

# Being a Part of the Whole

## Integrated Solid Waste Master Plans

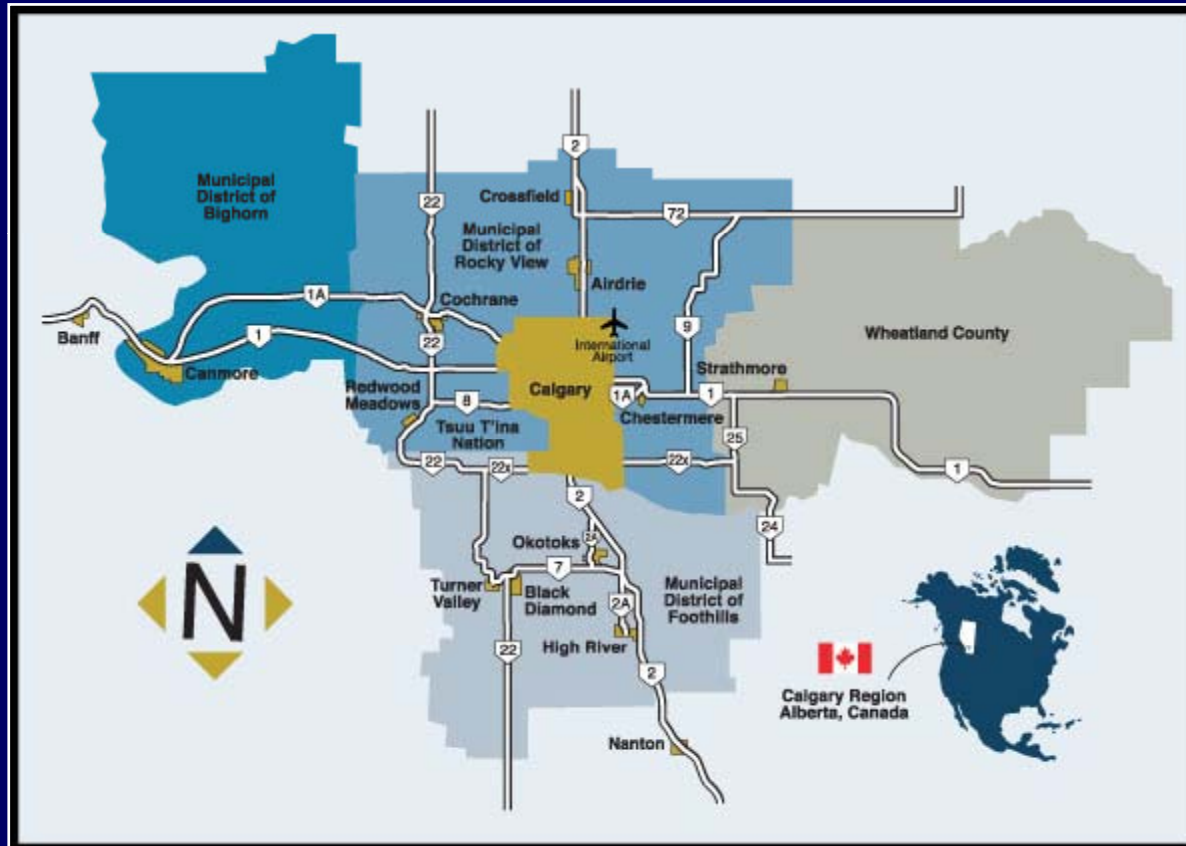
### *The Rocky View Example – Part II*

Mark Rowlands, CH2M HILL

Jennifer Koole, CH2M HILL



# Municipal District of Rocky View



# Municipal District of Rocky View

- 1 million acres
- Envelopes many other communities
- Population of 35,000 and growing
- Rapid development – commercial and residential
- Urban and rural characteristics
- First Solid Waste Master Plan 2007

To go from being *a part from* the whole...



To being *a part of the whole*...



# Master Plan Approach

1. Our Community
2. Our Credibility
3. Our Waste
4. Our Future Programs
5. Our Future Decision-Making
6. Our Accountability



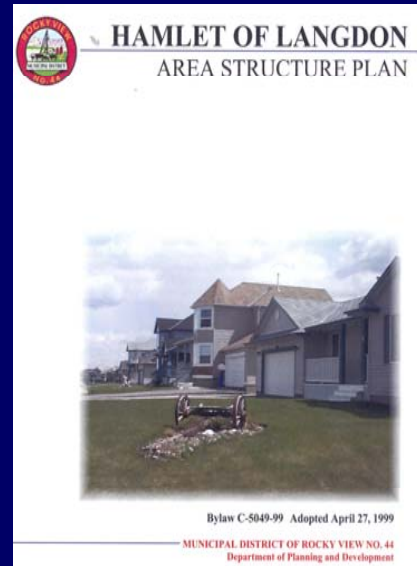
# Approach –Community/Credibility

## 1. Our Community

- review local ASPs
- survey adjacent communities
- interview department heads

## 2. Our Credibility

- Climate Change
- Toxics



*"...global warming is a fact confirmed by an enormous body of observations from many different sources."*

