

Commercial Paper Recycling Summit Notes

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Worcester State College

Introduction & Welcome by Sarah Weinstein, MassDEP

- Not a paperless society, huge quantities of papers discarded by businesses, many reasons to recycle and turn into new products
- Waste paper has value that we should capture
- Northeast states have adopted climate change initiatives – waste paper transportation and processing and exportation contributes to greenhouse gas (GHG) emissions at each step along the way
- Capturing waste paper for recycling is a focus for states
- Summit purpose: figure out how to increase paper recycling since everyone has an interest in this
- Many discussions in the past, many creative ways—some have worked, some have not
- Hope to make today's Summit different – identify and implement joint effort among state and private entities
- Thanks to AFPA and ISRI and Johnny Gold for support and participation; NERC and Lynn Rubinstein for advice and strategy; EPA Regions 1 and 2 for planning and facilitation support
- Goal: get as far as we can to create a regional strategy to capture discarded paper and generate new products
- Start with an open mind and recognize differences of opinion – where is the low hanging fruit? How can we help the mills that use recycled paper and the businesses that turn it into other products?
- Get ideas out on the table to turn barriers into opportunities on which we can take action
- Identify businesses and locations that can recycle but have issues that hold them back from recycling – how can we use our brain power to capitalize on sectors? For example, Massachusetts has suggested that offices and shopping malls with clusters of businesses could be targeted in a regional strategy
- State agencies cannot do this alone – Massachusetts has waste bans, others have mandatory recycling, all of this is not enough since there are still large amounts of waste paper – states do not have the resources to be the only force in this initiative. Who else can create systems or incentives and collaborate on such an enormous task?
- We need to identify leaders that have already solved problems to help set up a win-win strategy
- This morning's discussion will focus on what is happening and what is working and not working. In the afternoon, we want to hone in on specific strategies. NEWMOA hopes to put together regional plan out of today's discussion and find the resources for implementation. We expect that today will be the beginning of a process.

Panel Presentations

David Stukas: Challenges with Paper Collection at Large Shopping Mall

- Providence Place Mall is the largest freestanding building in state with 162 stores; no prior recycling program implemented
- Negotiated for about a year, general manager did not want a recycling program, but his assistant was enthusiastic about it and signed the contract
- Put in comprehensive program for North and South sides as well as anchor stores
- Implementation was more difficult than planning – by the second day, it was evident that the labels on each recycling bin had been ignored
- Not much success since after a lot of discussion: somewhat successful with cardboard, struggling with white paper and cans
- Tenants have to fill out a form for non-compliance: name, store, manager, reason for not recycling (this category is often blank)
- Challenging for building management to enforce the program; tried imposing small hauling costs on the retailers
- Economy is fragile, and the building owners want to hold on to all of the tenants, so they do not want to push too hard
- We work on the program every day; our long-term contract enables us to examine different avenues, but there is still a low participation rate
- The mall is a difficult environment for recycling because of its size and the high rate of staff turnover

Michael Buono: Waste Management Consulting Company

- Early in my career, I worked for waste haulers, and saw a slow increase in number of containers used to collect recyclables, with the promise that everyone would begin recycling and it would be great
- Sending out three times as many trucks may or may not have been economically feasible because of operational costs
- I moved to consulting to help clients on the inside develop recycling programs
- Have to take a long road of trial and error with each stakeholder; all must be provided with incentives besides kudos for helping to save the planet
- Showing them cost savings helps, but turnover of employees makes progress difficult because of short term institutional memory
- The government agencies do not understand all of the challenges

Scott Reed: Family-owned Waste Hauler in NY State that has Implemented Recycling

- The push for increased recycling created a strain on small business haulers – we were left with the same volume of waste with half the assets
- Local authorities demanded source separated recycling, which requires multiple bins
- Searched for ways to keep business efficient
- Haulers became educators and enforcers; state agencies provided inspection of hauling trucks
- Hauler is fined for contaminated load – hard time for small businesses in sector

