



Minneapolis Zero Waste Plan Stakeholder Engagement

Meeting Outcomes Summary & Themes

December 1, 2016

Introduction

The City of Minneapolis is widely recognized as a regional and national leader when it comes to waste reduction and recycling. Since citywide single-sort recycling collection began, the overall residential recycling rate climbed from 18 percent in 2011 to over 25 percent in 2015. City-wide residential organics collection also began its first phase of implementation in the fall of 2015, and as a result, 35.6 percent of the total residential waste generated last year was recycled or composted. While this is great progress, more is needed in order to meet the City’s goals to recycle and compost 50 percent of citywide waste by 2020 and 80 percent by 2030. Mayor Betsy Hodges has called for Minneapolis to become a Zero Waste City, setting its sights on the eventual elimination of “waste” as we know it.

To help achieve these aspirations, the City of Minneapolis is developing a Zero Waste Plan. Environmental Initiative partnered with the City to convene three stakeholder meetings to allow community leaders, businesses, and interested organizations to share input, ideas, and help influence the City’s plan to eliminate waste. This document summarizes the comments derived from small group discussions at each of the three stakeholder meetings, held in September and October of 2016.

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MULTI-UNIT (COMMERCIALY SERVICED) RESIDENTIAL SUMMARY

MULTI-UNIT RESIDENTIAL: DISCUSSION THEMES

Uniform Programs and Signage

Since the turnover rate in multi-family residential buildings is often high, participants discussed the need for universal, consistent programs and signage across all multi-unit buildings. Instituting the same waste management programs with the same signage would help reduce the need to re-educate tenants on an individual building's recycling practices and boost tenant participation.

Prioritize Reuse

Participants also resonated with the need to prioritize material reuse in multi-unit residential buildings, particularly in order to better manage bulky waste disposal. Suggested reuse solutions included creating a free reuse area for tenants to swap goods or partnering with a reuse vendor to offer free curbside pick-up a few times a year.

Economic Incentives

Across groups, there were a number of suggestions made for how to better align economic incentives for tenants with recycling and composting—from reducing costs, to providing direct financial incentives. Suggested incentives included rent discounts, recycling and trash services or materials discounts, or making disposal of trash (but not recycling) more expensive and/or difficult. The possibility of fines for improper disposal was also raised.

In addition, several discussion groups noted the cost of compostable bags as a barrier to organics collection. In particular, for individuals and families that currently repurpose existing shopping bags for collection, the incremental cost of purchasing bags, in general, let alone more expensive compostable bags creates an economic burden. Participants suggested a number of ways to make compostable bags more accessible or affordable to residents, which are listed in the strategies and solutions section below.

Addressing Infrastructure Challenges

Although ease of access to disposal mechanisms increases tenant participation, many buildings were not designed with multi-stream disposal in mind. Trash chutes are often decoupled from the location of recycling and organics collection. Participants discussed many possibilities to retrofit existing infrastructure including repurposing the trash chute to collect recyclables and adding designated recycling bins to each floor next to the trash chute to increase participation.

Roles for Tenants, Managers, Owners, and Haulers

Across groups, comments reflected the fact that there are important roles for tenants, building managers, building owners, and waste and recycling haulers to play in any successful system, and overcoming significant barriers to waste reduction and recycling in multi-unit buildings necessitates that all of these groups be engaged to constructively participate. Participants suggested many strategies for engaging each of these groups—and aligning their incentives so

that they are not working at cross-purposes—through a combination of education, incentives, and regulation and enforcement.

MULTI-UNIT RESIDENTIAL: BARRIERS DISCUSSION

Property Management/Building Owner Education

- Messaging often communicates only the financial benefit of recycling, not the environmental benefit.
- County resources provided to tenants (e.g., educational brochures and recycling totes) are often not required to stay with the building/unit and leave with the tenant at the end of the lease.
- Lack of understanding by building owners that multi-family residential buildings are required to recycle by the commercial recycling mandate.

Tenant Education & Participation

- Messaging in communities isn't clear, consistent, or universal.
 - Inconsistent messaging between different buildings creates confusion for new tenants on how to participate.
- What can and cannot be recycled is confusing, especially resin codes.
- High turnover rate creates education challenge for management.
- It is difficult for the City or County to reach tenants with educational mailings due to lack of address information at the “unit” level.
- Advertising campaigns most often reach those already participating (e.g., environmentalists, early adopters, etc.) instead of those not yet participating.
- Lack of information provided to tenants on what happens to their trash after it leaves their building.
- Often times trash and recycling is not a separate line item on a rental bill, leading to lack of tenant motivation to use these services.
- Language can be a barrier in delivering recycling education.
- Recycling is “one more thing” to care about that competes for tenant’s attention.
 - Some communities’ primary concern is adequate food, water, and shelter, making it difficult to engage in conversations on waste and recycling education.
 - Students in resident halls are preoccupied with their studies and often ignore repeated attempts (e.g., flyers, emails, etc.) to engage and educate them on recycling issues.
- Lack of staff capacity to engage off-campus University students in ReUse Center leads to low participation in the program.
- Participation is lower when drop-off locations are not conveniently located on the same floor as the tenant (e.g., in the basement, in the parking lot, etc.).
 - Residents can be lazy and unwilling to take the extra step to properly dispose of items.
- The terms “zero waste” and “food waste” don’t have social capital.

- Building owners are absentee and often without onsite property management to enforce social norms of participation.
- Often only a few tenants participate in the organics program, if available.
- Lack of ownership when renting may lead to decreased participation.

Signage

- Lack of clear, consistent labels on collection bins.
- Often times a hauler's logo takes up a prominent area of the collection bin/dumpster, instead of using that space for educational signage.

Culture

- There are different cultural viewpoints around the perceived importance of recycling, leading to lack of participation by some communities and groups.
- Consumerist culture leads to increased material production and disposal.
- The cultural shift to increasing online purchases leads to abundance of cardboard boxes from shipments.
- The “out of sight, out of mind” mentality creates a culture where people do not care about landfills.

Cost to Tenants

- The incremental cost associated with purchasing compostable bags can be challenging for families, especially those who currently re-purpose shopping bags for trash and recycling collection.
- Tenants in co-op buildings (where the tenants are the owners) may not see the savings from recycling program improvement efforts if they move out.

Cost to Property Management/Building Owner

- Building owners may be discouraged as it can take a while to observe savings with recent recycling program improvements.
- The culture of building owners tends to focus on monetary savings vs. environmental practices.

Cost to Hauler

- The cost associated with re-labeling existing collection bins/dumpsters (i.e., staff time) is huge for haulers.
- Geographically scattered buildings generating low volumes of organic waste make it difficult for haulers to develop cost- and environmentally-effective routes.

Building Design

- In new developments, recycling infrastructure may be cut at the last minute as a cost saving measure (e.g., cut the recycling chute and only install a trash chute).

Lack of Accountability Structures

- No one is held accountable for increasing the diversion rate—tenants and building owners alike.

Enforcement

- Little to no enforcement of recycling requirements/ordinances buildings not complying with existing recycling mandates.
- Difficult to understand if a building is recycling, as County is unable to access the building.
- Illegal dumping is often committed by those not living in the building, and often no enforcement action is taken.
- Siloed city departments make communication and enforcement difficult.
- Lack of measurement and understanding of current recycling levels in this sector make it hard to enforce mandates.

Pests

- Reuse areas may promote the spread of bed bugs.
- Perception that organics collection is smelly and attracts pests.

