

**Peace Regional Waste Management  
Company**

**Strategic Plan  
2015**

## **Vision Statement**

*“We are a leader in environmentally responsible waste management programs and services.”*

## **Mission Statement**

*“To provide environmentally responsible, non-hazardous waste management services for our municipal members, our residents and businesses.”*

## **Guiding Principles**

- *Continue to meet or exceed environmental standards required to be leaders in waste management;*
- *Maximize beneficial reuse of waste;*
- *Educate the public on environmentally sound waste management practices;*
- *Strike a balance between strategic economic risk and successful business operations;*
- *Explore responsible expansion and marketing opportunities.*
- **Be an employer of Choice**

## **TO BE AN EXEMPLARY NEIGHBOR**

- ✓ Develop a litter mitigation plan
  - Implement Highway Anti-Litter Campaign by August 2015
  - Install Wind Fence on East Fence Line by June 2015
  - Operational initiatives are on going
- ✓ Alleviate traffic and tracking
  - 2<sup>nd</sup> scale house and Scale to be installed by September 2015
  - 2<sup>nd</sup> entrance constructed before September 2015
  - Internal site plan re-evaluated by July 2015
  - Develop all weather internal road by June 2015
  - Wet weather dumping station now in service
  - Transfer station now in service
- ✓ Visual / Aesthetics
  - Tree barrier planted along west fence line by June 2015
  - Improved area – yard housekeeping plan on going
  - Mowing external ditches – Landscape all ditches so that they can be mowed by June 2015
  - Common color scheme – Paint Chem shed to match shops by August 2015
  - Professional signage – All signage changed to new style by April 2015 at landfill and ECO Centre. Signs at transfer stations changed by August 2015
  - Capping – Cap Dry Waste Cell by October 2015
  - Flags – Install flag poles and flags by July 2015
  - Asphalt – Have asphalt installed by October 2015
- ✓ Final concept plan
  - Develop Final Concept Plan by June 2015 e.g. agriculture – hay/grazing, golf course, wildlife
- ✓ Promotion / Education
  - Website development – completed for January 2015 with ongoing changes to keep fresh
  - Advertising – take advantage of strategic advertising throughout 2015
  - School Tours - ongoing
  - Alberta Care education unit – Donated money for support and will continue to work with Alberta Care throughout 2015
  - Develop a public relations program – will promote Skyla Mody to use her expertise in starting a comprehensive program to support recycling and landfill operations. Skyla will transition to her new role in March 2015.
  - Publish Yearly Accomplishments on Website by February 2015
  - Develop a coordinated communication/marketing plan.

### **To increase waste diversion**

- ✓ Promote waste diversion through an enhanced public education & awareness program to begin March 2015.
- ✓ Investigate establishing a backyard composting program to begin March 2015.
- ✓ Develop an accurate waste diversion database to Begin March 2015
- ✓ Investigate the establishment of a "bag limit" program for residential MSW. Implementation of new waste truck will make this happen in NSC and Nampa. Implementation of a new waste collection contract in May 2015 for the Town of Peace River will establish this.

### **Improve services to solid waste and recycling clients**

- ✓ Evaluate all recycle depots locations and bins by July 2015
- ✓ Increase brand visibility on all depots by July 2015
- ✓ Add Put and Take sheds at transfer stations by July 2015

### **Replace/Maintain Transfer Stations**

- ✓ Lighting for Marie Reine and Harmon Valley installed in fall of 2014
- ✓ Added transfer station to landfill opened July of 2014
- ✓ Purchase more bins to replace old bins at a rate of 8 bins per year
- ✓ Evaluate transfer station operations to ensure resident's needs are being met annually at the fall 2015 meeting.
- ✓ All signs will be updated before September 2015

### **Improve communications among member municipalities and public**

- ✓ Annual review of the Agreement by all partners, with updating as needed. Schedule a meeting for fall 2015

- ✓ Prepare a summary review of PRWMC operations & services, to be included in the orientation manual of new directors and new municipal councilors. Director's binder completed for November 2013. Update as needed.
- ✓ Review other PRWMC policies at fall 2015 meeting.
- ✓ Website [www.prwmc.ca](http://www.prwmc.ca)
- ✓ Public Engagement open house to bring forward landfill expansion options by end of March 2015
- ✓ Landfill on site open house summer of 2015
- ✓ ECO Centre Volunteer Appreciation Open House before fall of 2015

### **Increase financial stability**

- ✓ Review MSW and recycling volumes versus transportation expenses. Separate fuel and labour costs for all transfer stations to ensure a more accurate calculation of expenses and how much it costs to run the transfer stations for the 2015 budget year.
  - ✓ Periodically review recycling markets & strategic partnerships with the assistance of Alberta Care throughout 2015.
  - ✓ Review recycling material streams for product viability when new or unusual waste streams are identified.
  - ✓ Investigate the purchase of additional, adjoining land for landfill expansion and buffer zone.
  - ✓ Open house planned for March 2015 to gather public opinion for landfill expansion options.
- Plan A: Move to Green Zone – this could take from 5 – 10 years.
- Plan B: Purchase land to give us 10 years
- ✓ Develop a deep well disposal facility by 2016
  - ✓ Review contracted administration staff versus employing company staff.
  - ✓ Create a Reserve Fund policy by the end of 2015 to be included in the 2016 budget.
  - ✓ Create an Internal Borrowing policy before the end of March 2015.

### **Review staff and training requirements**

- ✓ Create a formalized list of staff training requirements and a training program by the end of 2015
- ✓ Tie pay grid to training program, qualifications and benchmarks by the end of 2015.
- ✓ Site specific employee orientation developed in 2014
- ✓ Develop PRWMC's own safety program as part of separating from NSC by the end of 2015.
- ✓ Develop a safety award program by the end of 2015.
- ✓ Created internal social fund for the beginning of 2015

## **Long-term Goals & Action Steps** (3 to 5 years)

### **Financial sustainability through increased revenue streams**

- ✓ Explore alternative methods of funding. I.E. service fees, utility fees, etc.
- ✓ Develop a deep well disposal facility by 2016
- ✓ Recognize the oil & gas industry as a cyclical revenue stream and create contingency plans.
- ✓ Explore other group's use of the Eco Centre. I.E. non-member municipalities.
- ✓ Incorporate First Nations clients in future waste strategies.

### **Achieve MSW waste diversion of 50% of MSW tonnage**

- ✓ Review waste streams for additional materials that could be viably recycled.
- ✓ Investigate an expanded composting program at the landfill.

### **Replace/Maintain Transfer Stations**

- ✓ Establish a replacement/maintenance schedule.

- ✓ Identify costs, feasibility and the funding models to be used.