
Waste Management Services

City of Edmonton



Performance Measurement System

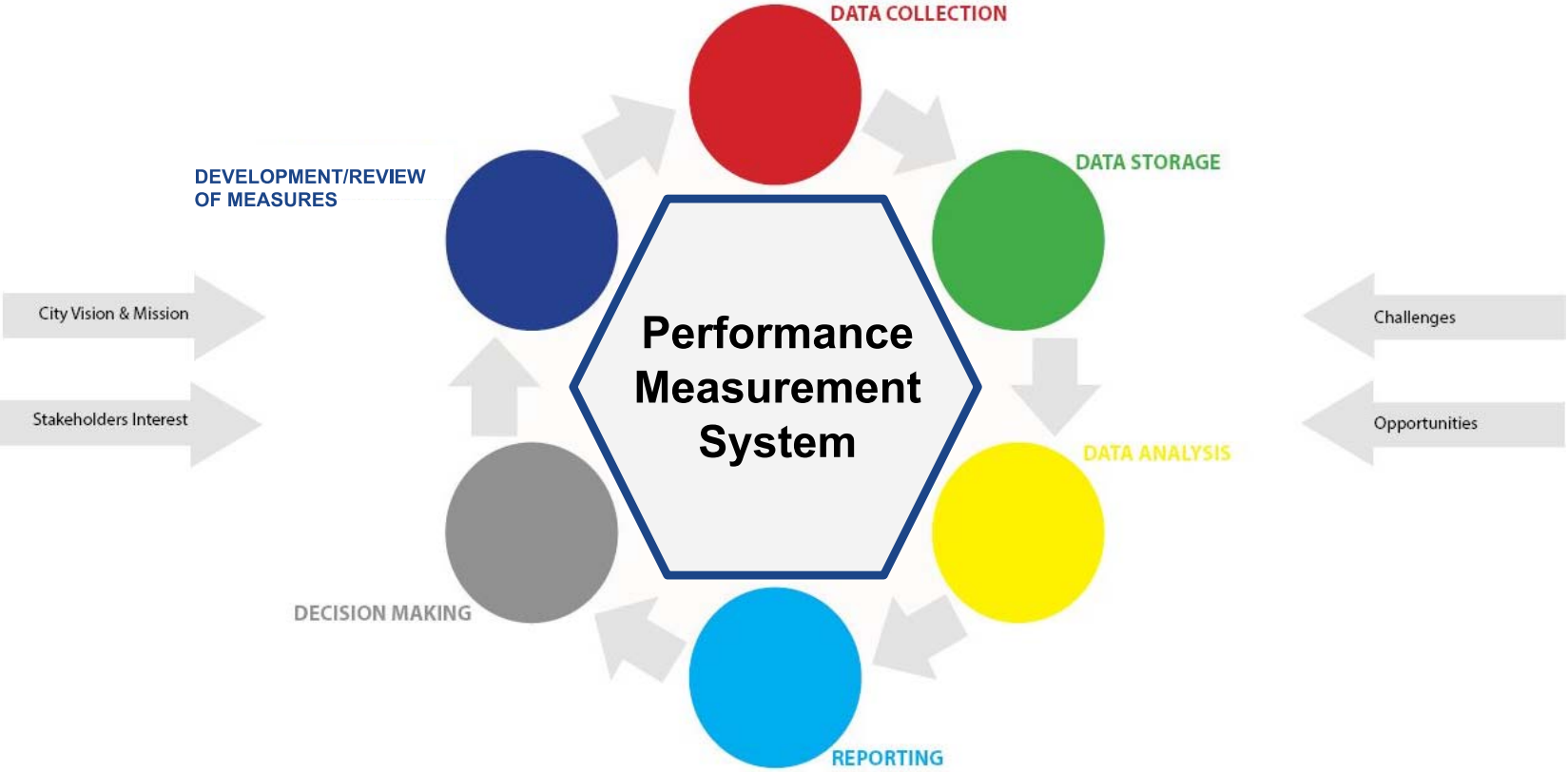
Herb Ramos and Colin Knoll

Edmonton

Outline of Presentation

- Overview of WMS Performance Measurement System
- Current Tracking - Databank
- Public Reporting
- Performance Measures - “The Big 9”
- Joys and Pains of Measuring Performance

Overview of WMS Performance Measurement System



Current Tracking - Databank



- collects, analyzes, presents and manages current and historical WMS data



Historical Information

e.g. tonnages, household/customer data, collection complaints, billing data, OHS, etc.