MULTI-UNIT RESIDENTIAL: STRATEGIES & SOLUTIONS DISCUSSION

Property Management/Building Owner Engagement

- Provide education on the solid waste tax to incentivize increasing recycling capacity and downsizing trash containers.
- Educate building owners on the law requiring recycling in multi-family residential buildings and grants and technical assistance available.
- Develop baselines of buildings' diversion rates through waste sorts.
- Develop partnerships between building owners and mattress recyclers to properly dispose of mattresses.

Building Recognition

- Develop competition for buildings to increase their recycling efforts with a prize being awarded to winning building.
- Have the City's Regulatory Services Department add a green star to apartment rankings for exceptional recycling efforts to entice individuals to reside there.
- Develop benchmarking program to compare recycling efforts building by building (like the [EnergyScoreCards Minnesota](#)).
 - *Concerns with this strategy include:*
 - If this were to be mandated, it's a lot of work for the City to administer and enforce.

Tenant Education

- Create uniform signage for ease of transition when moving buildings.
- Create a comprehensive zero-waste campaign, including TV spots, billboards, etc. based on either positive messaging or shame/guilt.
- Develop short, quippy stat to assist people in feeling “cool” about composting (e.g., “Compost for two weeks and you can drive to work and not feel bad about it.”).
- Provide residents with recycling education at waste sorting stations during dining times (e.g., at University resident halls, emergency shelters, etc.).
- Engage tenant advocacy organizations on recycling education and awareness.
- Establish “recycling as the norm” for first-year University students; they can carry that knowledge on regardless of where they live in subsequent years (e.g. dorms, off-campus housing, etc.).
 - Provide education to incoming college freshman, as they may come from areas without recycling programs.
- Provide educational outreach to new immigrants on the societal norms of the United States, including the norm of recycling.
 - Create targeted recycling education to immigrants through existing welcome programs.
- Utilize neighborhood organization meetings to educate tenants on recycling.
 - Organize neighborhood tours of recycling facilities to bring awareness of where materials end up.

Youth Education

- Ingrain the importance of recycling in today’s youth through integrated recycling education in schools.
- Target youth in marketing campaigns.
- Develop Master Recycler Composter program specifically for kids.

Tenant Incentives

- Develop financial incentives to recycle (e.g., rent stipend, etc.).
- Develop tenant incentive program by assigning a recycling champion to each floor to advocate for recycling, spread awareness and education, and bring recycling down to dumpster (if recycling chute is not available). Incentives for floor champions could include free compostable bags or discounted rent.
- List recycling and trash services on rental bill to provide tenants with direct pricing information.

Reducing Costs to Tenants

- Create subsidies for compostable bag producers to lower the cost to consumers.
- Have free compostable bags available for tenants.
- Incentivize current big box stores (e.g., Target, Lunds & Byerlys, Cub, etc.) to switch from paper/plastic shopping bags to compostable bags. These compostable bags could

then be used for organics collections in homes, saving residents the associated cost of purchasing compostable bags.

- Promote the decreased need for and cost associated with purchasing plastic trash bags by recycling more and using less trash bags.

Requirements/Enforcement (Tenants)

- Implement volume-based bag requirements for tenants.
- Limit the number of trash bags each unit is allowed to dispose of per week. Offer unlimited recycling and organics disposal.
- Require tenants to purchase special trash bags from the building owner in order to use the trash collection bin which would incentivize tenants to recycle as much as possible.
- Require access codes to restrict tenants use of and access to trash disposal.
- Monitor waste and recycling areas with security cameras to help enforce proper disposal.
- Institute fines for improper disposal of materials.
- Restrict outside food from entering building cafeterias (i.e., residence hall cafeterias) to ensure materials that don't adhere to the recycling program (e.g., all compostable materials) don't end up in that waste stream.

Building Design Regulations

- Update the existing law to clarify and define the current language used: “adequate space is provided for recycling.”
 - Develop a City mandate requiring dedicated space for waste and recycling in all new developments.
- Change the Minnesota State Building Code to require equal, dedicated space for both trash and recycling collection.
 - Require recycling chutes in the Minnesota State Building Code.

Other Government Regulations

- On building owners:
 - Develop City mandate requiring multi-unit building owners to develop and execute a strategy to deal with their bulky waste.
 - Require developers that benefit from City support and/or funding to submit a zero waste plan.
 - Require building owners and haulers to be accountable for waste diversion.
 - Require building owners to disclose to tenants where their trash is going.
 - Develop mandatory workshop on recycling in order to obtain rental license.
 - Create mandatory recycling trainings for building owners to attend including pertinent new laws/mandates, educational materials for tenants, and standard collection bin signage.
 - *Concerns with this strategy include:*
 - Utilize this time in front of building owners to also address other priorities such as fire escape safety, etc.

- Develop City mandate requiring building owners to provide equal volumes of recycling, organics, and trash collection bins.
 - *Concerns with this strategy include:*
 - Some buildings would have to increase their collection service to pick-up organics more frequently to deter pests, which would increase the cost of service.
 - Some buildings barely have enough space to house trash containers.
- Require the use of clear bags so that haulers can quickly assess the contents of the bag.
- On haulers:
 - Develop a policy to require all haulers (both trash and recycling) to use standard signage on their collection bins/dumpsters.
 - Require haulers to provide pick-up weights to building owners in order to track diversion rates and progress.
 - Require building owners and haulers to be accountable for waste diversion.
 - License multi-family residential haulers and require uniformity (by City or County).
 - Organize multi-family residential hauling.
- Create a container deposit to incentivize recycling.
- Raise tax on trash.
- *Overall concerns with government regulations include:*
 - Worried that too many regulations may drive businesses and multi-unit residential buildings to leave the City.
 - Don't want ordinances that make it cost prohibitive to build new buildings.
 - Waste diversion is cultural, new regulations won't change the culture.

Enforcement (Buildings)

- Dedicate more City resources to enforcement.
- Develop mechanism for enforcing non-complying buildings. Perhaps make it fun and quirky like the “geek squad” delivering education and citations.
- Change the internal model/department for enforcing recycling at multi-unit residential buildings to make it more efficient and effective.

Collection Bins

- Establish the “social norm” of recycling at buildings by providing recycling and organics collection bins in public spaces.
- Position dumpsters in accessible areas where haulers do not need to leave their trucks to access them.
- Make recycling containers as convenient as trash containers.
- For buildings with trash chutes or remotely located dumpsters (i.e., parking lots or basements), create recycling stations on each floor to allow for easy disposal of trash, recycling, and organics.

- Uniform collection bins (size, shape, and color), regardless of hauler (e.g., some recycling bins are blue and others are green with yellow lids).
- Offer comingled organics and trash, such as the blue bag program.

Collection Chutes

- For buildings with existing trash chutes (and without recycling chutes), repurpose the chutes to instead collect recyclables, making it more difficult and inconvenient to dispose of trash.
 - *Concerns with this strategy include:*
 - Contamination of recyclables by residents throwing trash down the chute.
 - Residents refusing to properly dispose of trash and instead leaving it outside of the recycling chute.
 - This strategy does not address creating a new stream (organics).
 - Trash chutes are helpful to reduce odors and limit pests in units by providing easy access to disposal.
 - Throwing recycling in a chute creates the “out of sight, out of mind” perception and removes the pride in seeing it accumulate.
- Lock trash chutes.
 - *Concerns with this strategy include:*
 - Property managers may be unwilling to do this, especially in high-rise buildings.
 - Residents may pile up trash bags next to the chute instead of bringing them to the outdoor dumpsters.
- Invest in research to develop creative, innovative, and affordable strategies/engineering solutions to repurpose existing trash chutes to accommodate recycling and/or install new trash chutes in existing buildings.

