

## E&E Project Summary Report

**Project Name:** Model Recycling Tender Tool  
**Project Number:** 97  
**Lead Sponsor:** REIC Perth/City of Kingston and AMRC  
**Total project cost:** \$72,600

**Priority Area:** Cost Containment  
**Completed By:** April 2005  
**E&E fund contribution:** \$72,600

### Project Overview:

#### *I. Goals*

To conduct research and develop a series of model recycling tender documents to help municipalities develop better, tighter tenders that lead to more competitive bids and more cost-effective recycling contracts.

#### *II. Accomplishments*

A Model Recycling Tender Tool (6 different modules) and resource templates (model recycling tender text and sample bid sheets) were developed and made available online via the Knowledge Network. The resources are also supported by a Help Desk function, which enables users to contact directly (via e-mail or phone) the expert consultant who developed the tools.

One municipality, the City of Kingston, actively used the Tender Tools and Help Desk function to create a tender, release it, and receive prices back. Those prices were over \$250,000 less per year than the previous contract, but this was likely the result of a number of factors, only one of which was the use of the Tender Tools and its Help Desk function.

#### *III. Lessons Learned/Best Practice implications*

With regards to process, tools such as the model tender modules and templates are much more effective when they are converted to an on-line knowledge product supported by a help desk function. Moreover, given that municipal staff tend to be overworked, they do not have much time available to dedicate to new "tools" unless they are motivated to use those tools by direct one-on-one contact. In light of this, an extension of this project is currently underway to pilot a proactive "help desk" contact service in 10 targeted municipalities, as well as a responsive "help desk" support service in up to 10 municipalities that approach the service for help.

With regards to content learnings, municipalities should ensure that their contracts are crafted in such a way so as to enable as many contractors as possible to bid (maximizing competition). Municipalities' contracts and tenders should also maximize the opportunity for contractors to "sharpen their pencils" while still protecting municipal interests. This means that municipalities' contracts should explicitly manage the risk and uncertainty that often leads to higher prices, thereby eliminating unnecessary and expensive clauses. In almost all cases then, it makes most sense, from a cost standpoint, for municipalities to keep revenues from material sales. The primary reason is that, given how contractors approach risk management, the municipality stands to lose regardless if they have the contractor keep revenue.

#### *IV. Limitations*

Initially, the complex nature of the contracting process and great variability of municipal circumstances led to a product that appeared intimidating to staff that were already overworked and had little time to wade through documents, regardless of how useful they might be. However, transforming the various documents into a user-friendly on-line series of modules and templates made it easier for users to quickly access only those portions of the various documents that were useful to their circumstances.

### Impacts (including tonnes diverted and cost impacts)

In addition to the City of Kingston mentioned above, North Grenville also made use of the tools and awarded a new contract to a combination garbage/recycling tender. The overall costs reflected an increase approximately in line with inflation, with the recycling costs slightly lower than in the previous contract.

### Resources & Tools

- The URL for the Knowledge Network portal is <http://www.vubiz.com/stewardship/Welcome.asp>
- Alfred Von Mirbach, the consultant who developed the Model Recycling Tender Tool, can be reached by phone at 613-267-1128 or by email at [alfred@ecoperth.on.ca](mailto:alfred@ecoperth.on.ca)
- John Giles, Manager of Solid Waste at the City of Kingston, can be reached by e-mail at [JGiles@cityofkingston.ca](mailto:JGiles@cityofkingston.ca)