

Strathcona County's Waste Management Roadmap
IMPLEMENTATION FRAMEWORK

Managing Waste Together • Our Community's Commitment to Rethinking Waste





Strathcona County recognizes that we meet on the traditional travelling routes and gathering places of these Treaty Six nations—Blackfoot, Cree, Dene, Gros Ventres, Métis, Nakota Sioux and Sauleteaux.

Strathcona County proudly recognizes that a portion of the land we live on is called Amiskwaciy, Cree for “The Beaver Hills”.

Our indigenous people were joined by settlers and pioneers, building together this great community of Strathcona County.



INTRODUCTION

Guided by our Waste Management Roadmap, Strathcona County is embarking on a journey to shift how we as a community think about and manage our waste together. This new strategy identifies the community's philosophies and priorities and will serve as the high-level document that extends focus beyond traditional end-of-life waste management to a more holistic, circular approach to the delivery of waste prevention and management services and programs across the community.

Throughout the development of the Waste Management Roadmap, it was evident from the engagement process that there is a shared desire to make waste management a community-wide responsibility. The Roadmap was informed by more than 2,300 engagement responses to date, with further public engagement to occur as initiatives are identified and actioned. The evaluation of the public engagement process combined with internal and external research, the County's profile, plans and policies, industry best practices and guiding principles establishes a forward-thinking path of where we need to go or get to as a community.



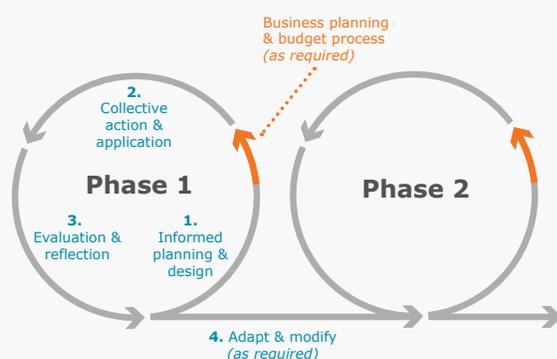
“ TOGETHER WE VALUE WASTE AS A RESOURCE AND ARE COMMITTED TO RETHINKING OUR PRACTICES IN ORDER TO MAKE STRATHCONA COUNTY THE MOST LIVABLE COMMUNITY IN CANADA. ”

SETTING THE STAGE FOR IMPLEMENTATION

The Roadmap sets a forward-thinking path over the next 10 years of where we need to go or get to as a community generating waste, while the implementation framework will guide the collective effort, actions and resources needed to fulfill the desired outcomes.

The Roadmap clearly illustrates the complexity and variability of the waste management system in our community. There are a number of industry players, waste generators and levels of regulators that impact the system. Furthermore, industry influences are constantly shifting the landscape of waste management.

As such, the process in which initiatives will be developed is through an iterative practice that embraces a circular, dynamic approach to the way we explore and intervene. This will also ensure long term success in achieving the outcomes identified in the Roadmap.



Phased design cycle for implementation plan

Key components of the implementation framework:

- Ensure alignment to corporate and community priorities;
- Consider allocation of fiscal and human resources through business and budget planning process;
- Clarify roles, responsibilities, deliverables and timelines;
- Build informed and adaptable initiatives; and
- Allow for evaluation, refinements and reporting back.

This framework will guide the process by outlining the method in which initiatives will be introduced. The implementation of these initiatives, actions or adjustments will use a phased design cycle that includes the following stages:

- 1. Informed planning & design** Problem solving and setting through informed engagement and research. Business Case development and budgetary approvals, when required.
- 2. Collective action & application** Working together as a community to implement and apply actions.
- 3. Evaluation & reflection** Assess the outcome and efforts made and reflect in order to learn and grow.
- 4. Adapt & modify (as required)** Make suitable adjustments for improvement.

With our waste system in a continuous state of flux, it is important that there is a constant cycle of monitoring and improvement; having feedback built into the process and the ability to adjust and adapt will ensure that we remain responsive.