Prioritize Reuse and Waste Reduction

- Develop a partnership between the City and reuse partner(s) to allow multi-unit residents the opportunity to place reusable items on the curb for pick-up and donation to reuse centers.
- Offer free or subsidized pick-up for reusable materials.
- Create reuse areas in buildings for bulky item exchange to avoid items ending up in the dumpster and the associated waste disposal cost for the building owner.
- Charge residents for bulky-item disposal, encouraging them to instead donate these items to avoid the charge.
- Focus on source reduction from online retailers (e.g., reduce cardboard boxes used in shipping purchases).
- Work with suppliers to re-engineer packaging to be completely recyclable or compostable.
- Research products to sanitize mattresses to allow for reuse while eliminating bed bugs.

COMMERCIAL SECTOR SUMMARY

COMMERCIAL SECTOR: DISCUSSION THEMES

Need for Business Education and Support

A consistent theme amongst discussion groups was the need for more consistent, frequent business education on the latest mandates, the ever-evolving list of currently recyclable items, and strategies to continually engage and educate employees (and customers). Participants felt that businesses are often not aware of the technical assistance available to help educate and positively improve their recycling efforts. Discussion groups also recognized the difficulty of reaching businesses given the enormous diversity amongst businesses within the City. Participants suggested developing outreach efforts and messaging based on business size and type for a more targeted approach to education.

Groups also had a number of suggestions for how to boost the City's capacity to effectively reach businesses, including engagement of consultants and business associations (trusted partners) to conduct outreach, greater coordination across City departments, and establishing more opportunities for peer-to-peer best practice sharing and mentorship. They also expressed general support for promotion and expansion of County programs, as well as greater consistency and coordination/cooperation across City, County, and State programs and departments.

Enhanced Cooperation with and from Haulers

Though participants noted the need for positive relationships with their haulers, several groups discussed a feeling that haulers are often unwilling to assist businesses with waste reduction and recycling. From a lack of technical assistance, to an inability (or unwillingness) to provide weights of collected material, participants expressed difficulty in working with haulers that seem to be unsupportive of them achieving their waste and recycling goals.

Perhaps because of this perceived lack of cooperation and support from haulers, as well as the structural issues that underlie those tensions, most of the regulatory strategies proposed by participants related to haulers—from requiring consistency in billing or service offerings to partially or fully organizing commercial collection.

Lack of Enforcement

Another theme amongst participants was the perception that government regulations around commercial recycling are not adequately enforced. Discussion groups expressed a lack of understanding of which unit of government was charged with enforcement and the process by which enforcement takes place. The perceived lack of enforcement can lead to business reluctance to comply, particularly in small businesses where recycling regulations are often not a top priority in relation to other business demands. Participants offered up a number of ideas for increasing enforcement capacity and complementing limited enforcement capabilities with stronger incentives for compliance.

Cost of Compostable Bags

Discussion groups also noted the incremental cost of purchasing compostable bags vs. traditional trash bags. The cost of these bags is often a barrier, especially for small businesses with more limited resources. Additionally, participants expressed that compostable bags do not match their plastic counterparts in terms of strength, making management of materials much more difficult.

COMMERCIAL SECTOR: BARRIERS DISCUSSION

Buy-In and Leadership

- Upper management is reluctant to make changes.
- Changes in leadership can make it difficult to create or sustain a program.
- Challenging to influence and change internal politics and existing policies.
- Finding the appropriate champion to influence upper management to make decisions.
- Getting a range of internal stakeholders to buy into recycling initiatives.
- Cultural resistance to change.
- Generational differences equate to different levels of buy-in from staff.

Educational Needs (Businesses/Employers)

- Difficult to efficiently reach the sheer diversity of businesses with educational messaging, as they all respond to different approaches (e.g., mail, email, door knocking, etc.).
 - There are thousands and thousands of small businesses in the City, making it difficult to reach them all with consistent educational messaging.
- Not enough City staff working on education and outreach, and there is currently not a dedicated stream of funding to create new positions.
- Lack of awareness of technical assistance opportunities available to businesses.
- Difficult to keep up with the latest information on what is currently considered recyclable.
- Difficult to understand who is responsible for commercial waste in the City.
- There isn't a current system to understand the waste being generated, making it difficult to develop solutions to reach the set goals.
- Lack of understanding of current waste streams and the point of waste generation.
- Knowledge gap on higher and better uses for organics material, beyond compost.
- Perception that organics collection smells.

Educational Needs (Employees)

- Need more education for employees on what goes in each collection bin.
- Outdated understanding of what is recyclable requires a lot of training to bring people up to speed on current practices.
- Difficult to un-train people accustomed to sorting recyclables to now use the single-sort system.
- High staff turnover leads to an increased need for education.

- Confusion at sort stations leads to all materials being thrown into the trash to avoid incorrectly sorting.
 - Employees find source separation difficult, especially with three streams (recycling, organics, trash).
- Difficult for employees to adequately participate when food service ware items have similar appearances but some are compostable and others are not.
- Difficult to engage employees when there are differences between recycling services at home and at work.
- Current cultural mindset that everything should be thrown out.

Educational Needs (Consumers)

- Difficult to educate consumers on the recycling practices of the business.
- Easy to train and educate employees in the back-of-house, but lots of confusion from customers in the front-of-house.

Lack of Priority (for Employees)

- The amount of head space people devote to recycling issues is very low. Challenging to get businesses to think more about waste and recycling issues.
- Changes need to be easy or else employees will not participate.
- In a manufacturing setting where employees are simultaneously running machinery and trying to dispose of material, inconveniently located collection bins increase contamination rates (employees go for what's most convenient to their work).
- Difficult to influence individual employee behavior change, especially when human nature drives us to want to see immediate impacts of our efforts.
- Lack of motivation from employees.

Signage

- Unlabeled collection bins receive high amounts of contamination.
- With the switch to single-sort, collection bin/dumpster signage has not been updated accordingly.
- Inconsistent signage creates confusion.

Property Manager/Tenant Relationship

- For property managers, it is difficult to navigate multiple points of contact and agendas between tenants.
- Difficult to achieve potential economies of scale with multiple decision-makers involved.
 - Many tenants are not interested in adding organics service.
- Difficult to implement changes when the contract for a leased space includes waste and recycling services; tenants are not able to change services or hauling provider.
- Difficult to require tenants to make changes (e.g., moving from desk-side collection bins to centralized collection) when they are paying a premium to be in that particular building.

Building Design

- Businesses often don't plan for waste management during a building's construction phase.
- Existing buildings weren't originally constructed with waste diversion in mind, making it difficult to retrofit.
- Waste is an afterthought when designing a building—both where collection bins will be placed and how the material will be transported out of the space.
- Every building's situation is different (e.g., waste streams, available dock space, centralized collection, etc.).

Space

- Lack of adequate space to include recycling and organics bins with existing trash bins.
- Difficult to include proper collection bins in an efficient way (ease of use) on the operations floor.
- Limited space to store food in the warehouse before it is picked-up for donation.
- Space on loading dock is limited.