Performance Measures

e.g. diversion rate (%), % of homeowners recycling, missed waste collection stop per 10,000, etc.

Benchmarking data

- Historical EWMC rates, Utility fees, etc.
- Municipality comparisons
- Municipality survey data
- NSWBI/OMBI Reports
- Statistics Canada surveys
- Reports (internal and external)

Document Libraries

- Bylaw and Amendments
- Annual Reports/Business Plans
- Corporate Reports
- Budgets/Rate File
- Council/CLT Reports
- Customer Satisfaction Surveys
- Contracts

Dashboards/Reports

- Monthly dashboard
- Ad-hoc reporting

Performance Measures Register

- List of information about each section's measures

Public Reporting



Citizen Dashboard

<https://dashboard.edmonton.ca/green>

Performance Measures Overview - “The Big 9”

STRATEGIC DIRECTION								
Strategic Goal	Initiatives	Key Measures	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2014 Target
1. Deliver efficient, environmentally sound collection services.	Route optimization - continue to maximize efficiencies by addressing geographic expansion and traffic congestion.	Cost per tonne for curbside collection of refuse and recyclables.	\$116	\$116	\$118	\$136	\$140	\$140
		Compliance with environmental permits and regulations.	100%	100%	100%	100%	100%	100%
2. Process residential and non-residential waste to recover resources and increase landfill diversion rates.	Development of the Anaerobic Digestion Facility to increase landfill diversion of organics. Continue to expand services to non-residential sector for collection and processing of waste.	Percentage diversion of residential waste from landfill.	44%	53%	52%	51%	51%	60%
		Cost per tonne of material processed at Edmonton Waste Management Centre.	\$68	\$65	\$77	\$84	\$93	\$78
		Tonnes of non-residential waste diverted from landfill.	47,000	58,000*	82,000*	85,000*	69,000	90,000
		Number of users of Eco Stations and Big Bin Events.	220,461	235,308	232,880	240,683	249,590	247,000
3. Provide responsive services that meet the changing needs of our customers.	Construction of the 4th Eco Station to serve residents in northeast Edmonton. Maintain high levels of customer satisfaction and low incidents of missed collection.	Number of missed collection stops per 10,000.	4	4	4	3	3	4
		Percentage of customers satisfied with waste collection services.	n/a	94%	90%	n/a**	89%	95%
4. Maintain our leadership status focusing on innovation and attracting green businesses.	Commissioning of the Waste to Biofuels and Chemicals Facility.	Percentage diversion of residential waste from landfill.	44%	53%	52%	51%	51%	60%
5. Engage and facilitate residents' participation in waste reduction, reuse and recycling.	Continue to deliver education and social marketing programs with the support of volunteers.	Percentage of homeowners recycling.	89%	90%	93%	n/a**	92%	95%

- Strategic alignment with City vision
- Measures are linked with strategic goals/outcomes
- Efficiency and Effectiveness measures
- Annual target setting

THE WAY WE GREEN

THE WAY WE FINANCE

THE WAY WE LIVE

*Includes construction and demolition waste only
**Customer Satisfaction and Participation Survey not conducted in 2013



Pains of Measuring Performance

- Importance at all levels of timely submission of data
- Availability of data and checking their accuracy and integrity
- Seeking explanation on why targets are not met
- People have different views about measuring performance

Joys of Measuring Performance

- Identification of problems and opportunities at the early stage
- Feels good when you performed well
- Encourage teamwork towards common goals
- Good learning experience

Thank You

Herb Ramos and Colin Knoll
herbert.ramos@edmonton.ca
colin.knoll@edmonton.ca