

Stakeholder Assessment Report

New composting facility project

Group 4

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Stakeholder Assessment Report

Group 4

1 Problem Set Scope

Complete a stakeholder assessment for a new facility looking to locate in the Hamilton area. There are two location candidates.

2 Methodology and Terms

In this report, stakeholder assessment is employed to evaluate potential locations for a new composting facility in Hamilton. Stakeholders are identified by group for each location, their interests and associated risks analyzed, and engagement strategies developed. Visualization using a stakeholder metric illustrates influence and interest levels.

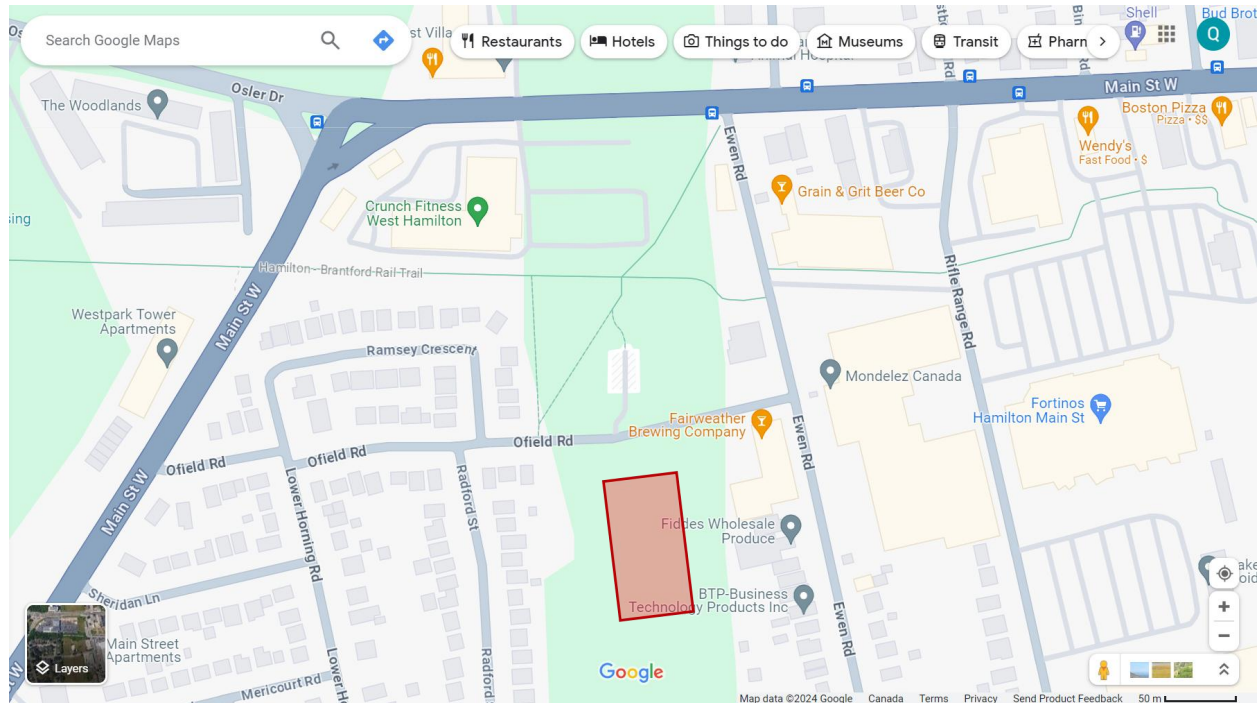
3 Background of the project

- Project: Construct new composting facility in Hamilton
- Potential sites: West Hamilton (Main St. W. and Ewen Rd.)
Ancaster (Southcote Rd. and Garner St. E)
- Land needed: 1.5 acres (6070.28m²)
- Supplier: agricultural waste from nearby farmers
green bin waste from food manufacturers and distributors
municipal sewage sludge (if needed)
- Client: industrial farming operations and independent garden centers