*"The probability is extremely high that human-generated greenhouse gases.... are the primary cause of .... global warming and climate change today."*

**Stuart D. Jordan,  
Ph.D., NASA,  
Skeptical Inquirer,  
May/June 2007**

# Approach – Waste/Future Programs

## 3. Our Waste

- Residential, ICI, C&D
- Agricultural

## 4. Our Future Programs

- Department Responsibilities



# Approach – Decision-Making/Accountability

## 5. Our Future Decision-Making

- Seven Step Process

## 6. Our Accountability

- Annual Reporting
- Performance Measurement

**Step 1 – Reflecting the Solid Waste Strategic Plan and Other MD Strategic Plans**

**Step 2 – Respecting the MD Regional Vision, as well as those of Member Communities**

**Step 3 – Assisting in the Province's Goals**

**Step 4 – Thinking Regionally and Working With Our Neighbours**

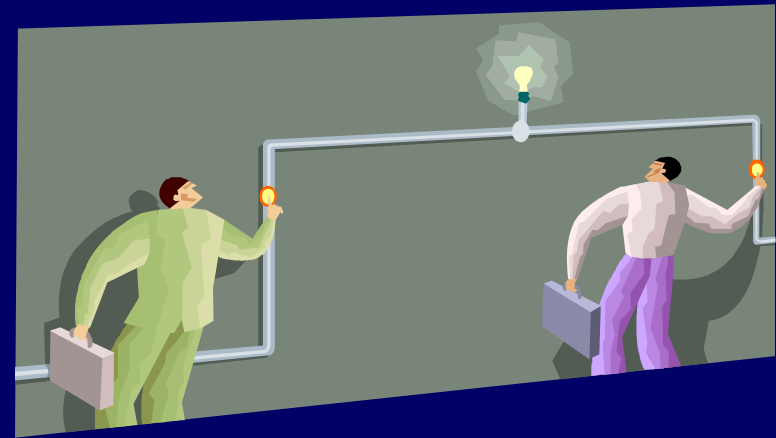
**Step 5 – Considering the Big Picture**

**Step 6 – Quantifying MD Values and How They Apply in Decision-Making**

**Step 7 – Identifying MD Servicing Stages to Implement Policy and Programs**

# Changing Culture

- Focus on a Department
  - Economic Development
  - Planning
  - Corporate Services
- Understand their Mandate
  - Responsibilities
  - Tasks
  - Best Approaches



# Changing Culture – Managing Different Mandates



- Focus on a Department
  - Economic Development
  - Planning
  - Corporate Services
- Understand their Mandate
  - Responsibilities
  - Tasks
  - Best Approaches

## EXHIBIT 3-6

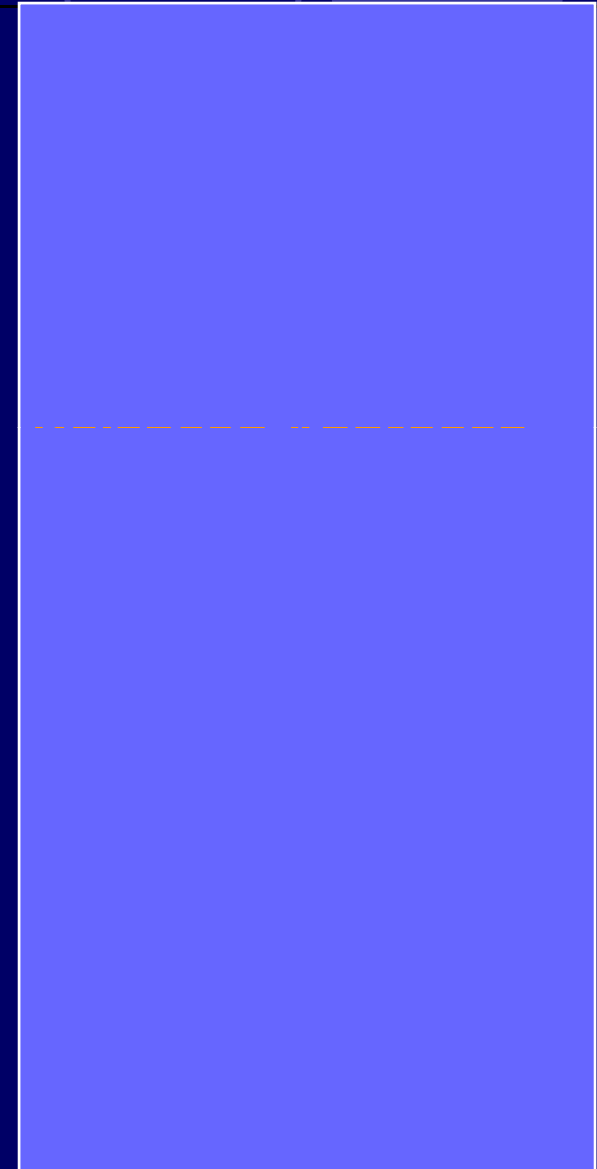
### KEY DEPARTMENTAL ELEMENTS RELATING SPECIFICALLY TO SOLID WASTE

#### **RESPONSIBILITIES**

*Focusing on attracting new business and, in general, assisting the business sector, when possible, to improve their long-term viability.*

#### **Business Retention and Expansion** –

Support existing businesses by facilitating partnerships within the business community to advance their interests.



