



Hamilton
Public Works

**Public Works
Operations & Waste Management Division**

**Change Management &
Waste Diversion**

**Presented by: Beth Goodger
2011 Climate for Change Conference – June 1, 2011
SWANA Northern Lights Chapter**

Providing services that bring our City to life !

Mackay
HOUSEHOLD WASTE MANAGEMENT OPPOSITION THROUGH THE AGES



Presentation Overview

- Context
- Establishing a need for change (problem statement)
- Who needs to be involved?
- Planning Process – strategy vs tactics
- Implementing Changes
- Program Launch
- Overcoming Resistance
- Sustaining the Change



- Community
- People
- Processes
- Finance



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Integrated Waste Management System

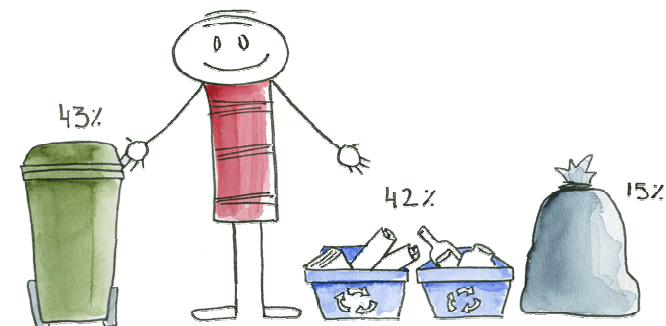
Solid Waste Management Master Plan

- Landfill is a valuable resource
- 65% diversion from landfill
- 3-stream system (recyclables, organics, garbage)
- Central Composting Facility
- Plan developed by the community in 2000-2001 and approved by Council in December 2001
- Considerable progress has been made in implementing the Solid Waste Management Master Plan (SWMMP)

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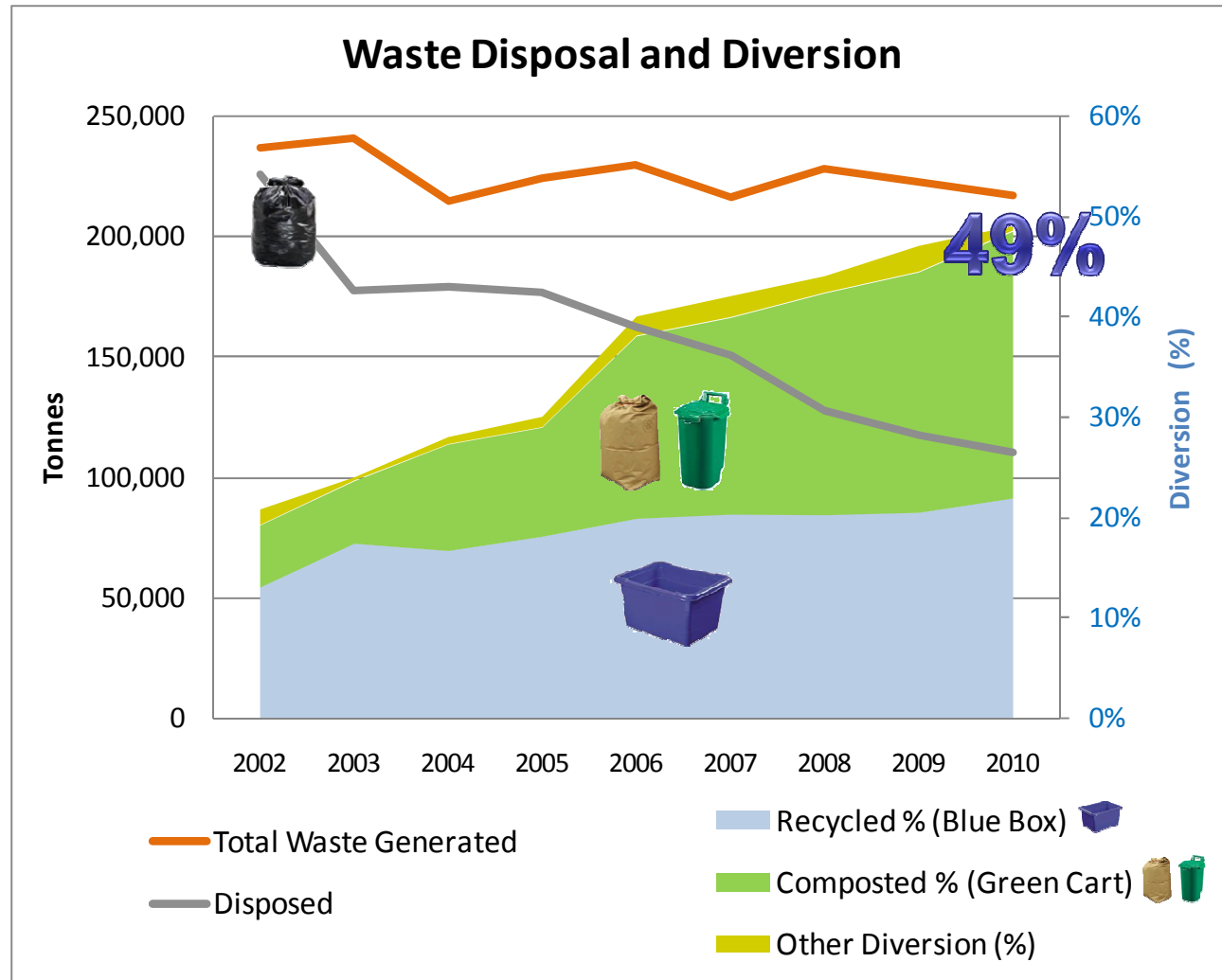
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Current Waste Diversion Status