In addition, to remain flexible in reacting to these changing external conditions, the Roadmap will continue to evolve as the County sets new strategic goals and priorities. Initiatives will be reviewed and actioned annually as part of the business planning and budget process.

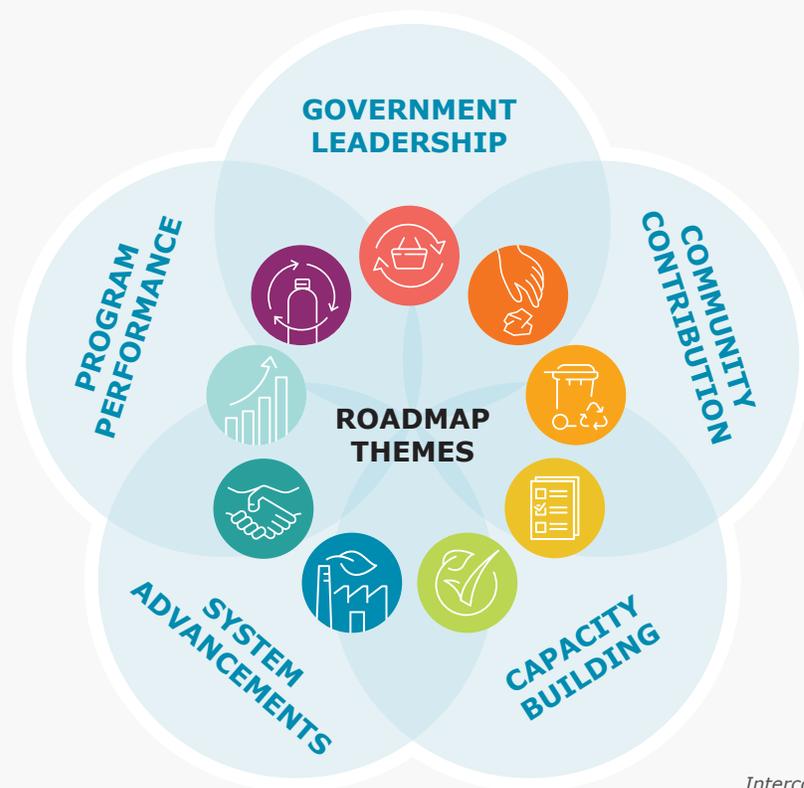
A key component of the success of this strategy will be the evaluation of its initiatives through the development of an annual update and report card that will assess the learning and progress on the Roadmap. In addition to the annual review, a

more in-depth analysis will be conducted in Year 4 (2025) and Year 7 (2028) of the 10-year Roadmap to readjust and prepare for the next phases.

Connecting Roadmap themes to implementation

The Roadmap focuses on nine themes that foster a collective commitment and effort to rethinking our waste. In taking a holistic approach to our waste management system, it is expected that these themes have interconnections that support the identified outcomes (the 'where we need to go') in the Roadmap. As such, these themes will serve to inform the key growth areas that are outlined in this Implementation Framework.

INTERCONNECTED THEMES



Five key growth areas were informed by the interconnections between the nine themes of the Roadmap:

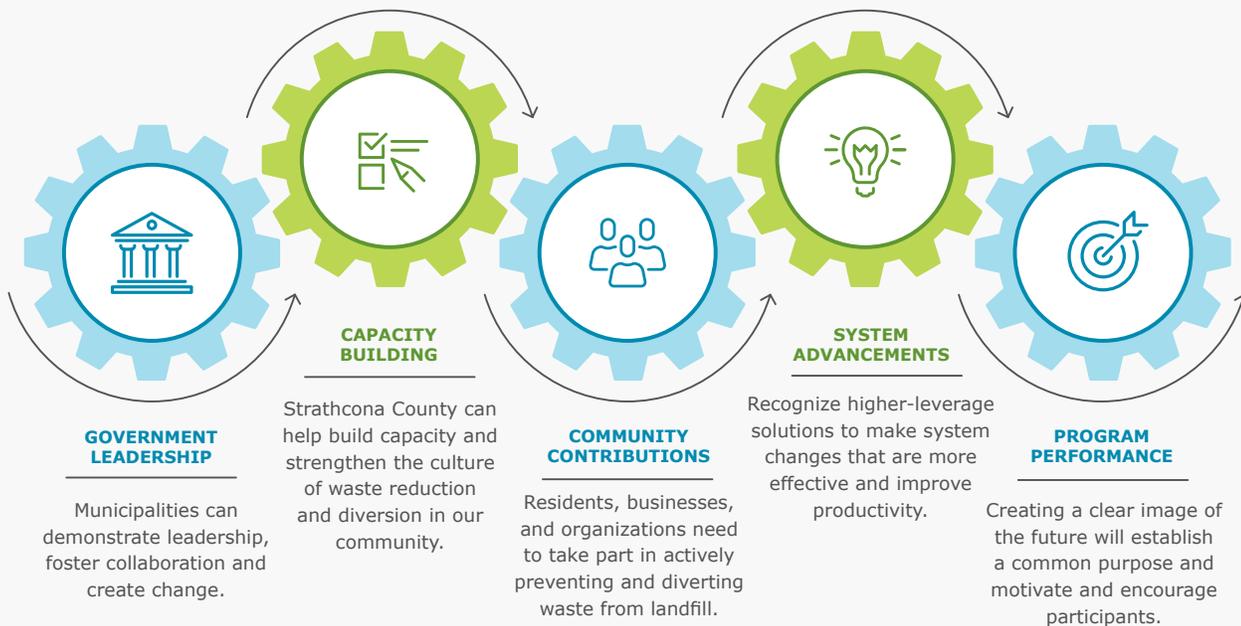
1. Working together
2. Beyond the curb
3. Plastics solutions
4. Processing materials
5. Convenience is key
6. Assessing behaviours
7. Waste matters
8. Tools for change
9. Tracking success

Interconnection of themes with key growth areas

KEY GROWTH AREAS

The following sections of the implementation plan are organized under five key growth areas and outline the opportunities and outcomes with corresponding actions the County could take to achieve them. These prospective actions will look at enhancing waste management services and outcomes in Strathcona County, creating a path for the community to rethink waste. These key growth areas are not listed in any order of importance as they are often interconnected and integral to the success of the Roadmap.

KEY GROWTH AREAS



Areas for growth through implementation plan

GOVERNMENT LEADERSHIP

OPPORTUNITY

With the closest connection to people and businesses, municipalities have an opportunity to demonstrate leadership, foster collaboration and create change throughout their entire community. With an increase in societal awareness and support for environmental issues, local governments are beginning to pivot their focus from solely managing waste to outcomes higher up in the waste hierarchy. This includes advocating for stronger provincial and federal policies, while also establishing collaborative partnerships with regional and industry stakeholders.

In addition, the County can provide leadership through forward looking policies and actions that focus on circular principles for waste reduction and diversion within County operations that extend throughout the community.

DESIRED OUTCOMES

Themes



- Strathcona County, as a waste generator, service provider and governing organization, is demonstrating leadership by preventing waste and maximizing diversion in public places and spaces, as well as operations.
- Regional partnerships and connections that strengthen consistency and equity in the non-residential sector for waste management across the Edmonton Metro Region.
- Strathcona County, as a municipal government, advocates for and aligns with regional, provincial and federal plan for Circular Economy, EPR, single-use reduction, plastics solutions, recycled-content standards and market developments.
- Strong partnerships locally and regionally that strengthen markets and processing capacity for all waste materials while extending landfill life in Alberta

PROSPECTIVE ACTIONS

- Strengthen the County's operational waste reduction and diversion plan. It is crucial that the County walks the talk within its own operations, creating a model for others outside of the organization to replicate. Review Strathcona County's operations to look for opportunities and possible efficiencies with existing waste management practices.
- Develop waste prevention and diversion principles for procurement standards. Procurement policies should reflect circular principles and reduced consumption behaviours.

