



Region of Peel

Engagement Plan

→ Townhouse Waste Collection Options

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184 Front Street East, Toronto

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Townhouse Waste Collection Options

Let's Engage (Again!)



Project Objectives

Great Public Engagement is proactive. It anticipates disruption, it makes space for emotion and it is fiercely committed to involving residents in the decision-making process. This Engagement Plan has been co-developed with GHD and Regional staff to ensure we have a concrete approach towards better relationships, better internal capabilities and better quality of service and experience for residents.

How are we going to achieve our project objectives?

PROJECT OBJECTIVE

HOW WE'LL GET THERE

Gain endorsement from Regional Council on a proposed public engagement plan to ensure all impacted stakeholders are fully aware of the options available to them to make informed decisions regarding their waste collection options.



We will present a Public Engagement approach and communications materials to Regional Council ahead of consultation, in order to provide adequate insight into the consultation approach and allow Councillors an opportunity to provide comments specific to their constituents.

Build skill capacity among Region of Peel staff to effectively support in the facilitation of information and engagement sessions with impacted stakeholders.



We will ensure Regional staff are properly trained to support engagement. We are committed to ensuring staff feel confident as they embark on supporting the facilitation of effective engagement as part of this project.

Build trust and confidence among impacted residents, as well as develop collaborative working relationships with relevant Board of Directors and Property Managers, to support a smooth engagement and implementation of service changes.



We will focus on creating the space and opportunity for meaningful conversations. We can't improve relationships without improved conversations. Meaningful engagement needs to be fueled by the desire to mend relationships and move towards a common goal together.

Receive insights and key learnings from the public engagement that can be applied when working with each stakeholder group during service change implementation.



We will gather and document what we learn. We will regularly stop and assess how things are progressing, will adjust the process as needed based on stakeholder response and will document and share these lessons learned.



PROPOSED ENGAGEMENT APPROACH

Best practices in Engagement planning require a collaborative approach to strategy and planning, one that engages the Project Team in a meaningful way. Waste Department staff, in collaboration with GHD, is in the midst of pre-planning and preparation for engaging with Townhouse complexes.



OVERVIEW



Project Timeline



Project Team Aspirations for Townhouse Engagement

We want to work with decision-makers to ensure they have all the information they need in order to make an informed decision.

We want to make sure residents and decision makers understand their role (it's their choice to make).

We want to mitigate resident issues as best we can and support complexes in how they engage.

We want people to be happy with the choices presented and make informed decisions.

We want all complexes to choose an option that suits them.

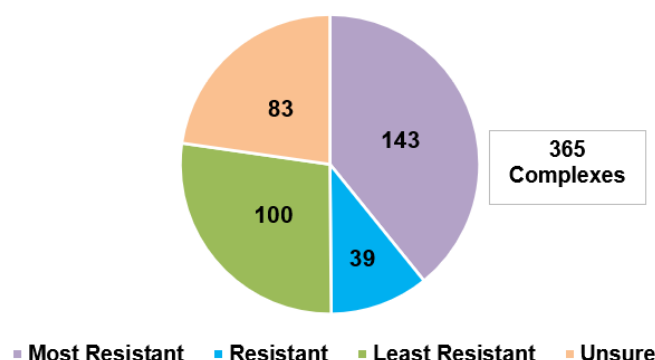
We want to keep Council updated and engaged to ensure they have a lens on the process.

Assessment of the Current Stakeholder Landscape

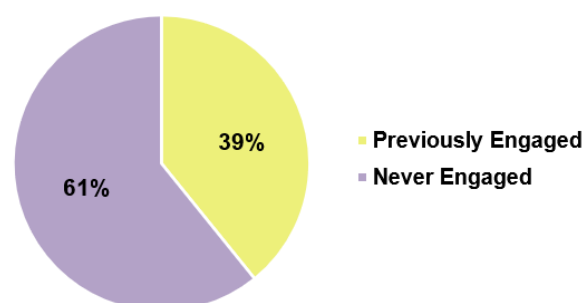
The Project Team completed a preliminary assessment of all individual complexes to evaluate the nature of the stakeholder landscape prior to engagement, anticipating that complexes and community members may be resistant to this change for several reasons. These reasons may include but are not limited to previously postponed processes, lack of proper information provided by the Region, a dislike for a cart-based system or a dislike for any system change at all.

This initial stakeholder analysis is inclusive of remaining complexes that have not yet transitioned to the cart-based system. Please Note: Assumptions on existing levels of resistance is based on Project Team knowledge from previous Townhouse rollout.