- Community
- People
- Processes
- Finance



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Solid Waste Management Master Plan

What's Been Accomplished

2001

- Community
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Solid Waste Management Master Plan

What's Been Accomplished



2011

Reduce
Reuse

- Community
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Change Management

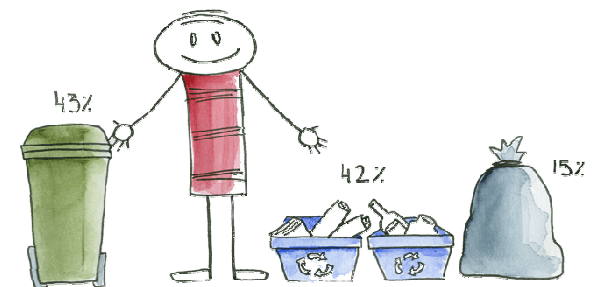
Establishing the Need for Change

- Clearly defining the problem and why action is needed
- Looking at social, environmental and financial impacts

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Change Management

Four Stages of Engagement

- Awareness (no engagement) – people understand that there is a reason to care and to feel the issue is relevant to them.
- Attentiveness (low engagement) – people are prepared to become more knowledgeable.
- Judgment (moderate engagement) – people must be persuaded to support.
- Action (high engagement) – people must be motivated to act.

Source: "Getting the Message Out: A Step-By-Step Guide for Environmentalists"

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Why are we doing this?

- Community
- People
- Processes
- Finance



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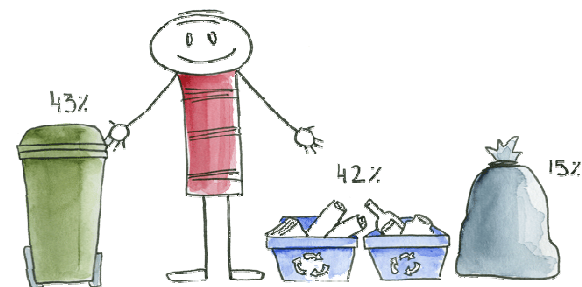
Who needs to be involved?

- All groups that will be part of the change
- Brainstorm on stakeholders and add more as process evolves
- Focus on decision makers and those who will be implementing changes
- Learn as much as possible about pre-change thinking from the various stakeholders
- What is needed to move from old to new? What are the barriers? What will motivate the change?
- Listen and learn

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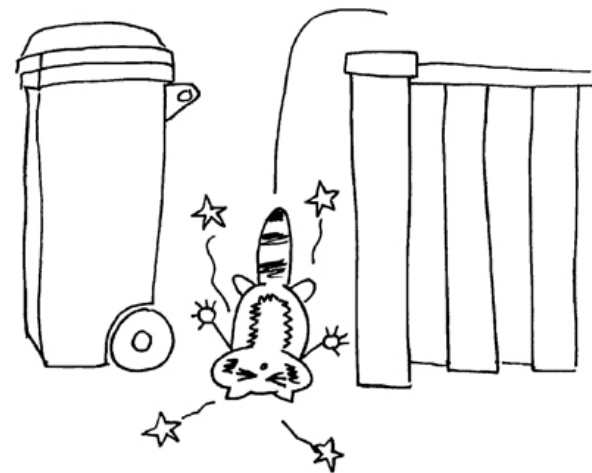
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Change Management

