

# 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





# City of Vancouver, British Columbia

- Approx. 600,000 people, 8<sup>th</sup> 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

# 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/>