Complexes by Resistant Level



Previous Resident Engagement





PHASE 1

Board of Director/ Property Manager Engagement

Fostering Better Relationships

PHASE 1 - Board of Directors and Property Managers

November - December 2021

PHASE 2 - Resident Engagement

January - March 2022



ENGAGEMENT GOALS

- Heal wounds and build trust with decision-makers
- Clearly communicate the decision-making process
- Clearly communicate the options available
- Support decision-makers with resident engagement

KEYS TO SUCCESS

- Ensure communication about decision-making process is clear
- Mitigate as much emotion before we engage
- Discuss with decision-makers how the Region might support them

ENGAGEMENT ACTIVITIES

1 Sense Test Calls

One on one calls with individual Board Chairs/Representatives to gauge the level of emotion/outrage present amongst stakeholders. These conversations are an opportunity to apologize for previous experiences, communicate the Region's commitment to doing better, and elicit initial feedback. Sense Test Calls are an exercise to connect personally with decision-makers and influencers and create space for communicating openly about the objectives of the process, the options available and the timelines to implementation.

DETAILS

- Sense Test Calls will be conducted by Waste Department staff and will be supported by GHD facilitator, as required.

- Regional Council will be informed via email before outreach begins.

- Any action items or feedback received will inform the next round of engagement and will be planned collaboratively with the Project Team.



Scheduled to begin during the second week of November 2021 with the goal of all Sense Tests completed before Christmas 2021.

2 Sense Test Debrief Session and Lessons Learned (Internal Project Team)

Results, takeaways and action items from Sense Test Calls will be collected and documented. The Project Team will come together to reflect on the execution of the Sense Test Calls, to examine what went well, what could have been improved and review action items specific to each complex.

- A short summary of this debrief session, which will include a breakdown of issues by jurisdiction, will be shared with Regional Councillors following the session.

- Councillors will be invited to engage with the Project Team to discuss their desired level of involvement in engagement.



Mid-December 2021

3 Townhouse Complex Site Visits (as required)

Waste Department staff will conduct visits to site complexes, as required, to determine what options may be best suited to the complex. These visits will gather information about the complex, understand limitations and speak openly with Board members or Property Manager about the issues at hand. It is recommended that these visits be offered, and possible scheduled, during the Sense Test Calls. These visits should be seen as collaborative problem-solving / emotion mitigating exercises.

- Site visits will be conducted by Waste Department staff and will be supported by GHD facilitator, as required.

- Regional Councillors will be informed via email of the schedule, outlined by complex, 2 weeks before outreach begins.

- Timing for site visits will be scheduled during the Sense Test Calls.

- Results from site visits will be regularly shared amongst the Project Team and any mitigation measures or action items that require further engagement.



January 2022

4 Phase 1 Debrief and Project Planning (Internal Project Team)

Pausing ahead of any Public Engagement is critical. GHD will conduct a debrief session to explore the journey to date and identify any adjustments that should be made to the Engagement Plan moving forward.

- A short summary of this debrief session, which will include a breakdown of issues by jurisdiction, will be shared with Regional Councillors following the session.



Late January 2022

PHASE 2

Resident Engagement

Gathering Input for Decision-Making



PHASE 1 - Board of Directors and Property Managers

November - December 2021

PHASE 2 - Resident Engagement

January - March 2022



ENGAGEMENT GOALS

- Healing wounds and building trust, mitigating resistance and opposition
- Informing residents of the options
- Getting more community buy in

KEYS TO SUCCESS

- Build relationships sincerely and don't be afraid of emotion
- Ensure communication about engagement opportunities is clear
- Ensure residents have an role in the decision-making process

ENGAGEMENT ACTIVITIES

1 Resident Online Information Hub

To ensure information is accessible for all stakeholders, it is essential that all pertinent information be conveniently provided in one place and from one main source. With support from GHD and the Project Team, the Regional Communications department will develop an online space where project information can be hosted. It will include comprehensive web-friendly material on the options available and will be made available on the Region's website ahead of Phase 2 consultation.

DETAILS

- The Project Team will work in collaboration with GHD to refine messaging into the simplest format and promote the options available and emphasize the empowerment to select which option might be right for their complex.
- Final communications material and Key Messaging will be shared with Regional Council after October WMSAC meeting.



Launch January 2022

2 AGM or Other Complex Resident Meetings

Understanding that the governing documents for each complex will dictate how decisions are made, the Region will be prepared to offer as much support as a complex may require to deal with resident resistance and engagement.

Depending on the feedback received from complexes during Phase 1, this may include Regional attendance at complex AGMs or other resident meetings in order to present information, facilitate discussions, and assist in developing a path forward.

- Regional Council will be informed via email before outreach begins.
- Councillors will be invited to engage with the Project Team to discuss their desired level of involvement in engagement.
- GHD will support the development of any AGM materials, as required, and will attend meetings alongside the Region as needed.



