



# SOLID WASTE MANAGEMENT STRATEGY VISION FOR MCKINNEY

THINK-TANK REPORT - MCKINNEY, TEXAS, USA

November 2021



# SOLID WASTE MANAGEMENT STRATEGY

## VISION FOR MCKINNEY THINK-TANK REPORT

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*November 2021*

This visioning report has been produced as part of McKinney's Comprehensive Solid Waste Management Strategy Project and represents a summary of Task 1.

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Task 1 of McKinney's Solid Waste Management Strategy Project allowed community stakeholders to take a 'deep-dive' into strategic visioning and future-thinking through a scenario-planning process.

## 1.0 INTRODUCTION

This report represents the culmination and summary of Task 1 of the McKinney Solid Waste Management Strategy project. The overall project aims to produce an executable strategy, which will guide McKinney's solid waste and recycling priorities for the next twenty years. Task 1 was designed to gather significant and relevant data, leading to the discovery of expected and preferred futures for the future of solid waste management and recycling in McKinney. Each step of Task 1 built upon the preceding steps.

**The following provides descriptions of each deliverable completed in Task One:**

- **Virtual Project Launch** – Burns & McDonnell and Future IQ collaborated to provide an online overview of the scope and timeline of the project.
- **McKinney Solid Waste Management Community Survey** – A collaboratively developed survey was distributed as broadly as possible in the community. The survey was made available via an online project portal and was live from June through July 2021. 562 individuals participated in the survey.
- **Think-Tank Module 1: Future Trends** – This two-hour module provided participants with an overview of macro and local trends impacting solid waste management. Trends were examined with an eye to current processes, as well as the impact of these trends looking out to 2040. This workshop took place virtually on Thursday, September 9, 2021.
- **Think-Tank Module 2: Key Drivers** – This two-hour module explored key drivers of solid waste management and recycling and introduced participants to the main themes used to create the scenario matrix for Module 3 of the Think-Tank. The Key Driver Workshop took place on Thursday, September 16, 2021.
- **Think-Tank Module 3: Think-Tank** – The two-hour scenario-based planning Think-Tank module on September 30, 2021, provided an important opportunity to engage community stakeholders and city staff in a critical dialogue about the future and to discuss the impacts of changing dynamics solid waste management and recycling looking out to 2040.
- **McKinney Solid Waste Management Expected and Preferred Survey** – Participants of the Think-Tank modules were asked to participate in the Expected and Preferred Survey. Results produced heatmaps that illustrate expected and preferred futures for solid waste management in McKinney looking out to 2040.





In the face of accelerating speed of change, the key to resiliency is the ability to anticipate change and remain agile. To be successful, McKinney's new comprehensive Solid Waste Management Strategy will require the active involvement of all community stakeholders.

## 2.0 FORCES SHAPING THE FUTURE

The three Think-Tank modules provided a forum for participants to explore the forces of change shaping the future of solid waste management and recycling in the City of McKinney. Participants at the Think-Tank modules explored emerging macro trends, key drivers, and possible future scenarios. Perceptions around the nature of impact of these forces, both in terms of size and timing of impact, were explored to gauge how important participants consider these forces of change. Participants discussed the emerging trends on global, regional, and local scales, and related them directly to solid waste management and recycling in terms of how well prepared they considered the City of McKinney.

Specifically, the trend areas were:

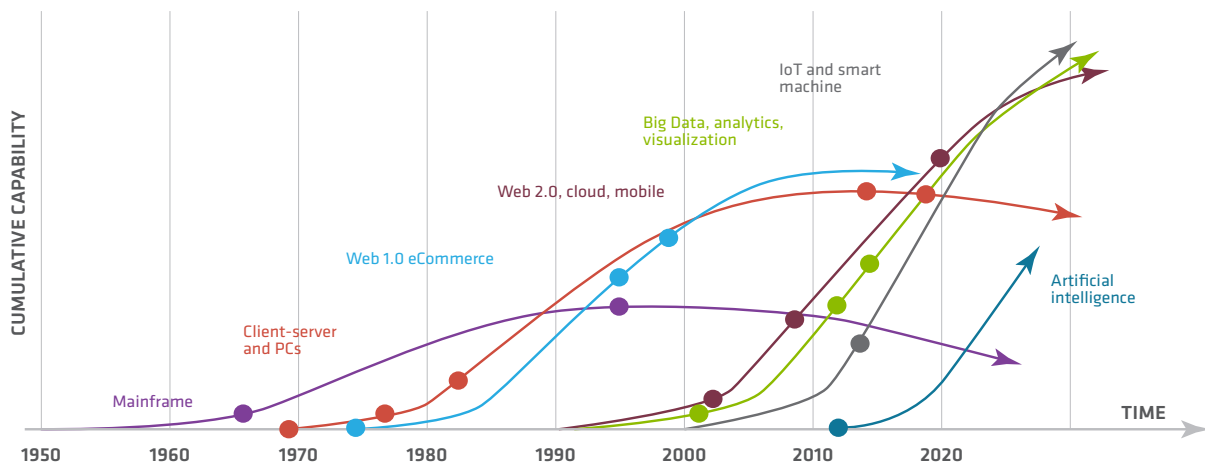
- Consumption patterns and waste types
- Policy setting and application of technology
- Waste management systems being utilized