4 Stakeholder Assessment

4.1 Location 1: West Hamilton (Main St. W. and Ewen Rd.)

4.1.1 Overview



4.1.2 Stakeholder

Neighbourhood and Community

1. Resident / Community (Church, school, hospital)
 - Interest: Concerns about environmental impact, odors, traffic, and aesthetics.
 - Assumption and Risks: Potential opposition during the consultation process.
 - Strategy: Conduct public notices, provide transparent information addressing concerns, leverage technical control measures reduce odour and bioaerosols, engage in community giveaways (environmental education and compost to households), and utilize social media platforms, regular meeting, official contact for communication and outreach.
2. Nearby Businesses
 - Interest: Concerned about potential impacts on their operations, such as traffic congestion or odor.
 - Assumption and Risks: Might be against the project due to fear of losing revenue.
 - Strategy: Alleviate fears of neighbouring business owners by reassuring them that all necessary steps to manage their concerns will be addressed.

3. McMaster University

- Interest: Potential partnership opportunities for research and education, environmental impact (traffic) considerations.
- Assumption and Risks: Likely support for the project, but potential concerns regarding traffic.
- Strategy: Provide transparent information, offer research funding opportunities, and engage in collaborative community projects to foster partnership and support.

Supply Chain

4. Nearby Farmers

- Interest: Selling their agricultural waste, concerns about capacity and pricing.
- Assumption and Risks: Potential instability in the waste supply, competitors in surrounding area.
- Strategy: Analyze supply trend, maintain open communication, and increase operational flexibility, provide redundancy and operational contingencies for essential operations.

5. Food Manufacturers: Mondelez Canada (Candy in Hamilton)

- Interest: Diverting green bin waste, concerns about capacity, pricing and waste quality compliance.
- Assumption and Risks: Potential fluctuation in waste supply and quality. (the manufacturer reduces its food waste, in internal site or from distribution)
- Strategy: Analyze supply trends, maintain communication, and provide education on waste diversion practices to ensure consistent and compliant waste streams, operational flexibility, looking for seasonal supplier.

6. Farmers and agricultural organizations

- Interest: Interested in purchasing high-quality compost for soil enrichment and crop yield improvement and selling agro waste.
- Assumption and Risks: Will be curious of the quality and cost of the compost output from the facility.
- Strategy: Carry out an exhibition to inform potential clients of the various products made available from the facility.

7. Investors or financial institutions for funding and support

- Interest: Interested in return on investment, market growth potential, and sustainability practices.
- Assumption and Risks: Might require proof of financial and social viability.
- Strategy: Showcase expected returns and societal benefits of implementing the project.

Government Agencies

8. Ontario the Ministry of the Environment

- Interest: Environmental impact assessment (ECA), sustainability considerations.
- Assumption and Risks: Need for permits, potential delays in the approval process, compliance risks.
- Strategy: Ensure compliance with regulations, engage professional consultants, and maintain proactive communication to streamline the permitting process.

9. Land Management / Utilities department

- Interest: Construction compliance, utilities usage considerations.
- Assumption and Risks: Energy consumption and infrastructure impact.
- Strategy: Coordinate with relevant departments to ensure compliance with construction regulations and assess utilities requirements early to minimize disruptions and ensure efficient usage.

10. Canadian Food Inspection Agency (CFIA)

- Interest: Ensuring the quality of compost products under federal regulations.
- Assumption and Risks: Compliance with CFIA regulations regarding compost quality.
- Strategy: Employ technical experts to ensure compliance with CFIA standards, maintain quality control measures throughout the composting process, and collaborate with CFIA for necessary certifications and inspections.

11. City of Hamilton

- Interest: Municipal official plan, environmental and social impacts, tax revenue considerations.
- Assumption and Risks: Need for alignment with Municipal official plan, potential concerns about environmental impact.
- Strategy: Consult with local municipality early, ensure compliance with regulatory requirement (land use planning and environmental approval considerations), promote the project's contribution to a greener city, and foster partnerships with relevant city departments, capacity to process municipal sewage sludge.

Other Groups

12. Eco Club

- Interest: Environmental impact, education initiatives.
- Assumption and Risks: Potential for collaboration on educational programs.
- Strategy: Partner with the Eco Club to develop and implement environmental education workshops and media campaigns to raise awareness about composting and sustainability.

