
Vancouver Landfill Identity Repositioning Study

Executive Summary



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This GCS project was conducted under the mentorship of City staff. The opinions and recommendations in this report, and any errors, are those of the author, and do not necessarily reflect the views of the City of Vancouver or The University of British Columbia.

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I.0 Executive Summary

This study was produced as part of the Greenest City Scholars Program. The objective of the study was to identify the current identity of the Vancouver Landfill (VLF) from various perspectives and to recommend strategic actions for repositioning the Landfill as a centre of Zero Waste excellence. In order to fulfill this purpose, 23 internal and external stakeholder interviews, a customer survey and four case studies were undertaken. Facilities known for resource recovery or Zero Waste were used as case studies, including the Edmonton Waste Management Centre, Virginia Beach Landfill and Resource Recovery Center, Palm Beach Renewable Energy Park Landfill, and Zanker Recycling, in San Jose.

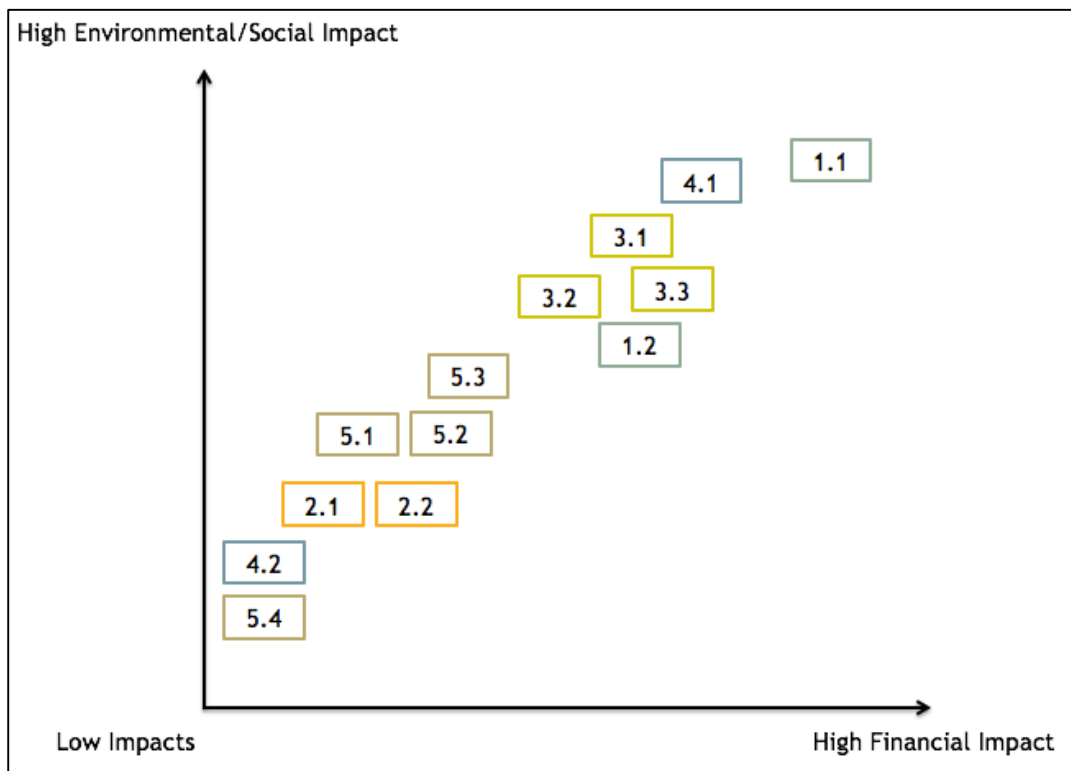
All of these activities contributed to the development of a S.W.O.T. analysis that identifies the VLF’s strengths, weaknesses, opportunities and threats with regards to its identity repositioning. As a result of the S.W.O.T. analysis, recommendations are made in the form of strategic directions and actions, which are then evaluated on their estimated financial, social and environmental impacts. Future considerations and potential next steps are also identified.

One of the overarching recommendations is to create a long-term strategy and vision for the Vancouver Landfill. This strategy would serve to guide the identity repositioning process and would be integrated and aligned with the Vancouver 2040 Zero Waste Strategy. Further, it would include a business case analysis for the actions being considered. Additional recommendations have been grouped into five strategic directions:

<i>Strategy 1</i>	<i>Increase Public Education</i>
Action 1.1	Develop an interactive education centre
Action 1.2	Create a dedicated staff position for educational tours and partnerships
<i>Strategy 2</i>	<i>Improve Print and Web Materials</i>
Action 2.1	Redevelop the VLF website to make it more user friendly and clear
Action 2.2	Create new signage that is clear, understandable and consistent
<i>Strategy 3</i>	<i>Increase Community and Private Partnerships</i>
Action 3.1	Create a staff position to explore and coordinate industry and community partnerships
Action 3.2	Create a streamlined process for piloting small scale projects
Action 3.3	Explore educational partnerships and the creation of a research institution

Strategy 4	Increase Public Awareness
Action 4.1	Create a coordinated education campaign
Action 4.2	Create a brochure for VLF customers
Strategy 5	Change Public Perceptions
Action 5.1	Create an artist-in-residence program
Action 5.2	Create a free reuse store located at the Landfill
Action 5.3	Change the name of the VLF (along with operational changes)
Action 5.4	Beautify the front-entrance area

The above recommended actions for repositioning the Vancouver Landfill were evaluated on high level estimates of their financial and environmental and social impacts. The diagram below visually represents this evaluation, identifying that some actions with high environmental and social impacts may require greater financial considerations and time to plan and implement. Other actions, with lower estimated environmental and social impacts, have lower financial requirements and may be more easily implemented to build momentum for the identity repositioning process.



Going forward, it is important that a long-term vision and strategy for the Vancouver Landfill be created to guide its identity repositioning. It is hoped that some of the analysis and recommendations within this study may help inform this long-term visioning and planning process.