Barriers to Organics Collection

- Focus groups and telephone survey to determine barriers to participation
- Findings:
 - Odours
 - Pests
 - Cart Cleaning
 - Cart Storage



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Planning Process

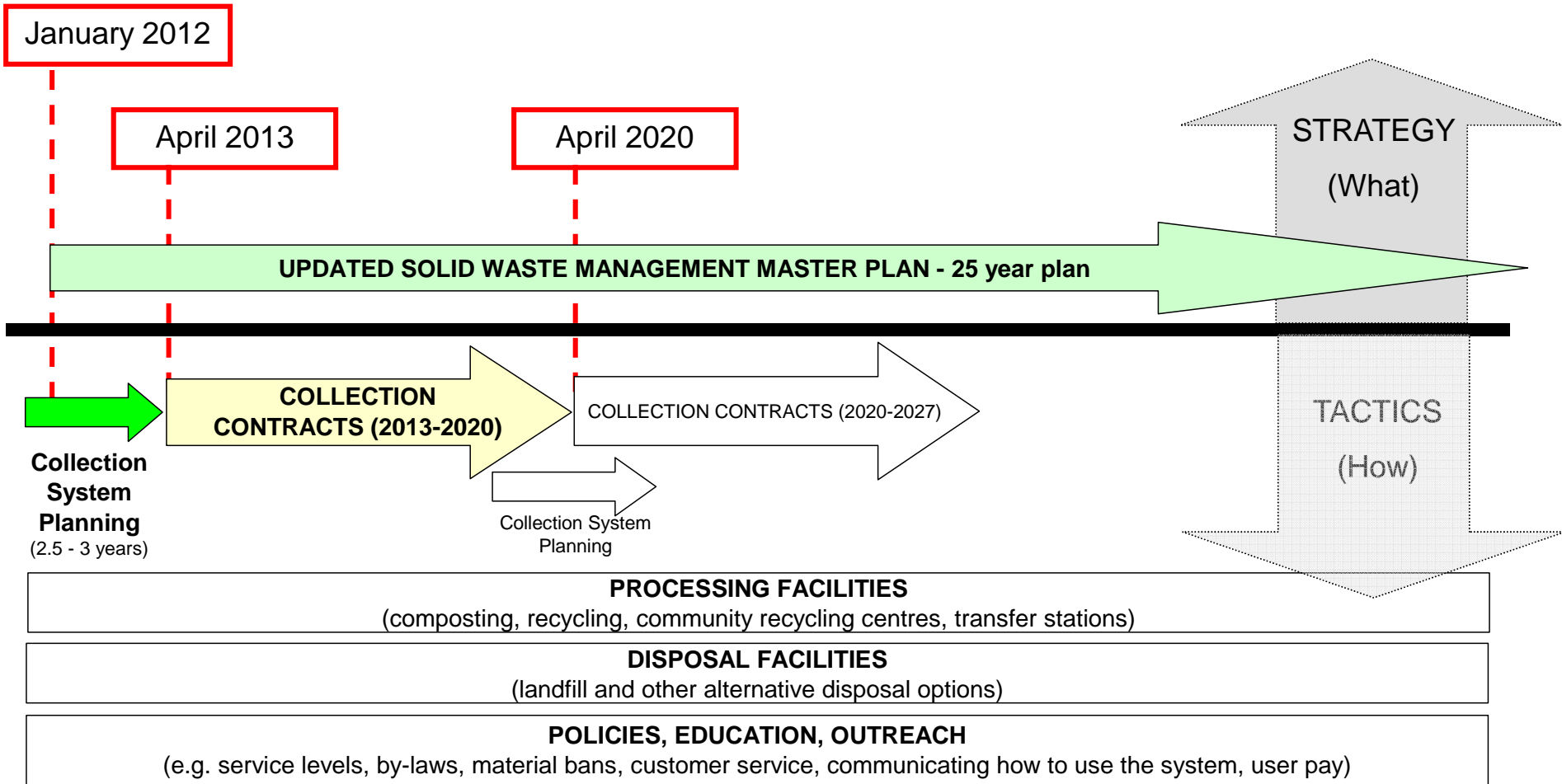
- Strategy – higher level, what is to be achieved
- Tactics – implementation. How strategy will be achieved
- Essential to get buy-in and acceptance of strategy (common ground that everyone understands and agrees to)

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Role of a Master Plan



Change Management

The big plan – now what?