Program Implementation and Management

- Companies lack sufficient implementation plans with adequate research, objectives, timeline, accountability, communications plan, and money.
- Difficult to navigate existing processes and infrastructure to implement a new program.
- Difficult to prioritize time, money, and resources to commit to employing a sustainability leader.
- A great deal of staff time is required for property managers to coordinate and handle logistics across sites.
- Companies do not have the time or labor to sort materials post-collection to remove contamination.
- Lack of time to properly process materials in a warehouse making the trash the more attractive option. (e.g., donate unused food, remove plastic film and compost, etc.).
- Boxed lunches in conference rooms is challenging as there is lack of time and staff labor to properly sort through the waste.
- Lack of accurate internal data tracking and reporting system on waste diversion metrics.

Challenging Material Streams

- Food is often brought to the workplace from off-site (e.g., food trucks, boxed lunches, etc.) that is in recyclable or compostable packaging, but the workplace doesn't offer services to properly dispose of packaging.
- Businesses generate many hard-to-recycle items such as gloves, furniture, etc.
- The weight of organic material makes it difficult to compact.
- The healthcare industry's push towards disposable items (vs. reusable) for sterilization purposes makes it increasingly difficult to manage waste.

Custodial Relationship and Management

- Difficult to manage and train various custodial vendors across different sites.
- Takes time to coordinate with custodial services staff.
- Custodial and waste management services are not managed under the same umbrella resulting in lack of coordinated effort on waste diversion.

Cost to Businesses

- Difficult to justify switching to compostable products due to cost.
 - Compostable bags are more expensive and often of lower quality than regular bags.
 - Compostable food containers are more expensive than disposable plastic.
 - Compostable service ware is too expensive to use year-round; can currently only purchase for special events.
- Increased cost to add organics collection bins at each desk—both the cost of the bins and the labor to empty bins—in situations where tenants or employees are unwilling to switch to centralized collection area.
- Large capital cost to change practices.
- Difficult to see savings when there is a different hauler for trash and recycling services.
- The cost of hauling services is relatively low, making it a low priority to find cost saving measures.
- For tenants with annual maintenance fees that include the cost of hauling services, they do not see real-time savings for changes in recycling practices.
- Difficult to prioritize staff time and resources when business is profit driven.
 - For small businesses, it's difficult to pay for recycling services with other demands on resources.
 - Waste projects do not produce the same ROI as other sustainability initiatives, making them difficult to prioritize.
 - If the proposed recycling initiative doesn't break even or create a positive ROI, it's hard to sell the business value based on the environmental benefits or “doing the right the thing” alone.
- Cultural perception that sustainability costs money.

Government Regulations

- Currently there are conflicting mandates: enclosure requirement and recycling mandate. Businesses can't decide which to comply with and City departments are not coordinated to advise on a solution.
- The City has recently imposed several mandates (e.g., eliminating Styrofoam take-out containers, mandating sick leave, potential plastic bag ordinance, etc.) and many small businesses are resistant to more mandates that would add additional burdens.
- Difficult for small businesses to make the time to comply with mandates.
- Economic pressure put on small businesses to comply with mandates.
- Businesses have a choice of locations and can choose to relocate if they no longer want to comply with mandates.

- Too many regulations on transfer stations.
- Government regulations remove the cultural barriers to implementation.

Lack of Enforcement

- Lack of capacity for City to enforce statutes and ordinances.
- New regulations often give businesses too much lead time to comply, leaving many the opportunity to wait to make changes until enforcement begins.

Business-Hauler Relationship

- The individual who pays the waste bill is usually not the same individual managing the day-to-day waste operations, making it difficult to understand potential cost savings.
- Lack of communication between haulers and generators on resources and information available.
 - Fierce industry competition makes haulers reluctant to share resources and information with generators.
 - Unsupportive haulers that provide no educational material to business makes it difficult to implement changes.
 - Haulers do not willingly provide weights, technical assistance, reporting, or suggestions to change collection bin size and pick-up frequency.
- Lack of uniformity and transparency amongst haulers on waste bills makes it difficult for businesses to determine the different fees associated with waste disposal vs. recycling.
 - Confusing waste bills make it difficult to project ROI of a new initiative.
 - Hauler bills are difficult to understand and are often not read by the business.
 - There is no incentive for haulers to make their bills easier to understand.
- Long-term corporate hauling contracts are difficult to change.
 - Hauler contracts don't allow businesses to switch haulers to access the services they need.
 - Many small businesses choose to work with their existing haulers even if the hauler doesn't offer the services they need.
- Some haulers make organics collection an easier and more attractive option than others.
 - Haulers don't offer many options, if any, for organic service (e.g., frequency of pick-ups, collection bin sizes, education for employees, etc.).
 - Difficult to find a hauler that offers organics service and has collection trucks that meet the specific needs of the loading dock.
- The City can only serve small commercial once a week.

Cost to Haulers

- Low market value of organic waste.
- Price of diesel and distance to markets.
- Transfer station locations are too far from downtown making hauling expensive.
- The density of businesses requesting organics is low, making it difficult to create efficient, cost-effective routes.

- Difficult to control and quickly respond to fluctuations in recycling markets, recyclable materials, and operating costs.

Material Processing Infrastructure

- The locations of commercial composting facilities make the logistics and cost associated with transporting organic material a challenge.
- The transportation involved in moving organic material negates any positive environmental impact.
- Lack of processing infrastructure development for organic material (e.g., limited processing locations, few transfer stations, lack of coordinated collection, etc.).
- No infrastructure to process large quantities of packaged food waste.
- Inability to change the MPCA's composting rules.

Recycling Markets

- Many materials don't have a reliable market (e.g., plastics, electronics).
- The low prices for particular materials put economic strain on haulers.
- Lack of availability of non-metallic recycling markets.
- Lack of market development for recyclable materials.

Waste to Energy

- Incinerator tipping fees encourage landfill use.
- Waste to energy diversion does not qualify for LEED points and reporting.

Waste Reduction Not Prioritized

- Abundance of landfill availability does not prioritize waste reduction.
- Waste reduction is not included in diversion rate calculations.
- No clear funding mechanism for the City's work on commercial waste reduction.
- The perception that reduction is not an option (e.g., switching to reusable cutlery vs. disposable).

Manufacturers/Product Design

- Manufacturers design products that are destined to be thrown out, not reused or recycled.
- Our society places the burden of waste on the generator, not the producer, where it should be.
- Food packaging is often not designed to be compostable.
- Customer demand drives the material choices for product composition.
- Biodegradable materials are problematic as they aren't always compostable.
- Compostable bags are not strong enough (poor technology).
- Innovation in packaging is making material less recyclable.

COMMERCIAL SECTOR: STRATEGIES & SOLUTIONS DISCUSSION

Buy-In and Leadership

- Important to find and empower internal champions.
- Combination of grass-roots efforts from the bottom-up along with a top-down approach.
- Gather support from top to set goals and establish funding.
- Obtain the support of custodial services to ensure changes to collection are as straightforward as possible for employees.
- Create shareholder pressure to make changes.
- Focus on the triple bottom line to establish potential impact and possibly override lack of traditional, short-term ROI.