Of relevance to the discussion on trends, is the speed and scale of change that is occurring. Newly developed innovations in solid waste management are being implemented globally and locally at all scales, thereby changing the face of industries and society in a rapid and profound way. Advanced technologies are at the forefront of this transformation. At the same time, societal values are shifting, and there is an increased awareness of environmental factors and sustainable resource use.

“McKinney makes recycling easy. No need to separate materials, no need to take materials further than your curb and McKinney takes a lot of types of recyclable materials.”

- McKinney Community Survey Respondent

### The Increasing Capability of Digital Technologies





The community survey has achieved a strong response rate from private residents. This suggests the survey reflects the desires of the broader community.

## 3.0 SURVEY RESULTS – KEY STAKEHOLDER INPUT

Prior to the Think-Tank modules, a community survey was conducted, and 562 community stakeholders responded to the survey. Respondents were asked about their views on having a shared vision for the future of solid waste management and recycling in McKinney. Below are the compiled results of the community survey.

### 3.1 PROFILE INFORMATION

In terms of survey respondent demographics, most respondents were aged 40 or over, with 19% between the ages of 18-39. Respondents were asked about their organizational affiliation.

#### Survey respondent self-identified organizational affiliation



DataInsight

#### DATA INSIGHTS:

- Survey respondents overwhelmingly self-identified as private residents of McKinney (98%).
- Survey respondents represented a broad range of periods living in McKinney, with one third living in the 0-5 years range and one third in the 11-20 years range.
- The majority of survey respondents were female (57%) with 36% male, and 7% preferring not to answer.



A long-term vision for solid waste management in McKinney requires alignment around its importance not only for the city, but also for survey respondents' decision making on the home, business or organization level.

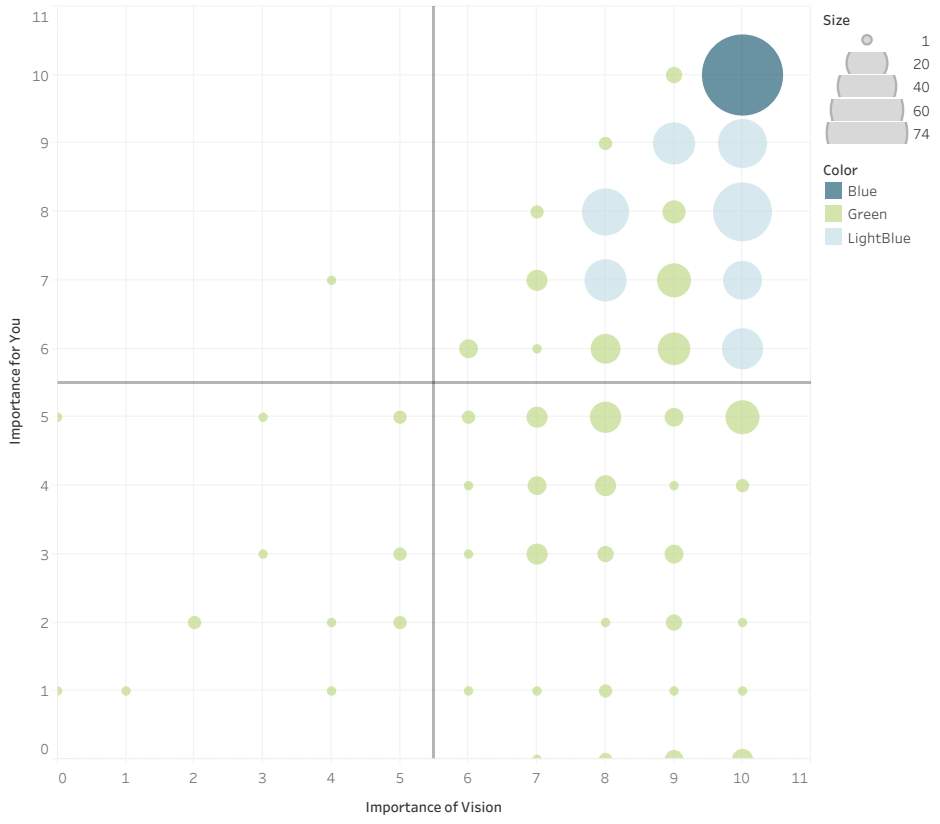
### 3.2 IMPORTANCE OF A SHARED VISION

Survey respondents were asked two questions about the importance of having a shared vision for the future of solid waste management in McKinney. The questions were:

- How important it is to have a long-term vision for solid waste management in the city?
- How important is long-term vision for making decisions in your home, business, or organization?