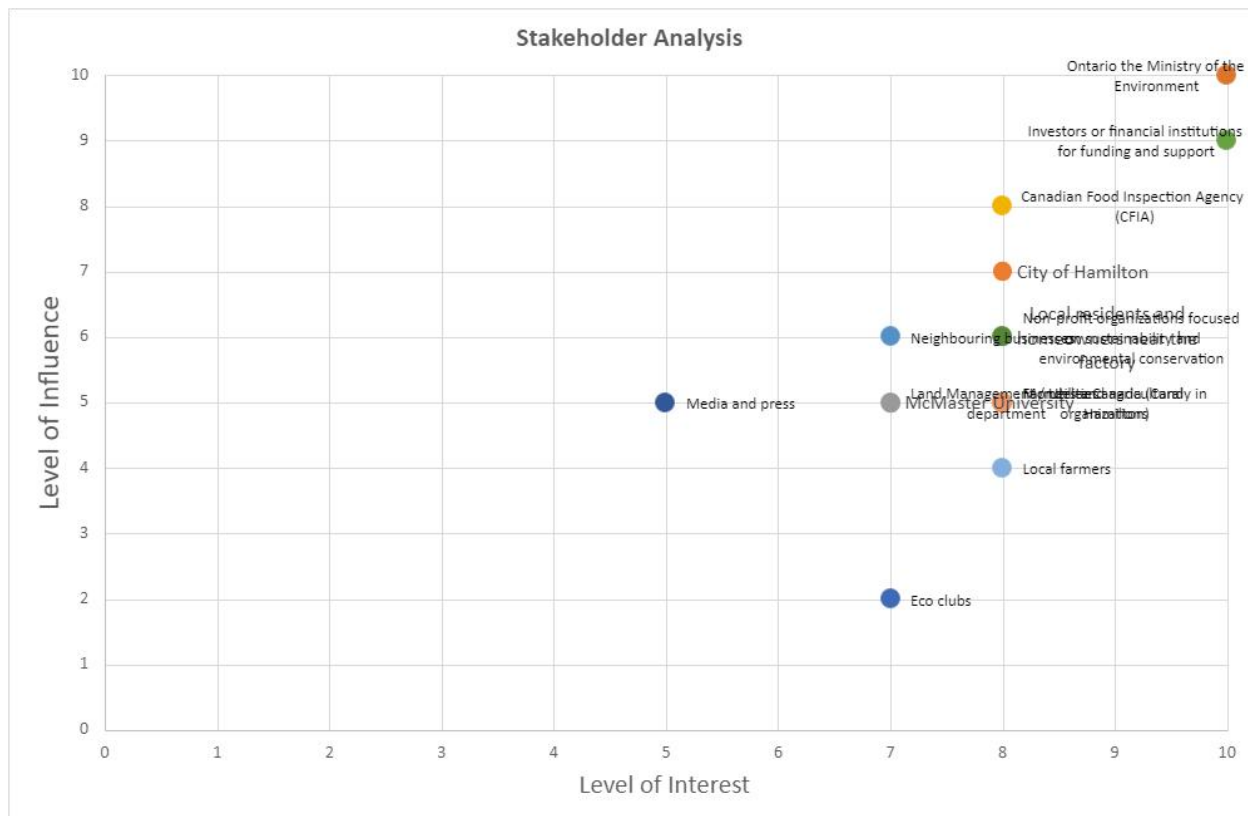
13. Non-profit organizations (focused on sustainability and environmental conservation)

- Interest: Protection of natural resources, wildlife, and vegetation.
- Assumption and Risks: Potential concerns about the project's impact on the environment.
- Strategy: Maintain open communication, implement buffer zoning measures, and collaborate on mitigation efforts to minimize environmental impact.