- In rural areas, coming up with markets for recovered materials is hard, in urban areas it is slightly easier
- Educational resources are not available to haulers
- New challenges: market prices of commodities versus tipping fees, which are now relatively low, so the savings are not as evident
- Cannot rely solely on enforcement because it will be put back on the haulers, who are in a competitive business
- Keys to success of program would be consistent recycling laws throughout region or state with regulations regarding standardization of what they collect
- Consistent educational information would be great
- Many commercial buildings have small spaces and regulations that limit capacity for dumpsters and containers
- Education of young people is key – need constant reminders

Sean Duffy: President of FCR & Casella from Charlotte, NC

- 22 recycling facilities; recycling about 1.2 million tons per year
- Migrating to single stream
- Originally, tipping fees for recycling were higher than for landfilling; then new materials markets started to mature and tipping fees went down; now cost avoidance drives recycling
- Has to be convenient for the residents, so we have made investments in zero stream recycling
- Multiple containers are consolidated to make it easier for people
- People are changing collection and generation habits – examples: fewer newspapers and more corrugated cardboard with online ordering

Questions & Discussion with Panel

Question: How many stores are in the Providence mall? Do all employees and supervisors get a recycling orientation?

Answer from David: 162 stores with 13 compactors. The mall has a large turnover in employees. The education is lacking and is needed on a weekly basis in a mall that size. In RI, the DEM and RIRRC are helpful. We can only do so much enforcement ourselves. If we are too tough, businesses will choose a different hauler that recycles less.

We put in signage in two languages. All bins are labeled; each space is outfitted with individual buckets for cans and bottles, white paper, and waste. The trash can is larger even though it should be other way around. When the stores are busy, the recycling containers often get contaminated. Permitting for single stream is a long slow process. Even with education – which kids are often enthusiastic about – a mall of this size might never be able to get to where we want to be.

Comment: Concord, NH is instituting single stream recycling; it is all about creating incentives. The Town gets the money back. There is also Pay as you Throw, which gives residents a reason to recycle.

Question: Are you active with Recycle Bank?

Answer from Michael: Residential – you can easily regulate what goes to the curb; more difficult in commercial setting. Recycle Bank is a great promotional tool but is not the most cost effective tool for recycling. Education is key. What you do in commercial and residential settings is different. In offices, multiple bins = multiple mistakes. “No eating at your desk” completely revitalized recycling in one office. Legislators need to understand that programs need to be easy because no one will pay attention to the minute details. Programs need to be as simple as possible or else you cannot keep up with turnover of employees.

Answer from Scott: Advantage now is technology for single stream and the paper mills have better capability to deal with contamination. Markets have developed; sometimes we collect things that there is no market for and it does not benefit us at all. Simplifying things is easier now than it was in the past.

Question: Why have we not been able to implement single stream services to small shops so that it is much easier and less confusing? Can anyone comment on how to roll out single stream to small business?

Answer from Sean: It is a large investment to switch to single stream, and FCR just did that. Zero Sort can now be pushed to the people you are talking about because you are right—it is too difficult for them to source sort and have multiple bins in small spaces.

In Charlotte, the municipality just converted to single stream with 95 gallon containers. My house did not get picked up the first week because we could not figure out the collection zoning... we try to do the right thing but if you miss that collection it will not come again until two weeks later, which the city loves because it saves them collection trips and money after its \$7.5 million investment. We are pushing for similar programs for businesses too – enforcement is easier with simple programs. My office has desk side bins, and we do not even think about the difficulties with that anymore because we have been doing it so long. We need to take a step back to look at the big picture—buy more bins slowly, maximize use of hauling trucks, evaluate return on investment every other week, and educate generators on what to do.

Answer from Michael: Having multiple bins and attempting to capture the reduction in tipping fees is not cost effective for small businesses. You have to strive to offset the increase in waste disposal costs, which continue to rise. Also, the towns should require recycling so that the commercial generators have to make a small investment to avoid fines. On a large scale, you can justify change in a program because you are actually saving money in hauling and tipping. Typically, the most wasteful hauler gets the contracts because they are cheaper; everyone is cutting corners in such a competitive business. Single stream is great until it becomes mostly garbage, and you are just processing garbage. The efficiency is great, but you are walking up to the edge of a cliff, and municipalities are concerned about the jump.