- Continue to advocate for a provincial Extended Producer Responsibility (EPR) policy that places more end-of-life management responsibility on producers and manufacturers. Remain engaged in consultation and position the County’s recycling programs to benefit from EPR.
- Keep abreast of the federal plastics strategy and approach to single-use plastics and look for opportunities to create conversations and collaborations in the County on a circular approach to single-use items.
- Work in partnership with Edmonton metropolitan municipalities to collaborate on regional level planning for the improvement of waste services, and the overall reduction and diversion of waste.

CAPACITY BUILDING

OPPORTUNITY

Strathcona County can help build capacity both internally and externally, ultimately strengthening the culture of waste reduction and diversion within our community. Capacity building in this arena is an investment in the effectiveness and future sustainability of Strathcona County and builds a strong foundation for moving towards a circular economy.

Enhancing knowledge, skills and competencies in all waste generators will contribute to a shift in community culture whereby everyone values waste prevention. Capacity building looks to build knowledge through a different lens. Improved waste management practices are achieved through the creation of an enabling environment, enhanced community participation and the development of supporting resources.

DESIRED OUTCOMES

Themes



- A community that collectively commits to responsible waste management. We as an entire community are Managing Waste Together by learning it and living it resulting in a stronger community identity and connectedness.
- A resilient community that endorses and prioritizes the waste hierarchy, and values waste as a resource and keeps goods and products in use by balancing local production with global supply changes.
- Successful community capacity building and collaboration that encourages best practices and knowledge sharing in order to support all organizations with their waste management practices.



PROSPECTIVE ACTIONS

- Everyone in the County has a collective understanding of the system, including sorting practices, benefits and outcomes that will achieve greater diversion from landfills.
 - People are inspired to take action through storytelling, connecting the narrative, reframing the conversation and creative campaigns.
-
- Communication and education programs will reflect a “shared” responsibility moving away from any indication that implies the County has sole responsibility for waste.
 - Foster a waste prevention culture that focuses on shifting behaviours and practices that emulate sustainable, circular economy principles.
 - Enhance understanding and information strategies that reduce confusion related to sorting practices and expectations through accessible communication and awareness campaigns and tools.
 - Connect people and purpose with the program through storytelling.
 - Creative campaigns that gain attention and create awareness.
 - Through community based social marketing, develop education strategies and programs for residents and businesses on best practices and how-to’s.
 - Provide supports and resources to all waste generators.

COMMUNITY CONTRIBUTIONS

OPPORTUNITY

Embarking on a journey to shift how we as a community think about and manage our waste is not a goal the County can achieve alone; it requires the active participation of all waste generators across the community. Residents, businesses, organizations and on occasion other levels of governments need to take part in actively preventing and diverting waste from landfill.

A community integrated approach to waste management should call for shared responsibility, collective contributions and sustainable approach in order to transition Strathcona County to a circular future without waste.

DESIRED OUTCOMES

Themes



- A cooperative waste management community that reaffirms everyone's roles and a shared responsibility, which in turn drives willingness to change and contribute to doing 'their part'.
- Programs and initiatives that are driven by champions in the community.
- Businesses, institutions and organizations in the County are diverting organics and recycling from landfill, and value reduction of single-use items at the source and seek local opportunities for strengthening waste prevention initiatives.
- A thriving local economy that fosters economic productivity with new growth and business opportunities connected to the advancement of the circular economy that will position the County to become stronger and more resilient in the future.
- At the local and regional level, a community that collaborates to seek and support innovative solutions that foster a circular economy, with a priority on plastics.

PROSPECTIVE ACTIONS

- Develop and implement a public engagement plan (and deliver) for the commercial sector that looks to build capacity while identifying priorities and needs related to waste management with the goal that the non-residential sector will contribute to waste prevention and diversion.
 - Identify waste diversion champions in the commercial sector that have adopted reduction or diversion practices and willingness to share lessons learned.
- Initiate community conversations that bring together multiple voices from the community to collaborate on opportunities to improve waste reduction and diversion in the County.
- Connect overall responsibility of waste generators in the community to reinforce individual behaviours, acknowledge existing contributions and reaffirm that everyone's actions play a role and are making an impact.
- Create opportunities where champions and/or users of the system can engage, promote and interact with others in their neighbourhood or community at large.