14. Media and Press

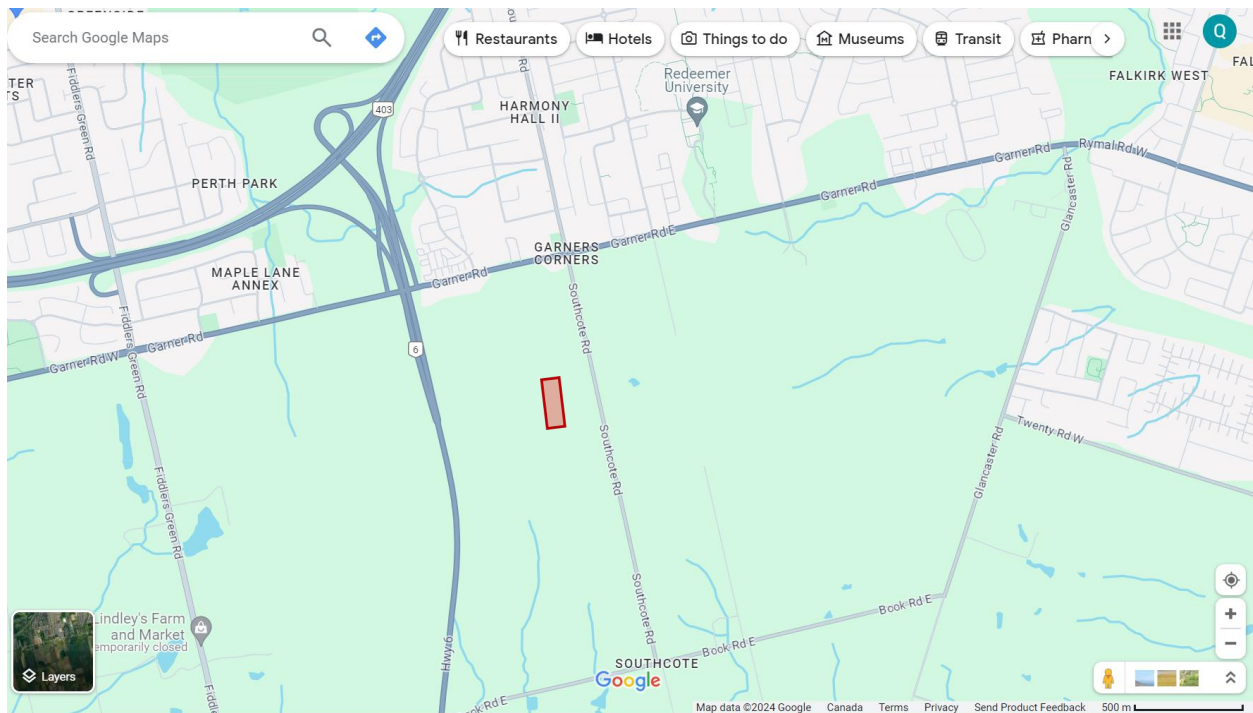
- Interest: Public concerns, city development, and environmental impact.
- Assumption and Risks: Potential for positive or negative publicity.
- Strategy: Engage with the media through press releases, interviews, and social media platforms to provide accurate information and address any concerns or misconceptions effectively.

4.1.3 Stakeholder Assessment Matrix



4.2 Location 2: Ancaster (Southcote Rd. and Garner St. E)

4.2.1 Overview



4.2.2 Stakeholder

Neighbourhood and Community

1. Resident / Community (Church, school)
 - Interest: Concerns about environmental impact, odors, traffic, and aesthetics.
 - Assumption and Risks: Potential opposition during the consultation process.
 - Strategy: Conduct public notices, provide transparent information addressing concerns, leverage technical control measures reduce odour and bioaerosols, engage in community giveaways (environmental education and compost to households), and utilize social media platforms, regular meeting, official contact for communication and outreach.
2. Redeemer University
 - Interest: Potential partnership opportunities for research and education, environmental impact (traffic) considerations.
 - Assumption and Risks: Likely support for the project, but potential concerns regarding traffic.
 - Strategy: Provide transparent information, offer research funding opportunities, and engage in collaborative community projects to foster partnership and support.

