City of Vancouver
Transfer of Recycling to MMBC

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• One of 22 municipalities in the region of Metro Vancouver
• Regional population about 2.5 million
City of Vancouver, British Columbia

- Approx. 600,000 people, 8\textsuperscript{th} largest city in Canada
Collection - Recycling

- 109,000 single family + 169,000 multi-family ~ 32,000 tpy
- $12 million budget
- $8 million in recycling revenue from MMBC
- Recycling delivered entirely by City crews
Recycling Costs

- **Single Family**
  - 109,000 SF units - COV cost to deliver ~ $9M/yr
  - Revenue from MMBC $38.50/unit = $4.1M/yr

- **Multi Family**
  - 169,000 MF units - COV cost to deliver ~ $3M/yr
  - Revenue from MMBC $23.75/unit - $3.9M/yr

- $12M Cost - $8M Revenue = $4M net for City
Why did CoV Divest?

• Primarily Financial
  • Cost vs revenues
  • Capital outlay for new fleet of trucks
  • Funds could be used for other areas under pressure

• Original Council Decision was sign contract revisit in 2 years.

• 2 years in:
  • Financial situation still the same
  • MMBC had more internal capacity
  • 5 communities reported positive performance from MMBC
  • City under significant pressure in street cleaning
Council concerns

- Councils Biggest issues were:
  - Job loss - had to guarantee no job loss and work with Union
  - Service quality/levels - MMBC indicated they would maintain City service levels
  - Loss of control and backsliding on diversion - By-law to Mandate Recycling at the building level for all sectors
Approach to the Change

• Required very close cooperation/Partnership
  - Joint Steering committee with MMBC
  - Joint working group

• Key focus of both parties
  - Minimizing impact to the public
  - Seamless service change
  - Gradual transition of 311 service

• Working closely with MMBC and their selected contractors
  - Open sharing of info
  - Joint efforts around communication
  - Minimize barriers to cooperation
  - Manage Union interactions
Approach to the Change

• Treat as a high level project
  - Allow enough time to plan - 10 months of planning for CoV MMBC
  - Assign project manager on both sides
  - Identify critical path items
  - Regular working group meetings
  - Bring in the right people at the right time
  - Regular communications at all levels
  - Media - message coordination
  - Keep the ultimate goals in mind
    • Seamless transition
    • Minimize public confusion

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Results/Conclusions

- Generally Seamless transition
- Some hiccups as new contractors got used to programs
- Very few escalated calls
- Very little media attention
- Relatively low call volume overall and reducing over time
- Multi-family was more complicated than Single family
- Resident confusion around program centered on
  - City contracting out
  - Still paying for it in their taxes
  - Wanting to call the City no matter what
Post Change Activities

• Expect hiccups
• Maintain working group for short term (3 months)
• Be clear with the public about the change in program responsibility - redirect
• Monitor interactions through 311 and escalate as needed - redirect
• Coordinate communications/media
• Consistent messaging
Questions?

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MMBC - website http://www.multimaterialbc.ca/