Question: To John's point about approaching trash and recycling differently and Michael's point about simplicity: in a commercial setting would it be easier to give people a list of what is garbage? Is the mix too great to be able to do that?

Answer from David: Single stream has always been the ugly cousin to source separation. It is a double edged sword – we ask people to separate and then there is turnover, and we get nothing. I think single stream is the way of the future, and any state that does not implement it is going to be way behind. I do not believe we will ever get a McDonalds to recycle because the minimum wage employees are not invested in the extra work.

Answer from Scott: I disagree. Every franchise is basically the same; they just need a top-down push. Approach them from the corporate level, and they will be able to uniformly comply.

Answer from David: Right now, I am advocating zero-sort because you cannot guarantee employee compliance.

Comment: In a building with 800 employees, we have always separated mixed and office paper, and now our hauler will not pick it up because they are single stream.

Comment: My agency has been skeptical of single stream. Half of the collected paper is slick advertising, and the same stuff is coming out of houses too. Look at banks where they have almost only office paper – some entities might be suitable for single stream, and some might work best with dual stream. Maybe we should pick out different tiers of people that have different resources and abilities.

Response from David: I agree with that—some customers are enthusiastic about recycling and do not want single stream, but places like a mall would benefit from single stream, so that we can capture and divert more of the waste from ending up in the landfill.

Comment: We have waste disposal bans in MA, but the State has limited enforcement capability. Recent inspections found a lot of paper and corrugated board mixed together, with opportunities for recycling. MassDEP gets calls from everywhere asking about how to switch to haulers that will pick up and recycle 60 percent of the waste. We need to educate at the hauler level, so they will not discourage businesses from collecting the materials for recycling. There are some extra costs, but it should not cost twice as much to implement large scale recycling.

Comment from Michael: You need to get the hauler to recognize the customers' needs. The business needs to say that they are willing to look for a hauler that will accommodate them or else the hauler will lose the account. Generators need to educate themselves on the marketplace, build their recycling program around their individual needs. If they are generating useless low-quality paper, they do not have the same needs as someone that generates office paper. The hauler has little incentive to do more work when they are collecting things of little value. Push recycling and enforcement mandates and inspect facilities instead of haulers, all of this can be worked on at the source. Businesses will become great recyclers if they are faced with the possibility of fines. Some haulers have created special forms that every customer must sign that says they were offered recycling

and refused it so that the hauler will not end up with fines at the landfill because of their clients. The hauler cannot force clients to recycle, but government can. We have to go forward with industry and government working towards the same goal where every client is recycling 80 percent of the waste stream.

Summary of themes from presentations and discussion:

- Doing good is easier when it is easy to do good
- The direction may be more important than the magnitude
- Education and enforcement are key
- We need to build systems with continuity that can last beyond employee turnover
- The economics have to work for business or else it is an uphill battle

Identification of Key Issues, Obstacles, Opportunities, Ideas, & Priorities

- Address concern about downgrading paper and turning high quality into lower grade tissue
- Need landfill surcharges to encourage recycling
- Need municipal-business partnerships
- Need haulers to provide services that are more inclusive and not just about one material
- Identify who are the large generators—how do we find them?
- Educate and connect kids with businesses: create and support programs for small businesses; hold generators responsible
- Need different approaches for different types of business; target each differently
- Focus on addressing consistency, creating a level playing field, and addressing the challenges of getting state and local regulations that are not perceived as anti-business
- Develop a model that everyone agrees is a good approach and then each state can implement it as they see fit
- Develop a level playing field that is based on reality and not policy ideals
- Address generator responsibility, paper quality issues, mixing of different types of papers, and contamination of waste paper
- Identify what the infrastructure needs are to promote more efficient service so that we do not have two hauling trucks going down the same street
- Reduce operational costs (along the lines of San Francisco's split trucks that can accommodate recycling and trash with one trip)
- Examine whether state policy could possibly influence the markets for recycled paper
- Develop better systems and management of those systems in the workplace to get the materials to the docks
- Identify the best incentives for recycling and understand the volatility of the marketplace, the sources of risk, and the rewards for each stakeholder

Full Group Discussion on Key Questions

Are we all shooting at the same target, or do we have different visions in mind?

