



Beyond 34

Task 3:

Roadmap

Template

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BEYOND 34



PROCESS OVERVIEW

The Roadmap is a strategic plan for the implementation of potential projects that were identified in the Opportunity Analysis. Additionally, the Roadmap further develops a holistic understanding of how the potential interventions interact with each other and the broader system over time. The Roadmap should be developed in a manner that it becomes a proactive and adaptable tool focused on overcoming barriers and providing a guiding strategic vision towards an increase in diversion and a transition to a more circular economy. As with the previous tasks in the Beyond 34 process, stakeholder engagement is vital to the successful creation and implementation of potential projects. Figure 1 below illustrates an overview of the Roadmap process flow as well as the potential inputs and outputs.

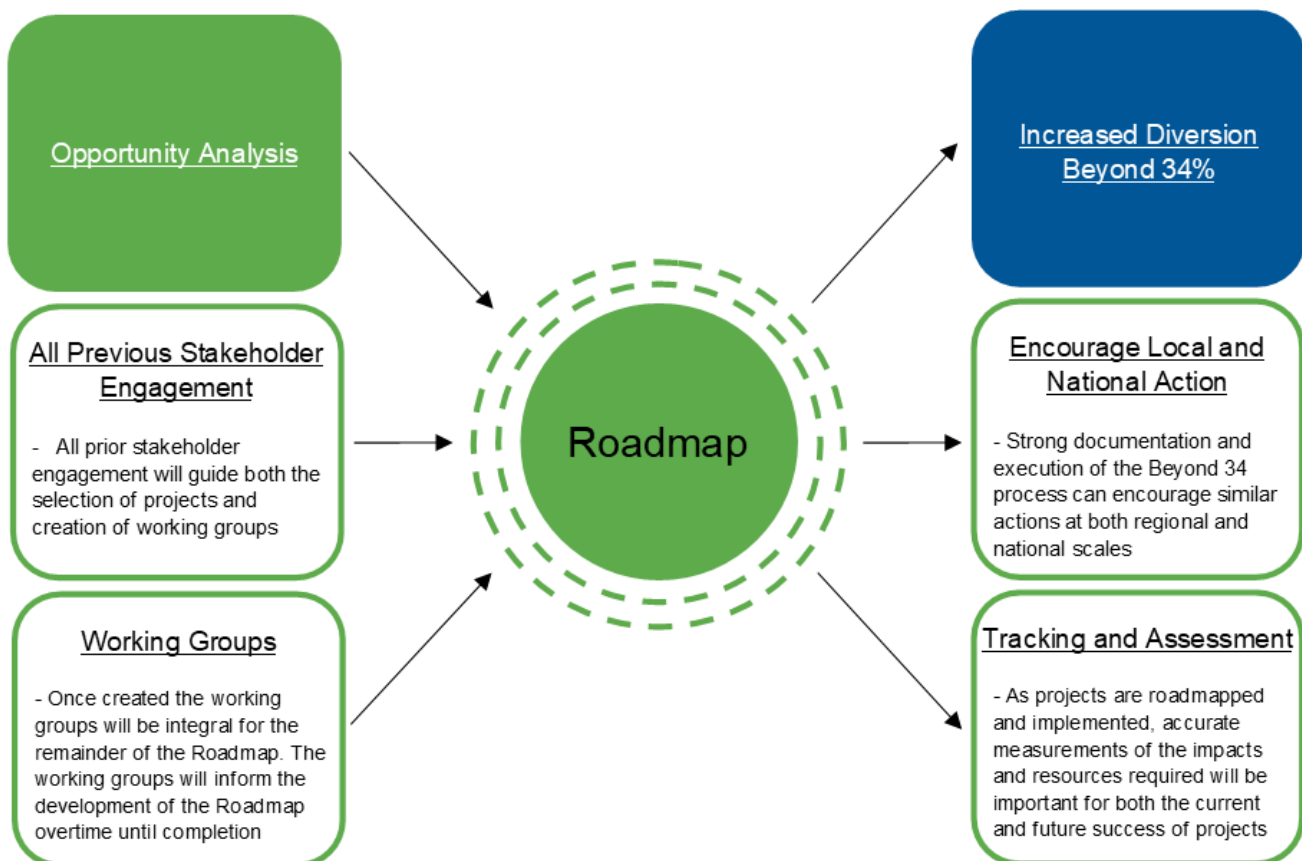


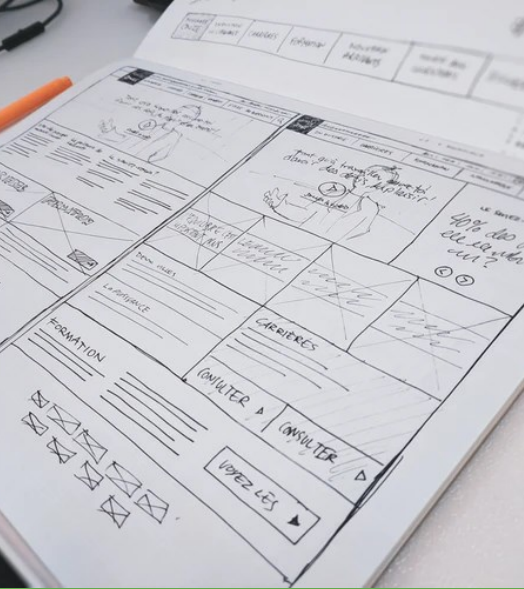
Figure 1: Roadmap Inputs and Outputs



ROADMAP PROCESS FLOW

- ✓ Strategically choose which projects to roadmap
 - >>> Consider a variety of characteristics including stakeholder support, potential environmental and economic impacts such as increased diversion rate, feasibility or likelihood of success, and project timeline
 - >>> Include “quick win” projects or immediate next steps, as they can be helpful in building stakeholder and community momentum and support
- ✓ Create working groups of actors, from the Current State Assessment kick-off meeting attendees and additional stakeholders from public and private sectors that will be directly involved in the development of plans for project implementation
 - >>> Recruit private haulers, municipal solid waste managers and environmental officers, local environmental NGOs, local businesses with sustainability and circular economy goals, owner/operators of Material Recover Facilities (MRFs) and other local material processors, funders, and local experts
- ✓ Engage with the working groups to develop the priority, “quick win”, and other viable projects that will form the Roadmap
- ✓ For each project identify the assets, barriers and risks
- ✓ Prioritize the selected projects into the Roadmap as a high-level plan
- ✓ Continue to update the Roadmap as a living document that will require reconsideration over time
- ✓ Achieve improved diversion rate in the targeted region beyond 34%