Supply Chain

3. Nearby Farmers (in south direction)
 - Interest: Selling their agricultural waste, concerns about capacity and pricing.
 - Assumption and Risks: Potential instability in the waste supply, competitors in surrounding area.
 - Strategy: Analyze supply trend, maintain open communication, and increase operational flexibility, provide redundancy and operational contingencies for essential operations.
4. Food Manufacturers
 - Interest: Diverting green bin waste, concerns about capacity, pricing and waste quality compliance.
 - Assumption and Risks: Potential fluctuation in waste supply and quality.
 - Strategy: Analyze supply trends, maintain communication, and provide education on waste diversion practices to ensure consistent and compliant waste streams.
5. Farmers and agricultural organizations
 - Interest: Interested in purchasing high-quality compost for soil enrichment and crop yield improvement and selling agro waste.
 - Assumption and Risks: Will be curious of the quality and cost of the compost output from the facility.
 - Strategy: Carry out an exhibition to inform potential clients of the various products made available from the facility.
6. Waste management companies
 - Interest: Potential collaborators or competitors depending on their involvement in organic waste disposal.
 - Assumption and Risks: Might be tentative towards establishment of facility.
 - Strategy: Collaboration agreements, addressing concerns through cooperative efforts.
7. Investors or financial institutions for funding and support
 - Interest: Interested in return on investment, market growth potential, and sustainability practices.
 - Assumption and Risks: Might require proof of financial and social viability.
 - Strategy: Showcase expected returns and societal benefits of implementing the project.

Government Agencies

8. Ontario the Ministry of the Environment
 - Interest: Environmental impact assessment (ECA), sustainability considerations.

- Assumption and Risks: Need for permits, potential delays in the approval process, compliance risks.
- Strategy: Ensure compliance with regulations, engage professional consultants, and maintain proactive communication to streamline the permitting process.

9. Land Management / Utilities department

- Interest: Construction compliance, utilities usage considerations.
- Assumption and Risks: Energy consumption and infrastructure impact.
- Strategy: Coordinate with relevant departments to ensure compliance with construction regulations and assess utilities requirements early to minimize disruptions and ensure efficient usage.

10. Canadian Food Inspection Agency (CFIA)

- Interest: Ensuring the quality of compost products under federal regulations.
- Assumption and Risks: Compliance with CFIA regulations regarding compost quality.
- Strategy: Employ technical experts to ensure compliance with CFIA standards, maintain quality control measures throughout the composting process, and collaborate with CFIA for necessary certifications and inspections.

11. City of Hamilton

- Interest: Overall city planning, environmental and social impacts, tax revenue considerations.
- Assumption and Risks: Need for alignment with city plans, potential concerns about environmental impact.
- Strategy: Consult with local municipality early, ensure compliance with regulatory requirement (land use planning and environmental approval considerations), promote the project's contribution to a greener city, and foster partnerships with relevant city departments, capacity to process municipal sewage sludge.

Other Groups

12. Eco Club

- Interest: Environmental impact, education initiatives.
- Assumption and Risks: Potential for collaboration on educational programs.
- Strategy: Partner with the Eco Club to develop and implement environmental education workshops and media campaigns to raise awareness about composting and sustainability.

13. Conservation Group

- Interest: Protection of natural resources, wildlife, and vegetation.
- Assumption and Risks: Potential concerns about the project's impact on the environment.

- Strategy: Maintain open communication, implement buffer zoning measures, and collaborate on mitigation efforts to minimize environmental impact.