Business Education

- Discuss zero waste in terms of the environmental and social aspects of moving towards zero waste (e.g., job creation, minimizing soil erosion, etc.).
- Strategic use of terminology when talking with businesses (e.g., instead of “food waste” use “unused food” or “food resources”).
- Develop business value proposition.
- Target businesses that aren’t aware of recycling mandate.
- Determine which businesses aren’t recycling—small or large businesses—and target outreach accordingly.
- Target outreach to businesses that will have the biggest impact (e.g., food service).
- Utilize County tax incentives as part of outreach to encourage recycling.
- Develop and provide criteria and metrics for businesses on waste diversion.
- Utilize existing business programs to help expand recycling initiatives (e.g., all BOMA members recycle).
- Continue to promote cross-sector convening and discussion of issues across professional networks.
 - Develop more opportunities for businesses to learn best practices and collaborate on a peer-to-peer level.
 - Develop website for companies to share best practices.
 - Participants can help quell myths, answer questions, and problem solve for non-participants.

Employee Education

- Repetitive and frequent education to employees.
- Promote strategies to reduce food waste through proper serving size suggestions.
- Increase employee awareness of material use reduction initiatives.
- Show employees the immediate impacts of their actions.
- Communicate the value of the materials being throw away.
- Engage green teams through quarterly brown bag lunches to provide new recycling information.

- Include recycling training in employee orientation.
- Develop residential educational outreach which will in turn provide a common baseline for employees on recycling issues. This effort can encourage companies to recycle, just as their employees do at home.
- Provide dynamic education for employees and the public as products and systems constantly change.

Customer Education

- Develop mechanism to get customers to care about waste and recycling issues and ask businesses to improve their efforts.
- Develop grassroots efforts to engage residents on recycling ordinance to encourage their local businesses to comply.
- Make recycling and composting available both at home and at work, and make it consistent for the user.
- Develop campaign to create positive pressure from consumers.

Recognition

- Recognize and promote the pioneers and forward-thinkers.
 - Annually celebrate waste champions in each business district.
 - Promote success stories and lessons learned within the broader community.
 - Follow the lead of the County and have City-specific recognition that rewards businesses for successfully recycling (e.g., “green heroes” or “caught green-handed”).
- Create a system to easily identify businesses who recycle and compost (e.g., similar to the [City of New York’s restaurant grades](#)).

Incentives

- Develop more incentives to donate food.
- Provide financial incentives to recycle materials.
- Increase the cost of landfill disposal to incentivize recycling.
- Provide rebates or other incentives, especially with the roll-out of new policy mandates.
- Change incentive structures to incentivize reduction and recycling.

Building Design

- Provide education for architects and building designers.
- Develop construction standards for waste management and reporting based on LEED requirements.
- Design buildings to that there is flexibility in space to change container sizes, as needed.

Program Implementation and Management

- Maximize ease of collection for employees.
 - Implement centralized collection to boost diversion rates.
 - Couple trash containers with recycling and organics.

- Offer china in cafeterias (vs. disposable service ware).
- Develop specific, consistent plan for maintenance staff to follow.
- Apply to Closed Loop Fund to receive funding support for program implementation.
- Seek front-end design assistance such as the utility’s Energy Design Assistance program.
- Implementing organics and recycling can reveal cost savings in purchasing changes.

Addressing Cost to Businesses

- Create group purchasing mechanism to reduce costs of compostable bags.
- Provide County subsidies for compostable bags.
- Partnership between the City and compostable bag manufacturers/vendors to lower the cost to businesses.

Business-Hauler Relationship

- Provide weights collected and if material was ultimately recycled or not to help businesses track diversion rates.
- More frequent review of services from hauler.
- More feedback/communication from haulers—not just when material is contaminated.
- Reports from haulers on the current markets to help businesses identify where their materials are going.
- In discrete businesses districts, create economies of scale by engaging one hauler and surrounding businesses to use that hauler for a particular service (e.g., organics collection).
- Build in incentives with hauler to help recycle/reduce material.
- Provide education on how to issue an RFP and negotiate a hauler contract. Include and advocate for a true partnership between client and vendor.
- Provide education on how to read hauler bills.
- Add contamination fines to hauler bills but describe it as a “credit” when there is no contamination.

Government Regulations

- Standardization requirements for haulers.
 - Develop policy around waste hauler transparency and uniformity on waste bills.
 - Require haulers to do mandatory reporting, instead of businesses.
- Develop waste hauler districts to localize demand for services.
 - *Concerns with this strategy include:*
 - Curious about waste haulers’ perspectives on this.
 - If a business is not getting the service they want or at a competitive price, will there be resources available to assist them?
- Organize commercial collection.
- Drive competition by requiring all haulers to provide all services.
- Replicate the City’s energy benchmarking ordinance, but for waste, to get a better sense of the types and amount of waste the largest businesses are generating.

- Develop programs that require or incentivize large buildings (over 50,000 sq. ft.) to report on progress.
- Institute disposal bans.
 - Prohibit restaurants from throwing away food (organics disposal ban for restaurants).
- Require products to be made of recyclable or compostable materials.
 - Simplify the waste stream by requiring all products that touch food to be compostable.
- *Overall concerns with regulations:*
 - Fear of mandates forcing solutions on businesses.
 - Concern with telling individuals how to run their business through imposing regulations.
 - Concern with passing mandates and not having resources for enforcement.
 - Concerns with regulations that disproportionately impact small businesses when large businesses are often able to find a loophole.

Enforcement

- Institute a fee, paid to the City, to fund enforcement. Businesses that meet diversion goals would pay lower (or no) fees compared to those that do not.
- Reward those who comply with mandates.
- Develop a system for existing business resources to help with ordinance compliance so enforcement is not necessary.
- If mandates aren't being enforced, remove them entirely.

City Government Assistance/Funding

- Find dedicated funding source to hire more City staff to work on waste and recycling issues with businesses.
 - Develop a more robust City department to help businesses, particularly small businesses, implement ordinances.
- CPED should be engaged to provide a conduit for technical assistance and information to explain the economic benefits of recycling and waste reduction to small businesses.
- Continue the [Great Street Program](#) model which has been an effective framework for business engagement on waste and recycling issues.
- Develop relationships with trusted business allies and existing champions (e.g., Lake Street Council) to help them feel comfortable speaking with businesses on waste and recycling issues to further City outreach efforts.
- Improve the development of and access to a professional network of companies and consultants leading solutions and strategies to refine, improve, and simplify waste reduction and diversion.
- Provide hand-holding for businesses coming up with recycling plans.
- Develop a program where small businesses can get assistance with actual implementation, not just program design.

- Work with businesses on purchasing practices that reduce waste and save money on disposal.
- Develop staffing for MnTAP's Minnesota Materials Exchange.
- Create "hard to recycle" index.

County Programs

- Have the City seek a formal commitment from the County to conduct more outreach and technical assistance.
- Continue (and expand) grant programs to assist with start-up costs.
- Standardize County programs to provide the same technical assistance and resources across the region.
- City could better promote Hennepin County's business recycling grants.
- Utilize consultants to provide technical support to small businesses through the existing Hennepin County business recycling program.
- Utilize resources and information from other Counties to share lessons learned and success stories.
- Make Hennepin County business recycling grants more accessible and flexible to meet the needs of each individual business.
- Develop more user-friendly web presence.

Material Processing Infrastructure

- Provide additional, concentrated collection locations for organic material closer to downtown.
- Work with MPCA on easier permitting to advance diversion rates.
- Enable the ability to process packaged organic material without removing the packaging.
- Waste to energy facilities need to be more utilized.
- Utilize refuse derived fuel/waste to energy with biomass technologies for problem materials (instead of using landfills).