# Changing Culture – Program Mgmt.



- Departmental Mgmt.
  - Control of Solid Waste Programs
- Resources to Assist
  - Solid Waste Staff
  - Consultants

# Departmental Windows of Opportunity

Business Services		
Business Plan	Amendment or updating of the MD Business Plan	Receive submission from Solid Waste Manager, and ensure it corresponds with the budget. Consider a three-year plan.
Contract Development and Award Process	Issuance of capital works and procurement contracts that will result in the production of solid waste or the potential use of recyclable materials	Insert clause policy for BMPs for solid waste handling and disposal. Where appropriate, consider waste creation, management, and disposal methods as part of decision making criteria.
Anticipated Assessment and Tax Notice Date	When direct mail-outs are needed	Add solid waste public education information if or as needed.

- When to implement a program or policy?
- Who is responsible?
- Necessity breeds invention?

# Changing Culture – Closure



- Solid Waste Master Plan
  - Dept. by Dept. Solid Waste Programs
  - Departmental Control
  - Department Support
  - Implementation Schedule
  - Windows of Opportunity
  - Performance Measurement
  - Solid Waste Staff Coordination
- Adoption of the Plan with Departmental Buy-in

The Rubber Hits the Road....



# The ROLL OUT ... What we did...

- 8 tailored presentations
- Employees were grouped by job function, not department
- 1. Gave an overview of solid waste department (lots of visuals)
- 2. Showed “The Story of Stuff” video
- 3. Discussed the Master Plan as a policy document and decision making tool

# How we measured success...

- Measure of success was level of discussion during presentations and follow-up actions

# Why we were successful...

## Personification...

- a lot of new staff
- large municipality
- not everyone gets out of the office



# Virtual Tour of Sites and Services



# Why we were successful... cont'd

- Personalization...

- Story of Stuff, strikes a person chord
- links personal choices to professional behaviour
- had job specific examples of trigger points



# How is solid waste a part of your job at Rocky View?

- Generating garbage?
- Dealing with waste disposal?
- Recycling documents?
- Illegal dumping pick-ups?
- Creating paper?
- Landscaping?
- Developing land use policies?
- Other???



# Seven Step Decision Making Process and Master Plan Overview



- What is a Master Plan?
- Why would a municipality have a Master Plan?
- What are the ingredients of a Master Plan?
- Who will use the Master Plan?
- What happens when the Master Plan is out of date?

# Job specific questions

- Each group had been organized by function – how they might encounter solid waste issues in their day-to-day jobs
- Examples:
  - Frontlines – anyone who deals directly with the public
  - Policy – all groups who develop municipal policy (planning, finance, ED)
  - Employee focused group (HR, IT)

# Examples of Employee Group Specific

- How can waste reduction be a part of everyday staff culture?
- What can the MD do to plan ahead for waste reduction in the new facility?
- How can we use technology to reduce paper waste generation?

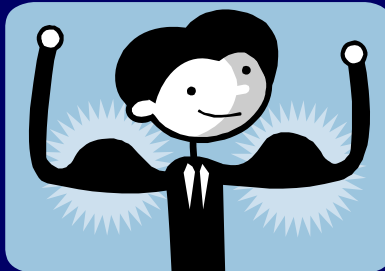


# Triggers (Finance, IT, HR)

- Procurement policy – RFP's – service awards
- GIS – layer updates
- New contracts for cleaning
- Updating new employee handbooks
- Environmental committee?
- Social committee events
- Waste handling contracts

# Results

- Big and little changes around the office
  - More people asking the “have we thought about this...???”
  - Understanding that solid waste matters and that it’s a component of planning at the up front stages not an after thought
  - Empowered people to act on ideas that they wanted to implement but didn’t feel supported to do so



# Examples of changes after the roll-out

- Procurement policies now have a “Environmentally preferred clause”
- Events are being planned with compostable or reusable materials
- Supplies, like paper, will have higher recycled content
- Circulation of paper copies of Council minutes went from twice to once
- New building design more apt to include environmentally friendly aspects
- Building maintenance efforts – FLT’s

# Biggest Change



- the “doer” groups (policy and engineers) are looking for the “how to’s”
  - When to take PUL lots for recycling, transfer sites
  - What to tell developers to include in their conceptual schemes and subdivision designs

# Biggest Challenges



- Answering the “how to” questions in a timely manner to keep the momentum
- Working with groups who still haven’t made the connection... Safety code officers

# Overview



- Integrating solid waste needs of all departments into the Solid Waste Management Plans – include in the development stages
- Rolling out the plan to all employees by function (do not rely on top-down information sharing)
- Create a personal connection to waste and decision making
- Keep groups small, facilitate conversation, encourage all questions and positive behavioural changes

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