DEVELOPING THE ROADMAP



The Roadmap outlines a high-level plan and timeline of the projects selected from the Opportunity Analysis by the stakeholders. Building on the findings from the Opportunity Analysis, projects can be selected based on a variety of characteristics or metrics. Target projects based on stakeholder priorities with potential impact on diversion and financial viability. When considering which projects to roadmap, identify and evaluate which assets and barriers are likely to present themselves throughout the planning and implementation process. Assets include existing local resources, community and stakeholder support, and other systemic characteristics that might aid in the success of a project. Barriers such as high contamination rates, lack of existing infrastructure, and insufficient political support are determinants to the success of a project. Once an understanding of the assets and barriers for each project is achieved, conduct a risk assessment for each project. Risks should be understood based on the qualitative impacts (e.g. lack of community support) as well as quantitative impacts (e.g. uncertainty in the ability to accumulate sufficient feedstock or the stability of markets) that they may have on a project.

Based on the risk assessment and understanding of assets and barriers, begin developing a high-level project plan by identifying project priorities. Project prioritization is very specific to local conditions, stakeholders, funding, feedstocks, and the maturity of the analysis for the individual projects. Regions with sufficient local resources may produce highly detailed Roadmaps with identified stakeholders and project schedules that illustrate the relationships between different project phases and tactics. Some regions, on the other hand, may only have sufficient information for classification of generalized project prioritization of high, medium, or low, along with general timelines that indicate project completion goals, such as within the next five or ten years. Either approach or other variations can be effective. The key to an effective Roadmap is that it casts a vision for the prioritized interventions with sufficient detail to coalesce key stakeholders to embrace leadership roles within each intervention. The Roadmap is a living document that allows intervention leaders to build on the initial plan.