The scale was: 1 = Not at all important; 10 = Critically important

#### Importance of Vision



DataInsight

#### DATA INSIGHTS:

- A majority of responses in the upper right quadrant of the matrix indicates the critically important nature of having a shared vision for solid waste management in McKinney.
- It should be noted that survey respondents indicated that having a shared vision is both important at the city level and at the individual level. This suggests strong support for city action that influences individual household and business behavior.

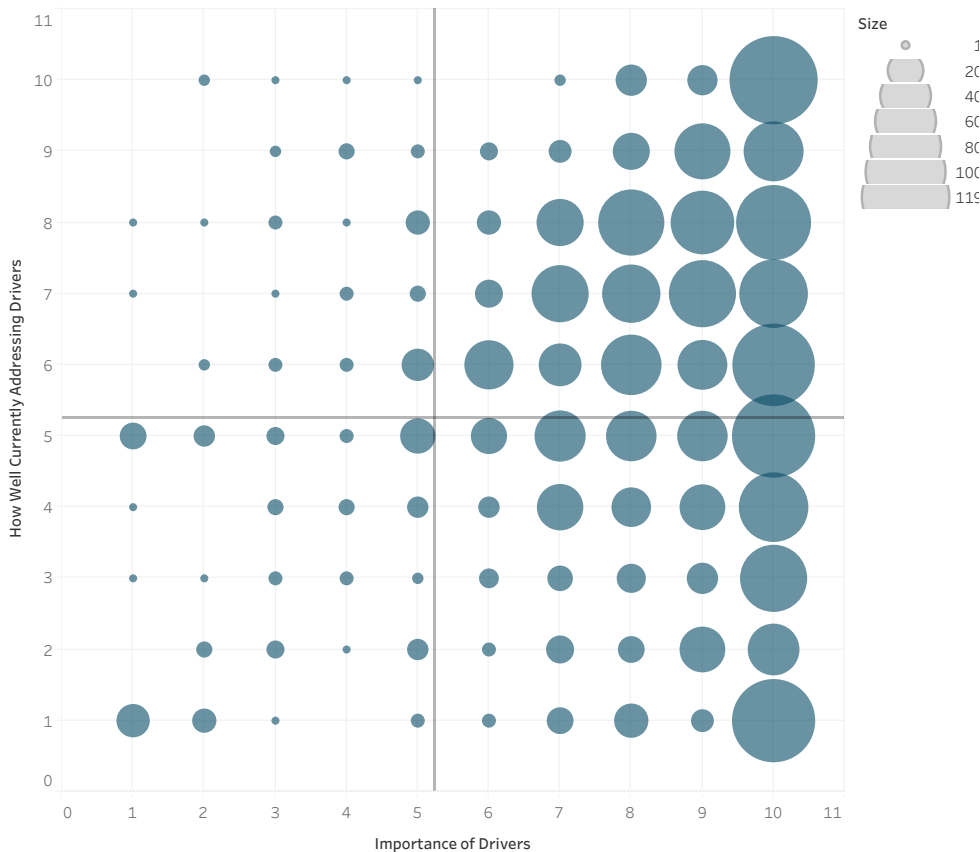


Drivers are trends, events or changes that shape the future. McKinney survey respondents placed a high level of importance on all of the identified drivers.

### 3.3 KEY DRIVER ANALYSIS - IMPORTANCE AND PERFORMANCE

To analyze perceived drivers and influences on solid waste management and recycling in McKinney, survey participants were asked about the importance of changes to 18 topic areas over time. Respondents were also asked to rate McKinney’s performance in addressing these drivers of change. Below is a pivot chart mapping the two conditions in McKinney.

The scale was: 1 = Not at all important; 10 = Critically important



DataInsight

#### DATA INSIGHTS:

- This data represents the results of all of the drivers with respect to importance and how well the city is currently addressing the drivers. The data shows a very high level of importance attributed across the set of 18 drivers.
- Survey respondents had varying responses to the question about how well the city was addressing the drivers – with a very large spread from ‘Not very well’ to ‘Very well’ on the Y-axis.