Where do you see this in the next few years? Suggested targets:

- Processors want more volume because they base their business on it. They want more diversion. They want stable, consistent, and steady markets. They want to see recycling programs consistent across the board where there is a pattern of recycling that is the same wherever you go. They want to see stable markets and industry partnerships with state and local government and to stay below the radar of the politicians. Some in the public sector are concerned about the business model of waste facilities, what increased recycling will do to these facilities, and whether waste bans have created increased competition.
- Sustainability on a large scale promoted by product stewardship and reuse-ability of products for the lifespan of the material, including recovery and diversion.
- Get rid of government subsidies on virgin materials.
- Zero waste or heading towards it implemented, maximized material efficiency, unified federal regulations with common definitions, use of virgin products made harder than recycled, and new paper mills built on Brownfields for development of a new type of paper industry.
- Stronger connections between waste and climate change, with producer responsibility in terms of requiring increasing recycled content of products so that in five years paper recycling is the norm and is not complicated to do. Paper recycling should be a universal behavior arising out of education instead of enforcement. Over the next few years, we need more national excitement about recycling – try Oprah. We need one solid message across all sectors.
- All businesses get involved in the recycling process; we identify the big players actively work with them. Waste brokers encourage retail stores to recycle; brokers get competitive prices from haulers; and clients drive recycling programs. We should be strategizing for how this could sustain economic recovery. We need to modify corporate structure so that recycling is intuitive throughout the company.
- Recycling is cleaner and mills get the quality of materials that they need.
- Cost-effective ways to increase small business recycling are identified.

What needs to happen in order to start moving towards these aspirations? What will get these ideas into action?

- Develop incentives; implement a real enforcement component that it is costly for generators so they do what they have to do.
- Educate government about needs of haulers and processors: better understanding of the economics, regional and local government cooperation, identification of the generators, and consistent messages across the board.
- Develop consistent guidelines for materials based on sector – offices use recycled paper, and restaurants collect cans and bottles.
- Develop standard capture targets across each type of business.
- Get recycled content materials to be cheaper than virgin products.
- Increase minimum recycled standards content for products – and require government to use such products. There is a lifecycle for the fibers—you need a certain amount of virgin content to make a product.

- Increase state and federal incentives that would expand markets for recyclables and create green jobs: for example, tax or Department of Labor incentives to increase the market with stimulus.
- Promote stakeholder collaboration to achieve goals; need to understand each other and the needs of each group in the industry.
- Promote continued awareness and education programs for generators about value and impact of diversion on bottom lines.
- Target groups of generators with specific methods and approaches.

Breakout Session Reports from Groups

Blue Group

Ideas on what is needed:

- Address single stream versus multi-stream
 - One size does not fit all
 - Generators need to design programs tailored to their situation
 - Depends on volume
- Maintain quality of the paper/material
 - Price
 - Dampen volatility
 - Clean, affordable stream
- Keep materials in region
- Reach out to those not participating
- Develop cooperative integrated discussion between public and private sectors
 - Get all parties together
 - Create “forums of exchange”
- Take government leadership
 - Level the playing field
 - Develop broad goals
 - Educate
 - Create incentives
 - Conduct enforcement
- Identify who to target in commercial buildings
 - Develop incentives/directives
 - Identify low hanging fruit
 - Understand whether mills have the capacity to handle increased volume
 - Determine barriers for the generators
 - Understand whether government recycling programs are open to all
 - Connect to climate change
- Increase the cost to dispose of waste
- Decrease the cost of recycling
- Educate generators – where are they?
- Create incentives, motivate, promote value
- Identify government role
 - Educate stakeholders

- Enforce against violations
- Develop public-private partnership with short and long term goals

Red Group

Ideas on what is needed:

- Improve stakeholder understanding
- Address concerns with single stream and quality/usefulness of recovered material
- Include generators, brokers and shredders in conversation*
- Develop model legislation: MOU, modeled on mercury products and Toxics in Packaging Clearinghouse (TPCH)
- Offer opportunities to engage in conversation
- Reach out to stakeholders (including generators)
- Learn from efforts by CVS/Walgreens to expand cardboard collection to neighborhood/small business
- Go to generators at their meetings or venues
- Hold focus groups with sectors or generator groups
- Develop legislation requiring storage or adequate recycling facility
- Develop model ordinance
 - State-imposed or not?
- Work with municipal associations on uniform rules
- Develop model best practices or with sector approaches (not a one size fits all)*
- Develop best practices*
- Address measurement and need for data on successes or failures
- Develop authority for implementing model practices
 - Is the municipal model best?
- Implement a disposal surcharge to support recycling
- Develop numerical goals to move programs strategies along*
- Collect numbers and data on recycling and disposal within context of strategy, not just for the sake of data collection but to support implementation

*Elevate these ideas as priorities within respective organizations;

Yellow Group

Ideas on what is needed:

- Education and outreach
- Mandates from government
- Cooperation by municipalities
- Enforcement
 - High profile case to impact large companies
- Small business incentives or requirements
- Government assistance
- Benchmarking for haulers and facilities
- Identification of standard components of recycling programs
- Product stewardship - manufacturer responsibility for products
- State and business cooperation

- Enforcement
- Demonstrate the captured value of recyclables

Summary of discussion:

- 60 percent of American workers are in small businesses, which makes this sector a significant target
 - How is small business defined?
 - Who is paying for waste management? Landlords, tenants, others?
 - Focus on multi-tenant buildings
 - Few incentives for small companies to recycle
 - Lack of enforced mandates
 - Not enough education
- Why are haulers not actively pursuing these businesses?
 - Where do operational costs exceed profits?
 - Where should single and multi-stream recycling be used?
 - Can we create guidelines?
- Requiring haulers to offer recycling vs. requiring generators to recycle
 - Mandates from municipalities vary
 - Start with a few items and expand
- Requiring haulers to report
 - NY: facilities report on waste but no auditing occurs
- Will mandatory reporting be effective?
 - NH: haulers report what goes where
 - Becomes public information
 - Average composition of waste stream is known
 - Collect data and establish benchmarks
 - ME: certifies tonnage reports
 - How do we get data from all users?
 - Need more details to identify sectors that could improve
 - NY: pushback from haulers on proposed reporting requirements
 - CT and NJ already require hauler reports
 - Mandating paper recycling for commercial sector, cannot enforce for residences or at the municipal level
 - Cambridge requires recycling action plan for businesses; added recycling to list of items during regular site inspections
 - Mandates at local level cannot be enforced by states
- Complementing mandates with disposal bans
 - MA: hard to trace back items to generator because haulers carry loads mixed with bags from multiple facilities
- Add recycling requirements for building/construction permits
- Require business to contract for recycling with haulers
- Compliance needed for licensing of business
- Product stewardship: getting everyone in paper lifecycle involved: manufacturers, government, users, disposers
 - Can we apply this concept to paper recycling?
 - Canada's cradle-to-grave model

- Consumer education, awareness, and enforcement
- Barriers to enforcing current mandates
 - Budget constraints of government
 - Rights of municipalities – all of which have different programs
 - Weight and volume price discrepancies
 - Management of enforcement
- What can we take on?
 - Consistent state mandates with teeth
 - Material lists with disposal ban as backup
 - Establish a model program, increase hauler reporting
 - Create a benchmark per sector
 - License haulers and give them incentives to provide recycling services
 - Mandates are a form of education
- Next steps:
 - Develop regional model material lists for mandatory items and supplementing disposal bans (like the mercury legislation) and promote to Northeast states
 - Highlight success stories and operational cost savings for stakeholders
 - Target enforcement for education
 - Link general recycling with special waste programs that are funded
 - Discuss reporting and chain of custody through recycling systems
 - Work with haulers to determine best way to get data

Green Group

What ideas did you find outstanding?

- Information sharing across the board
- Common goal to increase recycling
- Human side to be green but also consider the commodity aspect
- Need a clean abundant supply of recycled materials
- Opportunity for other options beside single stream
- Need to look differently at different groups: generators, policy makers, haulers have different perspectives on quantity and quality
- What is the economic strategy for small generators?