SYSTEM ADVANCEMENTS

OPPORTUNITY

Waste management is a complex system that encompasses multiple waste generators, industry players, government regulators and system components, all which are interconnected and influence each other. As such, a combination of actions and initiatives are needed to help the County move forward on improving our waste reduction and diversion practices.

Understanding the complexity of the system and the interconnections will allow the County to recognize higher-leverage solutions to make system changes that are more effective and improve productivity. A holistic systems approach that acknowledges and values a circular system will look at improvement strategies for system operations, regulations, program progress and contributions by all waste generators.

DESIRED OUTCOMES

Themes



- People, businesses and organizations are equally contributing to waste reduction and diversion practices in the County by having access to convenient, simple and efficient solutions.
- Diversion opportunities and solutions that are consistently available in places where people live, work, play, shop or stay in Strathcona County.
- Equitable waste management system that maximizes efficiencies and promotes waste prevention, while improving environmental behaviours and flexibility for users.
- People, businesses and organizations are encouraged by positive programming that remove barriers, focus on encouraging behaviours and inspires better performance in waste reduction and diversion from landfill.
- Reward, recognition and incentive-based tools provide inspiration for turning intent into action.
- A community that seeks and supports innovative solutions that foster a circular economy, with a priority on the waste hierarchy and designing out challenging waste materials.

PROSPECTIVE ACTIONS

- Through policies and programs, require that all waste generators in the community are contributing to waste diversion from landfill.
- Concentrate programming on decreasing the amount of waste that needs to be managed in the system with the development of a targeted waste reduction strategy, including a focus on single-use items.
- Prioritize problematic waste streams and processing capacity and investigate innovative solutions for materials that offer stability for program and overall participations by users.
- Advocate support for local innovation and circular economy approaches within the County's business and industrial sector.
- Explore options that offer convenient, accessible solutions for waste prevention and diversion activities across the County.
- Pinpoint, prioritize and pair behaviours with most effective tools that will generate incremental progress.
- Develop a tactical plan to enhance compliance with a focus on waste carts to ensure sorting practices are maximized.
- Evaluate economic levers that will increase motivation and drive better performance with all waste generators, while taking a positive, incentive-based approach.
- Develop a pay as you throw system that creates flexibility based on waste generation by different household sizes and family stages.
 - Gather stakeholder input related to specific incentives and user pay options that will drive improvements and build capacity.

PROGRAM PERFORMANCE

OPPORTUNITY

Municipal waste programs traditionally outline strategies and efforts toward achieving a set target. Creating a clear image of the future, aligning values and priorities with that vision, and implementing measurable action plans with goals, will establish a common purpose and motivate and encourage participants. Managing performance of these actions is important to keep track of progress and adjust along the way.

Strathcona County aims to be Canada's most liveable community, and linked to this goal is residents' expectation that the County should strive to remain a leader in waste management and look to improve results for the entire community.

DESIRED OUTCOMES

Themes



- People and organizations are fully accountable for the waste they generate and compliant with diversion practices.
- A forward-thinking community that has leading practices and progress in waste management throughout the County.
- Incremental actions are linked to achievable outcomes and overall targets that are balanced with expectations and priorities of residents.
- A measurement and monitoring system that reflects the entire waste management system and all waste generators within the County, as well as aligns regionally and provincially with industry standards.

PROSPECTIVE ACTIONS

- Set realistic, progressive and timely target for the entire community's commitment to improving waste management outcomes. Raise awareness and get endorsement for progressive path.
- Update monitoring and measurement methodologies that align with regional approach.
- Determine metrics that measure and monitor outcomes from the Roadmap; track and evaluate all aspects of the system, including economic, social and environmental indicators. Examples include but are not limited to:
 - Per capita disposal and diversion rates by sector;
 - Tonnes collected by material type;
 - Greenhouse gas emission reductions associated with waste activities;
 - Participation, satisfaction and perception of waste services;
 - Growth in reduction and reuse initiatives and programs; and
 - Growth in circular economy opportunities and partnerships.



STRATHCONA
COUNTY