rate for total waste under management.
- Economic development opportunities in the form of jobs at municipal environmental depots/transfer stations.
- Investment capital for new infrastructure projects.
- Access to a network of industry contacts.
- Access to expensive, highly specialized equipment and mature processes.
- Access to a portfolio of clients who will buy products made from your recycled material.

Given the potential benefits of forming a long-term partnership with an independent service provider, it makes sense for municipal decision-makers to consider this option going forward.

Importance of Risk Management

When recycling activities are performed by certified, competent professionals, municipalities can enjoy the full economic, social, and environmental benefits of diverting reusable materials from landfills.

However, municipalities that place their trust in an unqualified bidder, without fully considering the implications, assume an unnecessarily high level of risk.

For example:

- If a waste management company improperly disposes of materials, (i.e., illegal dumping), your municipality could be held accountable by the Ontario Ministry of the Environment (MOE) for environmental clean-up costs.²
- There could be political fallout from an illegal dumping incident or from resident complaints about a waste management company (e.g., poor customer service).
- Unflattering media coverage could link your municipality to an unethical, disreputable service provider.
- An inexperienced waste management company might underestimate your municipality's performance requirements, resulting in poor service, failure to meet diversion expectations, and negative impacts on the integrity of your site.

The best way to manage your risk is to partner with an MOE-approved recycling company that has a solid track record and a reputation for transparency and competent, reliable service.

Benefits of Partnering with TRY

TRY Recycling has been proudly serving Ontario municipalities since 1991. We have an excellent track record and a wealth of experience to share with your community.

Here are some ways that your municipality will benefit from partnering with TRY on material diversion projects:

- **Less risk**

TRY is licensed by the Ontario Ministry of the Environment to recycle nonhazardous solid waste. We transparently track all materials under our care, maintaining comprehensive chain-of-custody documentation. We can prove that materials go where they're supposed to—100% of the time—so your municipality will never be

Responsible use of public funds means we must ensure the best value for our constituents—this isn't always reflected in a lower dollar value. A company with strong expertise, sound knowledge and a reliable track record can save more dollars in the long run by avoiding costly errors or overruns.

Pamela Antonio
Waste Management
Coordinator
Oxford County

liable for environmental clean-up costs associated with improper handling and disposal. Unlike many waste management companies, TRY has never been issued a directive or been subject to an enforcement order from the Ministry of the Environment for the improper management of nonhazardous solid waste.

- **Lower costs**

Our diversion activities have added years to the lives of landfills across Ontario, resulting in significant long-term savings for municipalities. TRY also has the expertise to help your municipality achieve overall cost reductions and derive more value from each dollar spent. We can help you save on:

- **Administration**

- Many TRY team members have decades of recycling experience and numerous industry contacts for marketing your products.

- **Staffing and equipment**

- Our experienced, well-trained personnel operate state-of-the-art equipment that's been custom-designed for recycling applications. Every member of the TRY team is trained to deliver excellent customer service to our municipal partners and their residents.

- **Supervision and site management**

- TRY supervisors are well-versed in workplace health and safety issues related to onsite employees and the general public. They undergo regular professional development training to improve management and communication skills.

- **Convenience**

Your municipality will have a single point of contact at TRY, ensuring clear, consistent communication. If you need our help, you know exactly who to call every time. This way, there's no confusion, no mixed signals, no passing the buck—just great service.

- **Greener footprint**

Reducing the environmental impact of your municipality is not only good for Planet Earth but it's also good for residents who take pride in their community. When municipalities push material diversion beyond Blue, Green, and Grey Box programs, they inspire residents to become more environmentally conscious and make sustainable purchasing decisions (e.g., buy products with less packaging or recyclable packaging).

In this day and age, you have to think of landfill.

You have to be more environmentally conscious. You have to think outside the box.

Chip Wilson
Public Works Manager
Town of Goderich

3P Solutions: How We Serve Our Partners

For municipalities wishing to develop a broader, more comprehensive relationship with a solid waste recycling company, TRY Recycling generally proposes one of these 3P performance models:

I believe you can't find a better company than TRY. With them, "we can't do it" is never an option. Their motto is "We're going to make our client happy" and that's truly what happens.

Matthew Stephenson
Director of Building and
Waste Services
Strathroy-Caradoc

1. Periodic Service Delivery at Your Existing Municipal Site

TRY provides manpower, equipment, and recycling expertise, as needed, at your existing municipal site but does not invest in fixed infrastructure. After onsite consolidation, materials are usually transported to one of TRY's Environmental Depots for processing. This option is primarily intended for municipalities where the volume of recyclable solid waste generated does not justify a full-time presence at the depot or landfill site.