Look at each step of the process; start with generators. Who are they? What are their problems?

- Quality of materials from generators is important
- Recovery rates are increasing – more than 60 percent for paper; but what paper? There is conflicting data. Is data missing?
- When generator rents do not include waste costs, they cannot benefit from reduced costs
- Inadequate space for recycling storage
- Education
- Turnover of staff
- Landlord should be responsible regarding enforcement

- Tenants cannot be bothered
- Could be part of the business license; require a plan to recycle
- Enforcement letters are effective
- Touch base with businesses even if not required
- RI has a requirement for businesses with 50 or more employees to submit recycling plan; the information is generated by the hauler
- Not all states have the statutory authority to require recycling plans
- Look into the strip mall and multi-tenant ownership
- Multi-state initiative may have more power; question about the lasting power

Sustaining compliance is difficult:

- Need to get locals involved – closer to the businesses
- County and locals: not priority to look into violations

Would the connection to climate increase the priority?

- Develop partnerships with those that are focused on climate activities, International Council for Local Environmental Initiatives (ICLEI), Massachusetts Climate Action Network, and Clean Air/Cool Planet

How much paper do specific types of buildings generate? (i.e., pizza shops, doctor's offices) –

- Create a model – to identify amounts of fiber from different sectors

Do we understand the barriers for businesses and municipal government?

- Could municipalities partner with businesses to get benefit for the municipality?

What is critical mass to be picked up?

- 1,800 to 2,000 pounds; a 96 gallon totter = 300 pounds
- Confidential paper collection results in recycling – shredding is not required – only that a chain of custody is maintained, so medical, dental, lawyers, banks all have lots of shredding happening
- What about businesses not covered under confidentiality laws and what about other fiber?

Who is missing?

Processors and Haulers

- Market stability is a big issue
- Demand for fiber is there
- Contracts are usually for three years – where volumes are large enough could be rebates

Mills

- Demand for recycled paper exists
- Need for high quality fiber

What is most important for moving forward?

State enforcement:

- Could be collaborative state approaches
- How does this play in a down market vs. when times are good?

Creating a tool kit:

- Look for partners from associations, states, municipalities, Chambers of Commerce
- Create incentives
 - Educational (environmental stewardship)
 - Economic (financial, cost avoidance)
 - Enforcement
 - Assistance
 - Positive press

Share strategies with generators:

- Property managers
- Associations
- Business owners
- Municipal planning and zoning boards

Identify correct generator universe:

- Quick assessment – not a long drawn out study
- Piggyback on waste characterization studies (i.e., NJ, NYC, and CT)
- Investigate at transfer stations
- Use universities to conduct study – graduate students

In order of priority, the activities should be:

- 1) Identify generator universe
- 2) Identify what type of paper from whom
- 3) Develop tool kit with partners
- 4) Use information for state enforcement letters or outreach

General Report Out from the Breakout Groups

- *Yellow Group*: focused on mandates—the idea of mandated recycling, reporting, enforcement, and education.
- *Red Group*: task-oriented and engaged with examples and moved on to the how.
- *Green Group*: Enforcement, partnerships, and waste generation analysis – folding that into a strategy.
- *Blue Group*: wants to know where the generators are; key missing ingredient in conversation. Increase volume of recycling as underlying goal; one size fits all approach is not effective; key is sustained public-private partnership.

Reports from the Breakout Groups on What We Are Trying to Accomplish?

- *Red Group*: Identified the fact that folks operating under a common set of rules can help simplify things, the municipal experience/model communities were discussed, developing model approaches or practices by groups like NEWMOA

to guide communities to efficient waste management standards. Identifying some key municipalities that are moving forward with successful programs would be valuable. One of the related issues is bringing in other key stakeholders; need a generators perspective.