January - March 2022

3 Sharing Results and Implementation Plan

Once decisions have been made by complex decision-makers, engaging with Board Members and Property Managers about implementation will be largely a communications exercise as details of the implementation plan will be developed in collaboration with these key stakeholders. GHD will support the Region with planning, mitigating issues and ensuring stakeholders are properly engaged throughout the process.

- Regional Councillors will be informed via email of the implementation plan schedule as soon as it is formalized.



Tentative June 2022

4 Issues Management

Despite best efforts to effectively plan and execute a robust engagement program, stakeholder response will always be a variable and is impossible to predict with 100% accuracy. Issues will always arise, difficult stakeholders will always be present.

- Issues management assistance will be ad hoc depending on stakeholder response and project needs.



Ongoing



DRAFT KEY MESSAGES AND COMMUNICATIONS MATERIALS



Share your opinion about which waste pickup service option works best for your complex!

We understand that there isn't a one-size-fits-all solution for curbside waste pickup throughout Peel. We have heard from you about your preferred choices for waste pickup, and we listened. In response to your feedback, Peel Region is offering eligible townhouse complexes a range of options to choose from.

Residents are encouraged to share their feedback with their Board of Directors – who will ultimately need to make the decision on behalf of your complex – about the **four curbside waste pickup options** available. These options take into consideration ease of use, storage, animal and pest prevention, benefits to the environment, and more (see reverse for details).

OPTIONS

For all options, the Board of Directors will choose the size of the organics bin for the entire complex.

1

- **Garbage bin** - choice of 120 (S), 240 (M) and 360 (L) litre
- **Recycling bin** - choice of 120 (S), 240 (M) and 360 (L) litre
- **Organics bin** - 100 (L) litre

3

- **Garbage bin** - choice of 120 (S), 240 (M) and 360 (L) litre
- **Recycling bags**
- **Organics bin** - 100 (L) litre

2

- **Garbage bin** - choice of 120 (S), 240 (M) and 360 (L) litre
- **Recycling bin** - choice of 120 (S), 240 (M) and 360 (L) litre
- **Organics bin** - choice of 46 (S), 80 (M) litre

4

- **Garbage bin** - choice of 120 (S), 240 (M) and 360 (L) litre
- **Recycling bags**
- **Organics bin** - choice of 46 (S), 80 (M) litre



If these options are not feasible, complexes can choose to stay on bag-based collection of garbage and recycling and each Board of Directors have the option to choose a Small (46-litre) or Medium (80-litre) organics bin, or keep the existing large (100-litre) organics bin **for the entire complex**.

After a final decision is made by the Board of Directors on a selected service option, residents will choose the bin sizes for garbage and/or recycling, if required, and Boards of Directors will choose organics bin sizes **on behalf of the entire complex**.

Key Considerations

When weighing and comparing each waste pickup option, we encourage you to consider the following:

STORAGE Do you have strong concerns about storage? Each service option will address storage differently.	
PROPERTY STANDARDS Your complex's property standards should be taken into consideration when comparing options.	
ANIMAL AND PEST PREVENTION Is animal and pest prevention important to you? Take into account how each service option addresses this concern.	
LITTER While all service options minimize wind-blown litter, bags can be easily ripped and could cause litter to occur.	
USE OF BAGS For service options that involve bag pickup, residents will have to purchase their own garbage and/or recycling bags.	
CONVENIENCE AND EASE OF USE While this may mean different things to different people, results have shown that the use of rolling bins have helped residents simplify the task of sorting. Many have shared a preference to roll or push a bin rather than carry bags to the end of a driveway.	
ENVIRONMENTAL BENEFITS You can make a greener choice when it comes to waste pickup. Services that use rolling bins allow drivers to pick up more homes' recyclables on a route, which means fewer trucks on the road and a lower carbon footprint. Results have also shown that the use of rolling bins have helped residents become more aware of their disposal habits and make smarter choices for how they can reduce, reuse and recycle their waste.	

Have Questions?

We have a dedicated team to assist you.
 Please contact [email TBC] at any time for more information.



Choose what works best for your complex.

We understand that there isn't a one-size-fits-all solution for waste pickup throughout Peel. We have heard from you and your residents about your preferred choices for waste pickup, and we listened. In response to your feedback, Peel Region is offering eligible townhouse complexes a range of options to choose from.



How is the decision made?

As the Board of Directors, the choice is yours. You will be making the decision on behalf of your complex. However, as this is a change that will impact your residents directly, we highly recommend that you communicate and engage with your residents during this decision-making process to gather their feedback. We want to support you and your residents in making this transition a success!