- Implementation plan – to show when various elements will be coming on line
- Build momentum with incremental changes
 - Added materials to recycling program
 - Demonstration green cart program
 - Community Recycling Centres
- Provides experience and confidence in forthcoming changes

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Program Launch

- Be ready and ready for anything (adapt as needed)
- Communications strategy (early and often)
- No pressure but this is what people will remember
- Face to face communication
- Think like a resident

- Community
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Overcoming resistance

- Patience
- Check back to identify and remove barriers

- Community
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Sustaining the change

- Customer service
- Keeping focus, reporting on results
- Celebrating success
- Reminders ~ why are we doing this?
- Engaging community partners
- Continuous improvement
- Reward and Recognition

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Are you the one?

- Community
- People
- Processes
- Finance



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mygoldbox.ca

Home of the gold box: the gold medal of recycling

I want one
For a chance to win a gold box, click here to [Read more](#)

Why don't I have one?
I signed up a while ago but I still don't have a gold box. Why not? [Read more](#)

What is a gold box?
Yellow recycling boxes (we call them 'gold' boxes), are... [Read more](#)

Did you know that pop cans go in your blue box? [Join the conversation.](#)

mygoldbox.ca - Wind...



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Working Together



It can be done

A Strange New Thing

“At first people refuse to believe that a strange new thing can be done, then they begin to hope it can be done, then they see it can be done - then it is done and all the world wonders why it was not done centuries ago.”

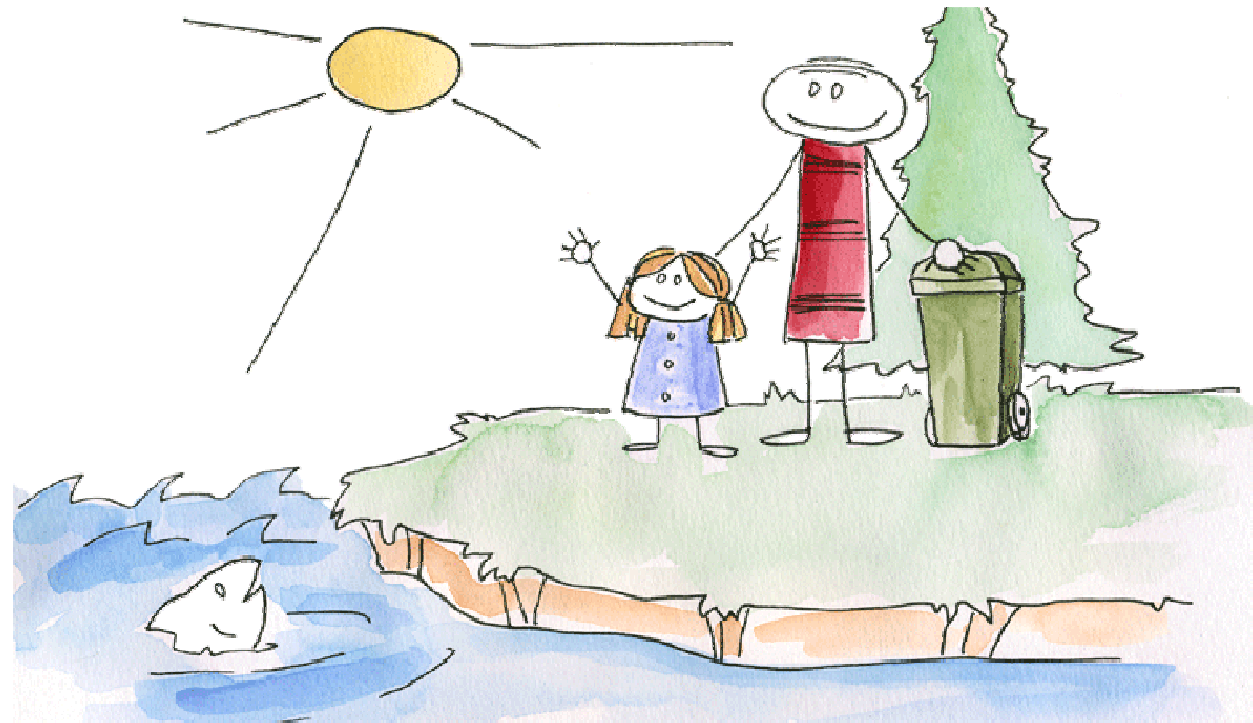
Frances Hodgson Burnett (1849-1924)

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Thank You



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