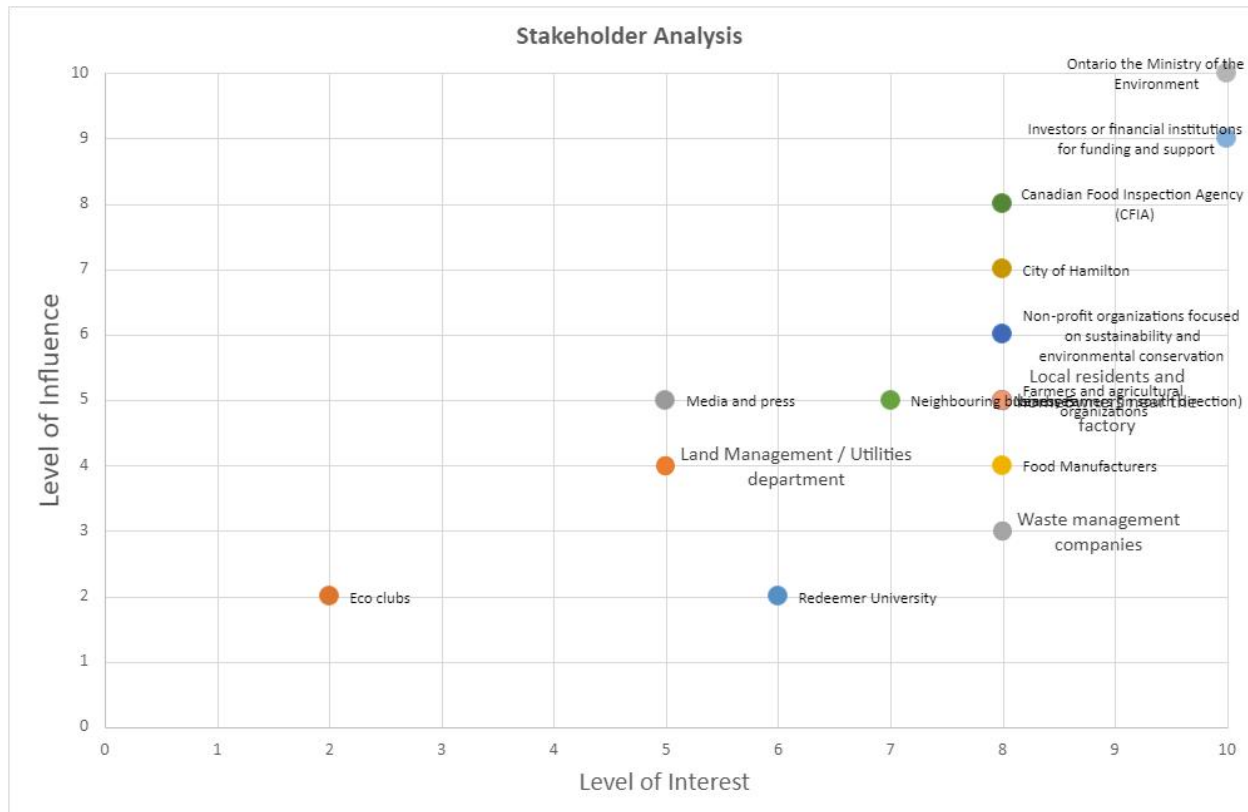
14. Non-profit organizations (focused on sustainability and environmental conservation)

- Interest: Protection of natural resources, wildlife, and vegetation.
- Assumption and Risks: Potential concerns about the project's impact on the environment.
- Strategy: Maintain open communication, implement buffer zoning measures, and collaborate on mitigation efforts to minimize environmental impact.

15. Media and Press

- Interest: Public concerns, city development, and environmental impact.
- Assumption and Risks: Potential for positive or negative publicity.
- Strategy: Engage with the media through press releases, interviews, and social media platforms to provide accurate information and address any concerns or misconceptions effectively.

4.2.3 Stakeholder Assessment Matrix



5 Comparison and Conclusion

When comparing the two locations for the construction of the new composting facility in Hamilton, several factors must be considered.

Criteria	Location 1 (West Hamilton)	Location 2 (Ancaster)
Adequately Sized	Small: may lack flexibility in future expansion Overhead transmission lines	Large: offers support for future development
Buffered from Sensitive Land Use	4 clinics, 1 animal hospital nearby Resident less than 100m	1 Church nearby Resident about 500m
Accessibility	From Ofield Road More traffic	From Southcote Road Less traffic
Close to Principal Supplier	Close to Mondelez Canada	Close to 4 farms (in the south)
Cost	Likely higher due to proximity to city area	Potentially lower due to rural setting

Location 1, situated in West Hamilton, offers proximity to urban areas and the principal supplier, which could facilitate logistics and reduce transportation costs. However, its smaller size and proximity to sensitive land uses such as clinics may pose challenges in terms of expansion and community acceptance.

On the other hand, Location 2 in Ancaster provides a larger area conducive to future development and potentially lower costs due to its rural setting. While it may require longer transportation routes to reach suppliers, it is buffered from sensitive land uses, which could mitigate community concerns.

Ultimately, the selection between the two locations should be made holistically, considering factors such as operational needs, community acceptance, expansion opportunities, and overall cost-effectiveness.