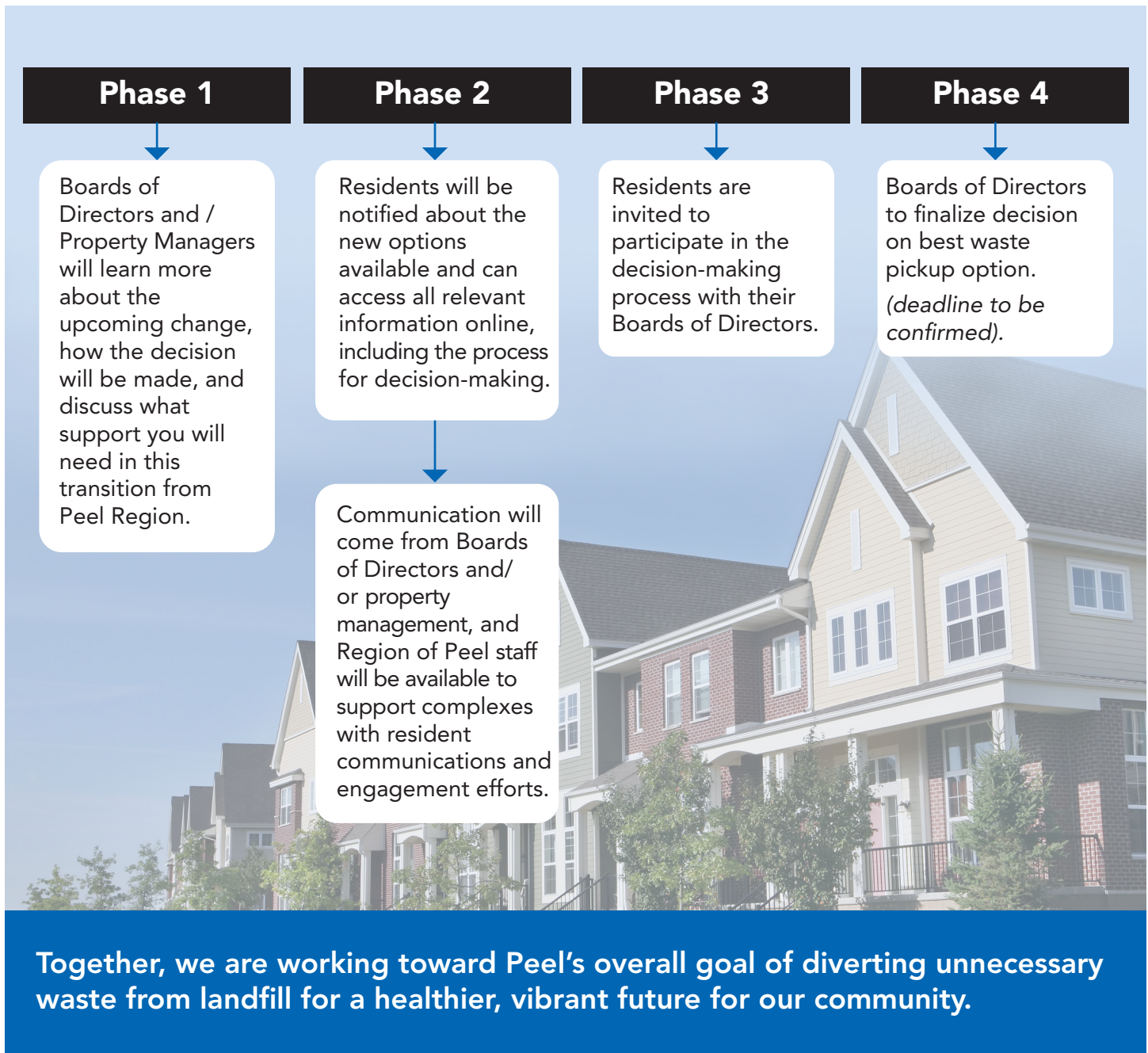
How can the Region support you?

Depending on how you will make your decision, we can:

- | | |
|---|---|
| <ul style="list-style-type: none"> • provide you details and support to help you weigh your options, either by phone, virtual meeting and/or through an on-site visit | <ul style="list-style-type: none"> • help you plan and facilitate meetings with your residents regarding this change |
| <ul style="list-style-type: none"> • provide clear information for your residents on the options available, accessible through the Online Info Hub (launching in January 2022) | <ul style="list-style-type: none"> • assist with other communication tactics and approaches for engaging your residents (such as informational postcards or doorhangers) |

What to expect?

Starting Fall 2021, Peel Region will inform Boards of Directors and / Property Managers about upcoming changes to waste pickup. Here is a timeline of what you can expect until you arrive at a final decision on the best option for your complex.



WMG-0982 21/08

Have Questions?

We have a dedicated team to assist you.
Please contact [email TBC] at any time for more information.

**Region
of Peel**
working with you