EXAMPLES OF BARRIERS AND ASSETS

✓ Barriers:

- ◇ High contamination rates
- ◇ Inconsistent messaging
- ◇ Lack of funding
- ◇ Political limitations
- ◇ Lack of infrastructure
- ◇ Market instability
- ◇ Access to sufficient feedstocks

✓ Assets:

- ◇ Municipal staff or local organizations that can dedicate human resources
- ◇ Community support
- ◇ Access to technologies and funding
- ◇ Examples of best practices
- ◇ Historical information or knowledge base
- ◇ Politically aligned goals

CREATION OF WORKING GROUPS

Once the projects have been strategically selected, working groups of key actors and stakeholders will need to be formed. These working groups fulfill distinctly different functions from other forms of stakeholder engagement such as the workshops that have taken place prior in the Beyond 34 process. The working groups should be frequently and actively collaborating toward a solidified implementation plan for the chosen intervention, including the selection of explicit project leaders to execute discreet tasks within the plan. The creation of the working groups should largely be informed by the stakeholder analysis that occurred in the Institutional Analysis as well as the previous workshops and overall stakeholder engagement. This will ensure that the members of the working group have both the interest and insights to aid the planning and implementation of the projects.

The requirements of each working group will be unique to their focus on specific projects or project themes. For example, a working group with the focus of improved signage that identifies the types of material that can be recycled may require less stakeholders, meetings, or resources than a working group whose project theme is more complex.

Organizing working groups based on project themes requires evaluation of the similarity of project characteristics, such as material category, systemic improvements, or residential education. Other themes could also include required stakeholders, the temporal or spatial scale of projects, and similar assets or barriers that exist between projects. For example, a project theme of organics would include both yard waste and food waste with a diverse set of opportunities for intervention for each. Organic yard and food waste can be diverted to compost which may require significant infrastructure and establishing new collection methods. Additionally, diversion of food waste could include interventions that reduce food waste along with diverting excess food to organizations that support food rescue systems. It should be anticipated that the working groups and the project specifics will develop and evolve over time.

ROADMAP

DOCUMENTATION AND VISUALIZATION

Once the projects have been selected and the working groups are actively collaborating, the Roadmap will need to be documented. The documentation of the Roadmap is important because it defines the steps moving forward. The level of detail in a Roadmap also helps to define the maturity of this collective effort and helps to set stakeholder expectations. Not all Roadmaps will be able to specify the same level of detail. Many conditions need to exist to support a plan with defined milestones to be benchmarked and action items to be tracked. Regardless of the level of detail of the Roadmap, it should reflect a plan for the further development of and/or implementation of projects that will increase diversion and expand circular economy initiatives.

The identification and roadmapping of viable projects must consider all factors for implementation. Regional efforts that encounter barriers to the development of the Roadmap or project implementation should develop an awareness of these barriers and develop the Roadmap accordingly. For example, a lack of community or political support might require a Roadmap that focuses on educational efforts. Also, external conditions can interrupt even the most well laid plans. For example, in the implementation of Beyond 34 in Cincinnati, the COVID-19 pandemic required that the Opportunity Analysis and Roadmap be conducted virtually and projects identified for short term implementation include a focus on the virtual properties (websites, social media) that would avoid close-proximity techniques (in-person workshops, etc.).

The process to implement projects will vary with some projects available for immediate or short-term implementation. Other projects may require implementation over five to ten years or longer depending on the region and the projects selected for implementation. As such the Roadmap can serve to engage new stakeholders, track progress over time, and serve as justification for the implementation of new projects in the region.

It is also important for those completing this task to consider how the Roadmap and project timeline will be presented to stakeholders throughout the roadmapping process. Ideally the projects and their intricacies are understood at a detailed level, allowing the Roadmap to be visually represented in a form that will detail specific action items, resources, and timelines. However, if less details are known about projects, then the visual representation of the Roadmap will reflect a higher-level plan with a more generalized project prioritization, less specificity in the types of actors and resources required, and more general milestones. As more details become understood throughout the process of roadmapping, the Roadmap visualizations should continue to be developed to ensure that it will continue to be the guiding document for implementation of the projects that advance diversion in the region.