2. Permanent Presence at Your Existing Landfill Site

TRY maintains a permanent presence of manpower and equipment at your landfill site under your current Certificate of Approval (or an amended one), consolidating and processing commodities to be diverted from landfill. Our capital investment extends only to appropriate operating equipment and trailers for administration, lunch facilities, etc. A minimum quantity of recyclable solid waste is required to make this service model economically feasible for both partners, so this option is ideal for larger municipalities with 50,000 residents or more.

In addition to recycling solid wastes, we can manage all aspects of your onsite compost operations: receipt and disposition of incoming waste streams, maintenance of aerated windrows, screening, and marketing of the finished product. Your municipality and TRY Recycling share the revenue generated from the sale of compost products.

TRY has been fantastic. When we deal with professionals who know their business, contract management involves fewer headaches so we can focus on larger issues.

Pamela Antonio
Waste Management
Coordinator
Oxford County

3. Periodic Service Delivery by Route Collection

Delivering either periodic or permanent services at each site, TRY diverts recyclable solid wastes from landfill by trucking these materials to a TRY regional recycling operation such as TRY Barrie (available summer 2012). Smaller jurisdictions, in particular, can benefit from being part of a *material collection service that arrives onsite at specified intervals*, consolidating load volumes.

Municipalities within a county, and municipalities within other shared waste-management administrative regions, can use this service delivery model to generate sufficient volumes of recyclable solid wastes for diversion. The cost to each municipality is usually based on a pre-negotiated, per-household fee.

4. Long-term Management of a New Environmental Depot

If your municipality has a closed landfill or an unrehabilitated brownfield site, we can help you return the land to productive use

by establishing a *community environmental depot*. Under the auspices of a negotiated long-term contract (typically 10–20 years), we can set up and manage the depot for your municipality. During the design process, we work closely with municipal staff to ensure that each depot is easy for residents to use.

These four options are based on models defined by the Canada Council for Public-Private Partnerships in its publication “Public-Private Partnerships: A Guide For Municipalities”.³ Specifically, options 1–3 conform to the *Alternative Service Delivery* model, and option 4 employs the *Design-Build-Finance-Operate-Maintain* model.

Our Services

TRY’s 3P solutions for municipalities include a range of services, such as recycling, site management, development of new value-added products, product marketing and sales, and contracted services. Of course, these services are not exclusive to 3P solutions; municipalities can also procure them through more traditional contracts.

Here’s some basic information about the material diversion services that we currently deliver to our municipal partners.



Figure 1: TRY Recycling’s Clarke Road North Community Environmental Depot, London.

Recycling

TRY provides extensive recycling services to Ontario municipalities, diverting materials such as concrete, asphalt, wood, drywall, shingles, and compostables (e.g., yard waste) from landfill sites all over the province. Transporting materials to a TRY processing facility is an added cost, so rates are lower when we can work at a local site.

We also manage the source separation of Blue Box recyclables at the City of London environmental depots on behalf of the City and the curbside collection contractor.

TRY Recycling is a versatile solutions-provider. Our professional affiliation with other reputable solid waste management organizations allows us to offer municipalities comprehensive, affordable solutions that satisfy performance expectations.

However, our MOE Certificate of Approval does not allow us to handle liquids or hazardous waste. We only accept nonhazardous solid waste.

Site Management

TRY can help your municipality design, build, and manage a new site, as we did for the Municipality of Strathroy-Caradoc. Or we can manage existing sites, as we do for the City of London at its Oxford Street West and Clarke Road South locations.

At each site, TRY employees direct the placement of incoming materials, manage movement of materials after they arrive, and transfer materials offsite to the recycling depot. We start tracking materials as soon as they arrive at the site, maintaining a comprehensive paper trail that proves the origin and destination of all materials.

We are professional site managers. As such, we set high standards that ensure our municipal partners always have well-kept sites. We work closely with municipal staff to promptly address customer concerns, manage customer service functions, and resolve health and safety issues.

TRY is an active partner in special programs, such as local municipal initiatives that require residents to gather compostable materials in durable Kraft paper bags instead of plastic bags (eliminating plastic film from the waste stream). We also partner with municipalities on *special event days* (e.g., compost sales), raising money for local charities.

There are no wait times—that's part of the site design. It's very easy to get in, unload, and get out. It's been fantastic.