- *Green Group:* Create a model by industry or sector to examine how much paper is used and where it is coming from. The states or NEWMOA could conduct a waste generation study to determine where its coming from, which includes generator outreach, an incentives toolkit for bringing them to the table, and encouragement or enforcement from state partnerships/regional organizations. Commodity markets are volatile, how can we create enforcement policies that are flexible enough to accommodate them?
- *Blue Group:* Education of the public, motivation and incentives, and government leadership. All stakeholders need to be involved in sustained outreach and education. There needs to be a recognized value in recycling that is clear and apparent for all parties and influences a wide variety of people, without creating competitive disadvantages. Showing the value of recycling can be implemented with the climate issue. Government should help level the playing field and provide innovation (for example: linking liquor licenses to certified established recycling programs—this can be expanded to other licensing sectors). Enforcement aspect should contribute to leveling the playing field.
- *Yellow Group:* Establishing consistent state mandates with teeth—the home rule and differences in municipal programs make it difficult right now. We need to create mandates for recycling of listed materials and disposal ban of those materials on a state or regional level. Requiring haulers to report—so we can get a more accurate baseline and identify what sectors and areas have the most room for improvement. Also, identifying and using success stories to inspire other groups, and allowing government to take the lead in putting recycling programs into practice.

Reports from the Break Out Group on Next Steps

- *Green Group:* Implementing a waste generation study to see how we can most effectively implement a program, including a waste paper analysis. Waste characterization study would help start this process. How do we keep this conversation going so we do not start off in the same place a year from now? How do we reach out to generators—work with municipal and business associations, and economic development and trade groups. Conduct more research on single stream vs. multiple streams. How we can work with multi-tenant buildings and their property managers?
- *Blue Group:* Reach out to generators—how can we do this not just once but over a period of time to determine their barriers and disincentives?

Report from Breakout Groups on How to Engage Generators Since They Might not Want to be Involved in a Summit Like This

- *Yellow Group:* Developing a model list of mandatory materials to be recycled across the northeast states and accompanying disposal ban and legislation to further enhance existing requirements. Improve discussions with haulers on how

- to get more data from them, what would incentivize more detailed reporting so that we can have more useful data on the government end. There was also interest in publicizing success stories from business or communities, for example: all New Hampshire state agencies have increased recycling and reporting initiatives. Continuing discussions—help government get the industry perspective.
- *Red Group*: Recognized that we need to look for opportunities to bring more people into our discussions, particularly generators, which might mean us moving to them and discussing the issue in formats that they are more inclined to respond to. Perhaps collaboration between NERC and NEWMOA to create model-based practices and highlighting successful programs to draw from directly. Need to each go home and elevate this issue within our own organization as we call for implementation of next steps. Working on numerical goals so we can measure and track recycling effort and how you can entice people to participate. Need for data on amount of materials recycled as well as amount of materials still being disposed and using this data to push forward. Possible implementation of disposal surcharge to negate budget barriers—collecting data before we act was not something we wanted to do: we need to put something into effect before any more time is wasted on the issue. Look at highlighting the communities that have successful programs as well as the amount of paper still not recovered from the waste stream. This data is more manageable to generate.

Open Comments and Suggestions from the Full Group

- LEED standard for operating building should include paper/waste management as a credit—many businesses are willing to spend more money to get LEED recognition as it is now a major selling point.
- There was some talk about GHG and global warming—MA has green community programs that can be drivers and templates to encourage waste to work into these programs and allow communities to get recognition for best waste management practices. Permitting and licensing incentives are also good ideas for getting increased participation and compliance.
- You can also link to other green alliances that exist between states. Also, event permitting should require recycling infrastructure.
- Encouraging industrial/sectoral partnerships with a strategy to commit to a certain amount of reduction voluntarily that will also increase public awareness. This meeting is the beginning of such a process.
- Once we do come up with strategies, generators might be more willing to listen and provide feedback on the ideas.
- It is not just the generators but also the property managers that really need to be involved.
- There are challenges around where recycling and collection occurs at a site including safety and fire hazards—the sheer spacing of where you collect recycling at a location. We need to get architects and builders involved into the process so that each facility has these spaces built in so tenants do not have to try and retrofit their space with places to accommodate recycling.