Recycling Market Development

- Support development of higher market value for organic material (e.g., animal feed stock, biofuels, etc.).
- Place more emphasis on strong market development.
- Offer financial incentives to create markets if there aren't any.

Prioritize Waste Reduction

- Include waste reduction strategies in waste diversion rates.
- Reward reuse strategies and mentality.

Food Donation

- Develop more incentives to donate food.
- Develop more funding and resources to grow existing food donation programs.

- Utilize existing software and apps to connect transport (e.g., Uber) with restaurant food waste to boost donation rates.
- Change behavior to prioritize feeding those in need.

Manufacturers/Product Design

- Design products in a way that more clearly distinguishes what is compostable vs. what is recyclable.
- Extended producer responsibility for some products (e.g., computers, etc.).
- Create and incentivize use of reusable transport packaging.

Research and Innovation

- Continue to research and explore new, innovative technologies (e.g., on-site composting, anaerobic digester, eco-digester, system that extracts energy and water, etc.).
- Survey businesses to determine the biggest barriers for various sized businesses.
- Provide more opportunities for businesses to provide feedback on potential strategies the City develops.

Consistent Approach Across Programs & Sectors

- Better coordination between various agencies and departments (e.g., all City of Minneapolis departments, MPCA, Hennepin County, etc.).
 - Develop consistent messaging between the State and County.
- Institute three waste streams everywhere (e.g., public spaces, schools, homes, businesses, etc.).
 - Have dedicated recycling and organics collections in public spaces, especially near food truck sites.
- Use the City buildings and public spaces to set an example for the rest of the community.
- Simplify and make the materials that are recyclable more consistent (e.g., “Top 10 Recyclable Items”).
- Develop an adaptive management plan to achieve 75% diversion, including continuous measurement and analysis.
- Think about waste as a system and in turn create a consolidated approach to enforcing desired behavior throughout the complete waste system.

SINGLE-FAMILY RESIDENTIAL SECTOR SUMMARY

SINGLE-FAMILY RESIDENTIAL: DISCUSSION THEMES

Education

As one of the City’s primary avenues to support waste reduction and recycling, participants offered diverse suggestions related to improving or increasing opportunities for resident education. Participants particularly suggested partnering with neighborhood organizations, small businesses (for example, creating visual displays at grocery stores, coffee shops, food trucks), and cultural communities to spread information on recycling and organics. Most groups also suggested continuing current methods of educational outreach, particularly through the block captains program, but also through physical materials such as brochures and cart hangers. Other education ideas that were discussed across groups included developing more targeted and varied messaging and more visual representations of what can and cannot be recycled/composted.

Packaging

All of the discussion groups mentioned having difficulty with disposing of packaging, especially film plastics. Participants offered suggestions for making it easier to identify what is recyclable and to increase opportunities for collection/recycling, but also felt that retailers and manufacturers should be encouraged or required to do more to help reduce this form of waste.

Incentives

Another consistent theme among participants was the perception that more can be done to provide incentives to encourage participation in recycling and organics. Multiple discussion groups noted that price differentials for bin sizes and services could be larger to encourage residents to have smaller bins and to buy into recycling and organics collection. Other suggestions included changing the default size of containers, creating competition between neighbors to increase social pressures, increasing state or county disposal fees, switching to a “pay as you throw” system, and even making recycling mandatory and fining or refusing services to those who don’t comply.

Waste Reduction and Reuse

Participants offered a number of suggestions related to prioritizing waste reduction, including incentivizing reuse and repair, rental programs, and food waste prevention.

SINGLE-FAMILY RESIDENTIAL: DIFFICULT-TO-RECYCLE ITEMS & OTHER BARRIERS

Complexity of the System

- Consumers have a difficult time determining what can be composted versus recycled or thrown away.
 - Non-compostable paper items are hard to distinguish from compostable paper items.
 - Consumers find it challenging to determine what is a lined product and what is not.

- Neighbors are not doing organics collection because they find it is too complicated.
- It can be overwhelming to know where to start (suggested starting organics collection with kitchen food waste).

Plastic Packaging

- Food packaging and plastic packaging are the most common residential waste items being thrown away by certain demographics.
- Consumers have a limited understanding of what to do with material packaging.
- Packaging is sometimes larger than the item itself, generating far more waste.
- Determining proper disposal for hybrid packaging, such as tetrapaks, is very confusing.
- Plastics in general are confusing to navigate, though consistency across the County is helping.
- There is a lack of information on how to recycle plastic films and which ones are recyclable.
- Growth of online shopping is generating additional waste for sorting.

Household Hazardous Waste and Special Items

- It is challenging to get to Bloomington and Brooklyn Park to properly dispose of certain household hazardous waste.
- Challenging items to dispose of: fuel tanks, propane tanks, aerosol cans, scrap metal, scrap lumber, steel, shoes, and electronics.
- Need to go outside of the County to dispose of sod and dirt.
- Medicine and sharps are challenging to dispose of properly.
- Large items, such as pianos, are challenging.
- Pet waste—people using recycling containers to throw away cat litter is a problem.
- Lack of understanding of how to reuse construction and demolition materials from residential units.

Lack of Priority/Interest

- When people move out, they often throw away items that could be reused by others.
- There is a sense of general apathy among people who do not make the effort to recycle.
- Trash is illegally dumped into containers in front of others' houses.

SINGLE-FAMILY RESIDENTIAL: STRATEGIES & SOLUTIONS DISCUSSION

Resident Education

- Focus outreach at the neighborhood level.
 - Provide money to neighborhood organizations to help spread the message.
 - Partner with neighborhoods in developing and promoting educational messages.
 - Make block parties zero waste events and pair with education to residents.
 - Find “waste champions” to help spread the message, including bringing materials to neighborhood meetings.

- Expand recycling block captain program.
 - Use block captain program to improve storytelling.
 - Continue spreading the word about organics recycling and reuse during National Night Out program through block captains.
- Work with leadership in cultural communities—religious leaders, women’s groups, etc.—and follow up with practical presentations.
- Target and expand messaging for different audiences:
 - Include more social and cultural responsibility in the messaging to instill a desire to support the greater good of the whole and not just the individual.
 - Make educational materials trendy and appealing rather than just informational.
 - Find an education program that helps people see the value—in monetary, health, air, and water quality considerations—of recycling and organics instead of seeing it as “the City” trying to tell an individual what to do.
 - Intentionally reach out to people on the importance of composting and recycling to make them normalized.
- Improve organics education
 - Use stories to educate individuals on how to deal with problem materials, how organics can be useful, how to reduce the smell of organic collection, etc.
 - Showcase organics collection in large public venues such as Target Field.
 - Provide information on which compostable bags are less prone to leaks and how to deal with maggots in collection bin.
 - Have signage on bins that includes a written list and pictures of appropriate items.
- Provide education on how to properly dispose of pharmaceuticals that includes an explanation of the negative water impacts of flushing them.
- Create a visual online library of items that is a searchable database of pictures as well as names of items; add different tags to the visuals for easier searching.
 - Create a visual directory—physical and/or online—for recyclables, to help break down language barriers.
- Create a list online, hosted by the City or County, to limit “wish” recycling.
- Designate more of SCORE funds to solid waste education.
- Increase understanding of what is taxed and what is not taxed on trash collection bill.
- Create transparency in billing to allow residents to better understand what portion of their material is going to the incinerator, to recycling, etc.
- Provide examples of how and why to use 311 for waste management.