Matthew Stephenson
Director of Building and
Waste Services
Strathroy-Caradoc

TRY Goes Above and Beyond in Strathroy-Caradoc

“When an elderly resident mentioned she had an old mattress at home that was too big for her to bring to the transfer station, those guys jumped in the truck, went to her house, and picked it up. She ended up writing a letter to council, thanking the municipality for hiring a company that would go over and above to help a little old lady. She really appreciated that. That’s one example—it’s happened more than once.”

Matthew Stephenson
Director of Building and Waste Services
Municipality of Strathroy-Caradoc

Development of New Value-added Products

TRY has a wealth of experience making new products from waste materials. Our processes are mature, and we know our costs. We develop novel applications for materials that other companies simply write off as landfill.

...TRY Recycling has demonstrated that it has the financial capabilities, qualified staff resources and enthusiasm to deliver comprehensive yard material services and to market a variety of materials from the process (e.g., compost, wood chips, etc.).

Jay Stanford
Director of Environmental Programs and Solid Waste
City of London



(Used with permission from Scotts Canada)

Figure 2: Two Scotts products containing CQA-quality compost from TRY Recycling.

For example, we convert waste construction materials into new commercial and landscaping products, such as shingle flake for kiln-firing and landfill daily cover applications, boiler feedstock biofuels,

agricultural soil amendment products, and *biochar*, a compost additive used for soil enrichment and carbon sequestration⁴ (currently under development).

At TRY-owned Community Environmental Depots, we receive compostables from the City of London and other municipalities throughout Southwestern Ontario. Every year, we process these materials into 15,000 tonnes of CQA-quality compost for municipalities and major national accounts.

Product Marketing and Sales

TRY can not only make new products out of your waste material, but we can also help your municipality sell those products at market rates.

TRY converts clean wood waste into a variety of coloured mulches and natural ground covers for municipalities, private landscaping organizations, and residential consumers. We welcome creative approaches that apply a portion of the revenue from mulch sales toward the cost of our municipal recycling services.

For example, TRY provides brush, leaf, and yard waste grinding services to Oxford County at its municipal compost pad. Two or three times per season, we screen the finished compost and market it to private-label baggers (for retail distribution), landscaping organizations, and key national accounts such as Scotts Canada.



Figure 3: TRY Recycling's Clarke Road North compost pad operations, London.

The contract that TRY Recycling holds with the County requires a lot of trucking and movement of heavy equipment. If this work isn't done properly, delays and material build-up can occur, which can cause operational and public safety issues for the municipality. TRY manages that part of the contract exceptionally well so we are able to focus our attention on other responsibilities.

Pamela Antonio
Waste Management
Coordinator
Oxford County

Our partnership agreement with Oxford County stipulates a fixed payment to the municipality for every tonne of finished compost (derived from their waste stream) that we sell. Under this transparent arrangement, the municipality benefits from an additional cash flow and, at the same time, receives confirmation that their material has been properly processed. Since compost is regularly sold and shipped out, the municipality never has to worry about delays caused by capacity limitations at its site.

Contracted Services

TRY offers material processing services on a contract basis to municipalities throughout Ontario. We have a fully equipped fleet of grinding and screening equipment, all licensed by the Ministry of the Environment with mobile Certificates of Approval. TRY can provide resources and trained personnel to meet a broad range of processing requirements. We pride ourselves on being responsive to our clients' needs.

After Goderich was devastated by a powerful tornado on August 21, 2011, the town called us for disaster clean-up services. We arrived on site later the same day and remained there for a combined twelve days with a horizontal grinder, a Trommel screening plant, and an excavator equipped with a grapple and large electromagnet.

We ground up felled trees, brush, and wood waste (i.e., construction and demolition material), and screened off large contaminants from wood products. A member of the TRY team was even assigned full responsibility for managing site logistics at the emergency material-processing depot set up by the town in the aftermath of the tornado.

*...I put a call in to TRY
Recycling because we
needed something onsite
to start getting rid of the
great amounts of brush
and debris coming in.
TRY said they could have
their grinder up here and
running that afternoon.
That's the type of
relationship you need to
get through a crisis.*

Chip Wilson
Public Works Manager
Town of Goderich

Partner with Us

The TRY team is passionate about recycling because, quite simply, it's the right thing to do.

Our goal is to divert ever-increasing volumes of nonhazardous solid waste from landfills, and we're looking for municipal partners who share this long-term vision. Is that you?

If so, then let's work together to develop a 3P solution that makes sense for your municipality.

Learn More

If you'd like to learn more about the services we deliver to Ontario municipalities, please read our client case studies about the City of London and the Municipality of Strathroy-Caradoc.

To learn more about TRY Recycling, please contact:

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