- We talked a lot about haulers and the importance of them being able to report, also the ability for haulers that do not offer recycling to be able to do so in order to stay competitive in the market.
- Haulers are the face of recycling, they are at the generators site, there may be some that are not participating but most are. There is tracking for all kinds of waste, why not track where we are to establish a baseline and see where we need improvement?
- Trash haulers do not want to do more paperwork and take more time. Trash is not like pipes and wires that you can monitor, the variability of the data makes this difficult. Facility-based reporting is more likely to be implemented because they have the resources to do so.
- Reporting may be a burden for small companies: we would have to identify routes drivers were on, etc. and report it. Reporting can benefit the haulers too.
- In some areas, haulers are required to register in a municipality and report tonnage of where they are bringing their solid waste.
- MA started to create a hauler certification program that ran out of steam, but starting that again would be a way for haulers to establish themselves as “greener” businesses.

Full Group Discussion of “I Have a Dream...” for the Future of Commercial Paper Recycling

- Increased volume (out of waste stream and into recycling)
- Increased, consistent markets
- Universally understood recycling language
- Better partnerships between government and industry
- Sustainability—materials are reused to the max
- Elimination of subsidies for virgin materials
- Zero waste, recycling is the norm
- Easy to find recycled products
- Strong connection between climate change and waste
- Education more than enforcement as a path
- Current do-nothings will be recycling too
- Role of waste brokers will be clarified
- Cleaner recycling, cost effective for small businesses

Issues & Concerns

- Concern about downgrading paper
- Better systems (including management) of workplace collection
- Disposal charges to incentivize recycling
- Municipal and business partnerships
- Identifying large generators
- Small business programs
- Target businesses by type of recycling
- Competition between recycling and disposal
- Coalition to promote model legislation

- Level the playing field
- What infrastructure changes are needed to reduce cost of recycling
- Can we influence the market for recycled materials?

What it Would Take

- Incentives: enforce requirements
- Better understanding of the economics and what different players need
- Consistency in message and effort, guidelines that span a region
- Recycled products need to be cheaper than virgin products
- Increasing state investments in marketplace, green jobs, tax incentives
- Better understanding by stakeholders of each other's issues to work together
- Sustainable processors overseas
- Training help from non-profits to augment government enforcement

Wrap-Up by Sarah Weinstein, MA DEP

For the next steps, the meeting organizers will write-up what we heard and distill the various recommendations and ideas. We will get the ideas out to the NEWMOA Workgroup and participants to see what we missed. Then the work really starts—in the fall, we want to narrow down the list and figure out which ideas can be implemented by the states and their partners. There are certainly some things we can agree on to follow-up with, but we need to find resources for funding and use advice from the stakeholders.

I am starting to see what could be included in a regional strategy. There were a number of suggestions today of things that would be good for the region to do collectively, so we can present a united front across multiple states. NEWMOA generally comes up with a menu and lets the states decide which things they are willing and able to implement. We are not there yet, but we have made a lot of progress towards the laundry list, and we need to continue discussions between all stakeholders and groups.

I heard all of the groups say they are not done talking; need to continue these talks. We are missing stakeholders, including landlords and tenants (not for lack of trying) that need to be involved. We need to look for other ways to engage them or find time they are able to join us. I was surprised by the report outs because we talked so much this morning about varying streams—single stream gets people to recycle more, but it does not work for all the end users of recycled paper. To make this workable, we need to continue this conversation about using single stream where it works well and produces the right quality paper, but we also need to look at dual stream for certain kind of generators with more valuable products.

I hear ghosts of prior conversations about how to engage and educate the public. We might need standard visual clues that this kind of recycleable always goes in this kind of container with this mark on it...this way we can avoid language barriers and provide region wide consistent messages that they can use at home and at work. The need for education is something that needs to be worked on. The idea of publicizing success is something we might be able to do without high cost. I would like to hear more conversation on measuring success, setting goals and gathering metrics that are useful,

and can be developed without imposing large costs on industry or government. There are other ideas I would like to see us discuss more fully – voluntary incentives and enforcement as well as other kind of incentives that include a range of motivational tools for various generators. Maybe its part of or modeled after LEED programs, maybe we can pursue non-enforcement and voluntary avenues.

Thank you to everyone for participating in the Summit. NEWMOA will get back to you with notes on the meeting and the decisions about next steps.

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