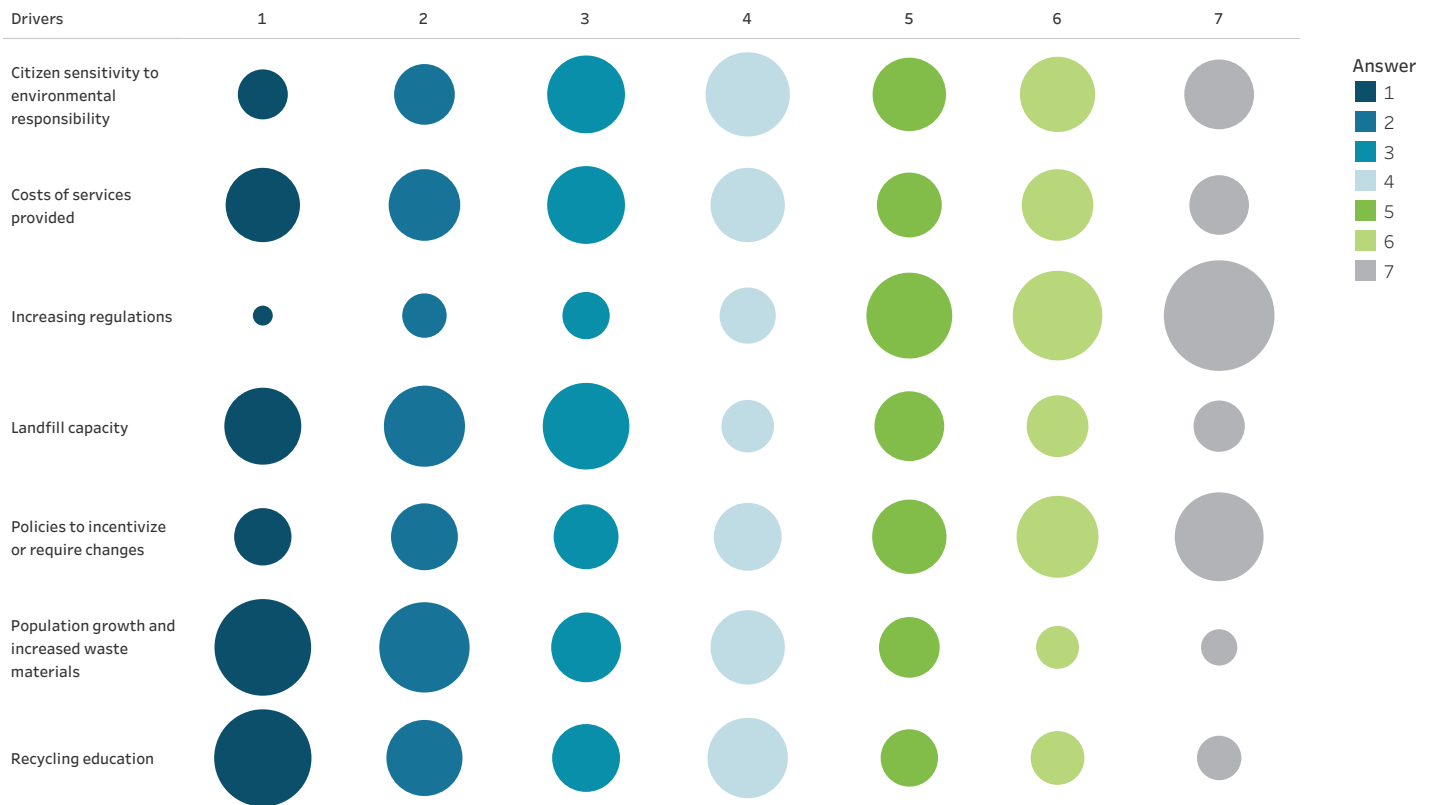


Changes in citizen sensitivity to environmental stewardship will be important elements in gaining support for McKinney's new Solid Waste Management Strategy.

### 3.4 RANKING OF KEY FACTORS IMPACTING SOLID WASTE MANAGEMENT

To gauge the relative importance of certain factors and their impact on the future of solid waste management in McKinney, survey respondents were asked to rank seven factors. These had been identified by the City of McKinney team as important to the future of solid waste management.

**In terms of their impact on the future of solid waste management in McKinney, please rank the relative importance of the following factors. Scale: 1 = Most important; 7 = Least important**



#### DATA INSIGHTS:

- Population growth and increased waste materials, recycling education, landfill capacity and costs of services provided were identified by survey respondents as the four most important factors.
- The lack of importance given to increasing regulations could have potential negative consequences, particularly related to environmental legislation and climate change.