Youth Education

- Bring education to the younger generations; they are constantly trying to find new ways to reduce waste.
- Provide more education in public schools on recycling and organics.
 - Have an environmental officer in every school to ensure proper implementation of recycling and organics collection and to help every teacher provide great environmental education to students including how they can move toward zero waste.

Incentives

- Increase incentives to recycle and compost instead of generating solid waste (e.g., use a credit system for recycling and for not using another trash container).
- Increase the differential in waste prices to incent people to switch to recycling, organics, and reuse; could make a larger cost savings for people to switch to smaller garbage cart.
 - Change the incentives on bin sizes.
 - Make fees that are activity based.
 - Charge those that do not have a recycling cart more on their solid waste and recycling bill.
- Include an economic incentive to property managers to increase resident recycling (e.g., X% off trash bill if you get residents to recycle).
- Create competition between individuals with a green score (e.g., display on a gas, electric utility bill).
- Make the small garbage bin the default, then increase in size by request.
- Create a pay as you throw system, potentially with on-call garbage collection.
- Increase state and county tax and fee on waste (state disposal costs).
 - Higher tonnage tipping fees for garbage.
- Have finished compost from the City program available to residents participating in organics collection.

Encourage Collaboration & Idea Exchange

- Create a website to help in the formation of environmental communities, assisting with collaboration between solid waste and sustainability coordinators (possible Green Partners grant).

Prioritize Waste Reduction

- Expand the use of swap parties and Fix-It Clinics (potentially through a Do It Green Minnesota! grant from Hennepin County).
- Create a book drop-off program, similar to what is done in St. Paul, to reuse books.
- Increase incentives for repairing and renting equipment.
 - Offer “repair and rent” tax breaks and incentives to encourage reuse.
- Request that grocery stores and markets provide discounts for cosmetically imperfect food or donate to a food shelf.

Government Regulations

- Adopt a construction and demolition ordinance, mandating a certain percentage of recycling and reuse for residential construction and demolition waste (e.g., ordinance that mandates 70% recycling and 5% reuse of residential construction and demolition waste).
- Provide incentives (e.g., waive permitting fees) for homeowners that deconstruct (rather than demolish) their homes.
- Make recycling mandatory (e.g., some cities require recycling and will not pick up your trash unless you recycle).
 - Ban throwing aluminum cans into the garbage.

- Create a penalty for not having recycling.
- Tag containers that are not in compliance with recycling or organics collection standards.
- Create regulations that companies can only use certain materials in packaging, to build uniformity and producer responsibility.
 - Limit what is available for packaging in the first place to limit complexity.
- Design landlord requirements for renters to compost and recycle.
- Create a buyback program or bottle bill for cans, bottles, etc. to promote the cleanup of litter.
- Mandate the donation of prepared food from grocery stores and caterers.
 - Mandate that grocery stores donate excess food.
- Involve Solid Waste and Recycling in more education and inspection of food trucks, restaurants, and grocery stores.

Manufacturers/Product Design

- Work with retailers to reduce packaging and to put more onus on manufacturers around extended producer responsibility (e.g., simplify packaging and make recyclability information clear and uniform) to improve simplicity for the consumer.
- Work with retailers (e.g., Target, etc.) to focus on reducing packaging.

Public Collection Bins

- Increase the number of organic and recycling receptacles in public areas (e.g., gas stations, coffee shops, libraries, parks, etc.) to decrease trash waste and make recycling and organics collection more normal.
- Switch the location of trash and organics bins to get less cross-contamination of organics.
- Education for on-site composting and reducing food waste next to collection bins.

Material Collection Infrastructure

- Locate a recycling and problem items drop-off facility within City limits.
- Increase the number of locations that take multiple materials and hazardous waste to make it more convenient for residents.
- Collect items, such as plastic bags, that are hard to recycle in one spot per block for collection by the City (e.g., receptacles on the corners).
- Help businesses that recycle electronics and batteries for free.

Measuring and Reporting Success

- Think critically about measures of success; potentially tie it to job creation, economic development, environmental quality, social justice, etc.
- Develop statistics that show how many jobs are created through the collection of organics and recycling.
- Use RFID code on carts to track participation levels.



Minneapolis Zero Waste Plan Stakeholder Engagement

Commercially Serviced (Multi-Family) Residential Meeting Agenda

Thursday, September 22, 2016

8:30 a.m. – 12:00 p.m.

Sabathani Community Center

310 38th Street East

Minneapolis, MN 55409

- 8:00** Registration & Continental Breakfast
- 8:30** Introductions & Housekeeping
Mike Harley, Executive Director, Environmental Initiative
- 8:40** Welcome: City of Minneapolis Zero Waste Planning
Dave Herberholz, Director, City of Minneapolis Office of Solid Waste and Recycling
- 8:55** Hennepin County Programs for Multi-Unit Residential Buildings
Carolyn Collopy, Apartment Recycling Program Coordinator, Hennepin County Environmental Services
- 9:10** The Challenges and Opportunities of Multi-Unit Recycling and Waste Reduction
Jenna Wilken, Property Manager, Kleinman Realty Company
- 9:20** Ideas & Inspiration: Innovative Solutions for Multi-Unit Recycling and Waste Reduction
Jon Klapperich, Senior Sustainability Specialist, Minnesota Waste Wise Foundation, Minnesota Chamber of Commerce
- 9:35** Break
- 10:00** Small Group Discussions Part 1: Identifying Barriers & Solutions
- 10:45** Addressing Barriers, Sharing Solutions
Participants will post and cluster the primary barriers identified by each group and strategies that they believe would address those barriers.
- 11:10** Small Group Discussions Part 2: Exploring Strategies and Their Impacts
- 11:55** Next Steps: Building a Zero Waste Plan for the City of Minneapolis
Mike Harley, Executive Director, Environmental Initiative
- 12:00** Adjourn



Minneapolis Zero Waste Plan Stakeholder Engagement

Commercial Sector Meeting Agenda

Wednesday, September 28, 2016
8:30 a.m. – 12:00 p.m.
Minneapolis Central Library
300 Nicollet Mall
Minneapolis, MN 55401

- 8:00** Registration & Continental Breakfast
- 8:30** Introductions & Housekeeping
Mike Harley, Executive Director, Environmental Initiative
- 8:40** Welcome: City of Minneapolis Zero Waste Planning
Dave Herberholz, Director, Division of Solid Waste and Recycling, City of Minneapolis
- 8:50** Hennepin County Programs for Waste Reduction & Recycling in the Commercial Sector
Ben Knudson, Recycling Specialist, Hennepin County Environment & Energy
Andre Xiong, Business Recycling Program Coordinator, Hennepin County Environment & Energy
- 9:05** Progress Towards Zero Waste: Opportunities in the Commercial Sector
James Norkosky, CRE Programs Manager, Thrivent Financial
Erica Christ, Owner, Black Forest Inn
- 9:25** Ideas & Inspiration: Innovative Solutions for Commercial Sector Recycling and Waste Reduction from Around the Country
Bob Craggs, Solid Waste and Resource Recovery Manager, Burns & McDonnell
- 9:45** Break
- 10:00** Small Group Discussions Part 1: Identifying Barriers & Solutions
- 10:45** Addressing Barriers, Sharing Solutions
Participants will post and cluster the primary barriers (to commercial waste reduction and recycling) identified by each group and strategies that they believe would address those barriers.
- 11:10** Small Group Discussions Part 2: Exploring Strategies and Their Impacts
- 11:55** Next Steps Towards Building a Zero Waste Plan for the City of Minneapolis
Mike Harley, Executive Director, Environmental Initiative
- 12:00** Adjourn



Minneapolis Zero Waste Plan Stakeholder Engagement

City-Serviced Residential Meeting Agenda

Tuesday, October 18, 2016
6:00 p.m. – 8:00 p.m.
Minneapolis Urban League
2100 Plymouth Avenue North
Minneapolis, MN 55411

- 5:30** Registration & Light Refreshments
- 6:00** Introductions & Housekeeping
Mike Harley, Executive Director, Environmental Initiative
- 6:10** Waste and Recycling in the City of Minneapolis: Current Programs, Data, and Trends
Kellie Kish, Recycling Coordinator, City of Minneapolis
- 6:30** Ideas & Inspiration: How Communities Are Implementing Sustainable Materials Management Around the World
Anna Kerr, Sustainable Materials Management Unit, Minnesota Pollution Control Agency
- 6:45** Small Group Discussions
- 7:40** Idea Sharing
Participants will post and cluster their ideas for strategies that they believe would be essential to realizing their vision of a Zero Waste Minneapolis.
- 7:45** Idea Harvesting and Enhancement
- 7:55** Next Steps Towards Building a Zero Waste Plan for the City of Minneapolis
Mike Harley, Executive Director, Environmental Initiative
- 8:00** Adjourn



Powerful Partnerships, Effective Solutions

Minneapolis Zero Waste Plan Stakeholder Engagement Meeting Attendees

Commercially Serviced (Multi-Family) Residential Meeting Participants

First Name	Last Name	Company/Organization
D	Cadreau	Ascension Place, Inc.
Tom	Heuer	Aspen Waste Systems
Kristel	Porter	Cleveland Neighborhood Association
Nicky	Leingang	Congressman Keith Ellison
Susie	Goldstein	ECCO
Jessica	Arika	Hennepin County Environmental Services
Carolyn	Collopy	Hennepin County Environmental Services
Kirsten	Wahlberg	Hennepin County Environmental Services
Anna	Kerr	Minnesota Pollution Control Agency
Jon	Klapperich	Minnesota Waste Wise
Marty	McDonough	Minnesota Multi-Housing Association
Hayley	Carlson	People Incorporated
Joseph	Conlin	People Incorporated
Rae Eden	Frank	Ramsey County
Brian	Deppe	Riverton Community Housing
Tom	Pierson	Riverton Community Housing
Karyn	Zwieg	Riverton Community Housing
Julie	Ketchum	Waste Management

Commercially Serviced (Multi-Family) Residential Meeting Staff

First Name	Last Name	Company/Organization
Ken	Dahler	City of Minneapolis
Robin	Garwood	City of Minneapolis
David	Herberholz	City of Minneapolis
Laura	Horner	City of Minneapolis
Kellie	Kish	City of Minneapolis
Kelly	Muellman	City of Minneapolis
Gayle	Prest	City of Minneapolis
Mike	Harley	Environmental Initiative
Meleah	Houseknecht	Environmental Initiative
Andrea	Robbins	Environmental Initiative

Dani	Schurter	Environmental Initiative
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Commercial Sector Meeting Participants

First Name	Last Name	Company/Organization
Nicole	Krenner	3M
Tom	Heuer	Aspen Waste Systems
Kathy	Osborne	Atomic Recycling
Sarah	Norman	Aveda
Erica	Christ	Black Forest Inn
Sonia	James	Boston Scientific
Robert	Craggs	Burns & McDonnell
Cam	Gordon	City of Minneapolis
Kate	Davenport	Eureka Recycling
April	Schumacher	Fairview Health Services
Wesli	Waters	Fairview Health Services
Dan	Krivit	Foth
Benjamin	Knudson	Hennepin County
Andre	Xiong	Hennepin County
Frido	Verkman	Hines
Katherine	Lind	Houston Engineering, Inc.
Bart	Schultz	Houston Engineering, Inc.
Steve	Kelley	Humphrey School of Public Affairs
Matt	Kazinka	Lake Street Council
Kathy	Nelson	Longfellow Business Association
Douglas	Carnival	McGrann Shea Carnival Straughn & Lamb chartered
Dan	Collison	Minneapolis Downtown Council-DID
Ben	Shardlow	Minneapolis Downtown Improvement District
Mick	Jost	Minnesota Technical Assistance Program (MnTAP)
Matt	Domski	Minnesota Technical Assistance Program (MnTAP)
Madalyn	Cioci	Minnesota Pollution Control Agency & ReUSE MN
Sue	Marshall	NetZro, LLC
Joseph	Kirk	Ryan Companies
Jenny	Rich	Ryan Companies
Steve	Trulen	Target Corporation
Amanda	LaGrange	Tech Dump/Discounts
James	Norkosky	Thrivent Financial
Sally	Mills	Triple Green Solutions, LLC
Bruce	Koehler	U.S. Bank
Lawrence	Baker	University of Minnesota



Powerful Partnerships, Effective Solutions

Dana	Donatucci	University of Minnesota
Stacey	White	University of Minnesota
Mark	Wiseman	Waste Harmonics
Julie	Ketchum	Waste Management
Paul	Gardner	WasteZero
Erin	Hertog	Wedge Co-op
Janet	Olson	Wells Fargo
Megan	Beyer	Wenck

Commercial Sector Meeting Staff

First Name	Last Name	Company/Organization
Ken	Dahler	City of Minneapolis
Robin	Garwood	City of Minneapolis
Aisha	Gomez	City of Minneapolis
Patrick	Hanlon	City of Minneapolis
David	Herberholz	City of Minneapolis
Laura	Horner	City of Minneapolis
Kellie	Kish	City of Minneapolis
Gayle	Prest	City of Minneapolis
Mike	Harley	Environmental Initiative
Meleah	Houseknecht	Environmental Initiative
Bjorn	Olson	Environmental Initiative
Andrea	Robbins	Environmental Initiative
Dani	Schurter	Environmental Initiative

City-Serviced Residential Meeting Participants

First Name	Last Name	Company/Organization
Abby	Reynolds	Beltrami Neighborhood Council
Thomas	Adams	Better Futures Minnesota
Charlie	Hall	Charlie Hall Disposal Inc.
Jackie	Cherryhomes	Cherryhomes-Tyler, Inc.
Monica	Smith	ECCO, CIDNA
Erin	Niehoff	Environmental Initiative
Lynn	Hoffman	Eureka Recycling
Jessica	Arika	Hennepin County Environmental Services
Anna	Kerr	Minnesota Pollution Control Agency
Mike	Trdan	Seward Neighborhood Group
Joy	Gottschalk	Tangletown Neighborhood Association



Powerful Partnerships, Effective Solutions

Erik	Slotness	Waste Management
Jean	Buckley	
Tammi	Cheever	
Jean	Fagerstrom	
Dan	Handeen	
Jenny	Kedward	
Megan	Kuhl-Stennes	
Cecelia	Newton	
Matt	Niehoff	
Sandra	Nussbaum	
Pete	Swenson	

City-Serviced Residential Meeting Staff

First Name	Last Name	Company/Organization
David	Herberholz	City of Minneapolis
Laura	Horner	City of Minneapolis
Kellie	Kish	City of Minneapolis
Ellen	Gibson	Environmental Initiative
Mike	Harley	Environmental Initiative
Meleah	Houseknecht	Environmental Initiative
Erin	Niehoff	Environmental Initiative