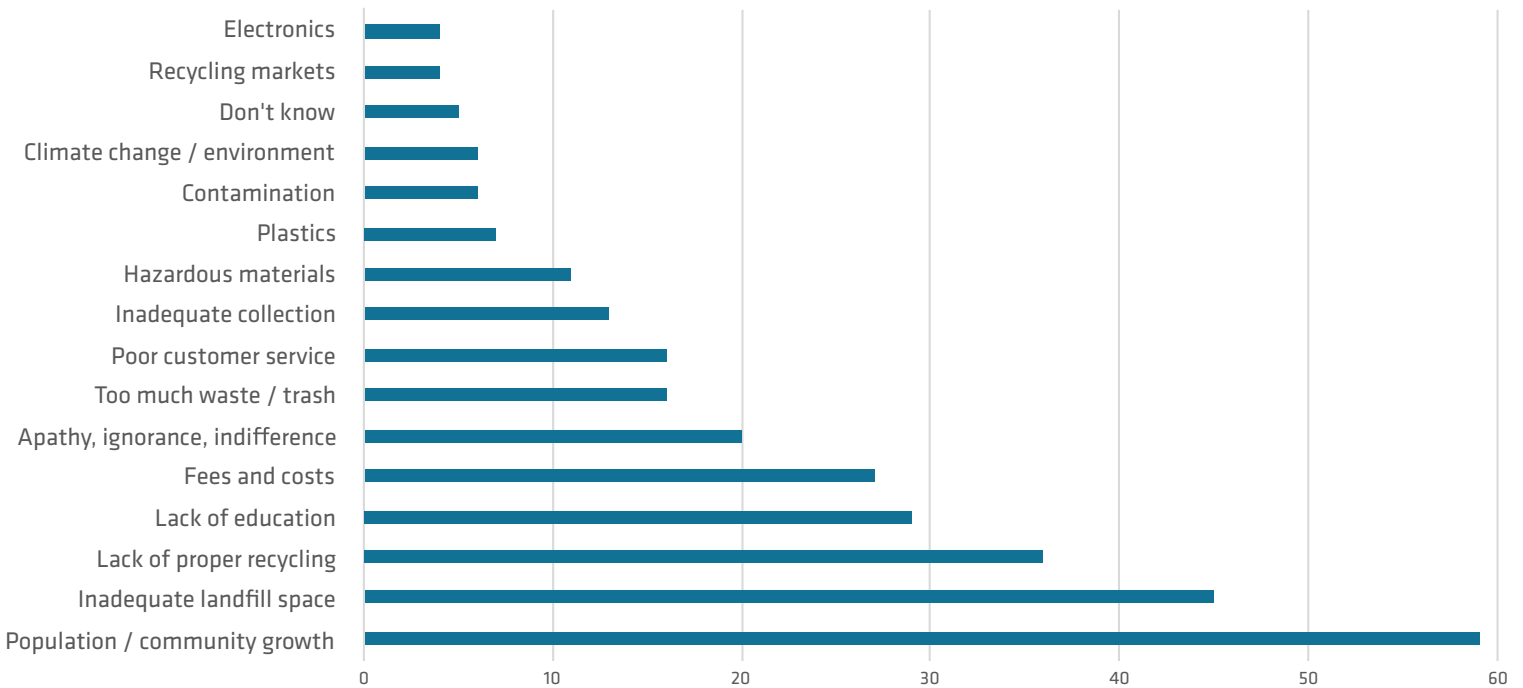


An effective comprehensive waste management strategy will require increased community education about the benefits of sustainable strategies and to deal with issues of apathy, ignorance, and indifference towards the issue.

### 3.5 VIEWS OF THE FUTURE – THREATS FACING SOLID WASTE MANAGEMENT IN MCKINNEY

As a measure of where community stakeholders considered the City of McKinney unprepared or threatened by future impacts, survey respondents were asked to cite in narrative form what they believe are the biggest threats facing solid waste management in McKinney looking out to 2040. Initial results show considerable concern over population and community growth, lack of landfill space, lack of proper recycling and stakeholder education, and fees and costs as primary concerns.

#### What do you think are the biggest threats facing solid waste management in McKinney in the future?



DataInsight

#### DATA INSIGHTS:

- Survey respondents highlighted poor customer service as a threat to McKinney’s future. This ranking would merit a customer service questionnaire to explore the issues in this area.
- The pandemic saw a dramatic increase in household waste brought on by working from home. Addressing perceived threats to waste management in McKinney will take significant and sensitive leadership to achieve the long-term desired effects of waste management for the city.

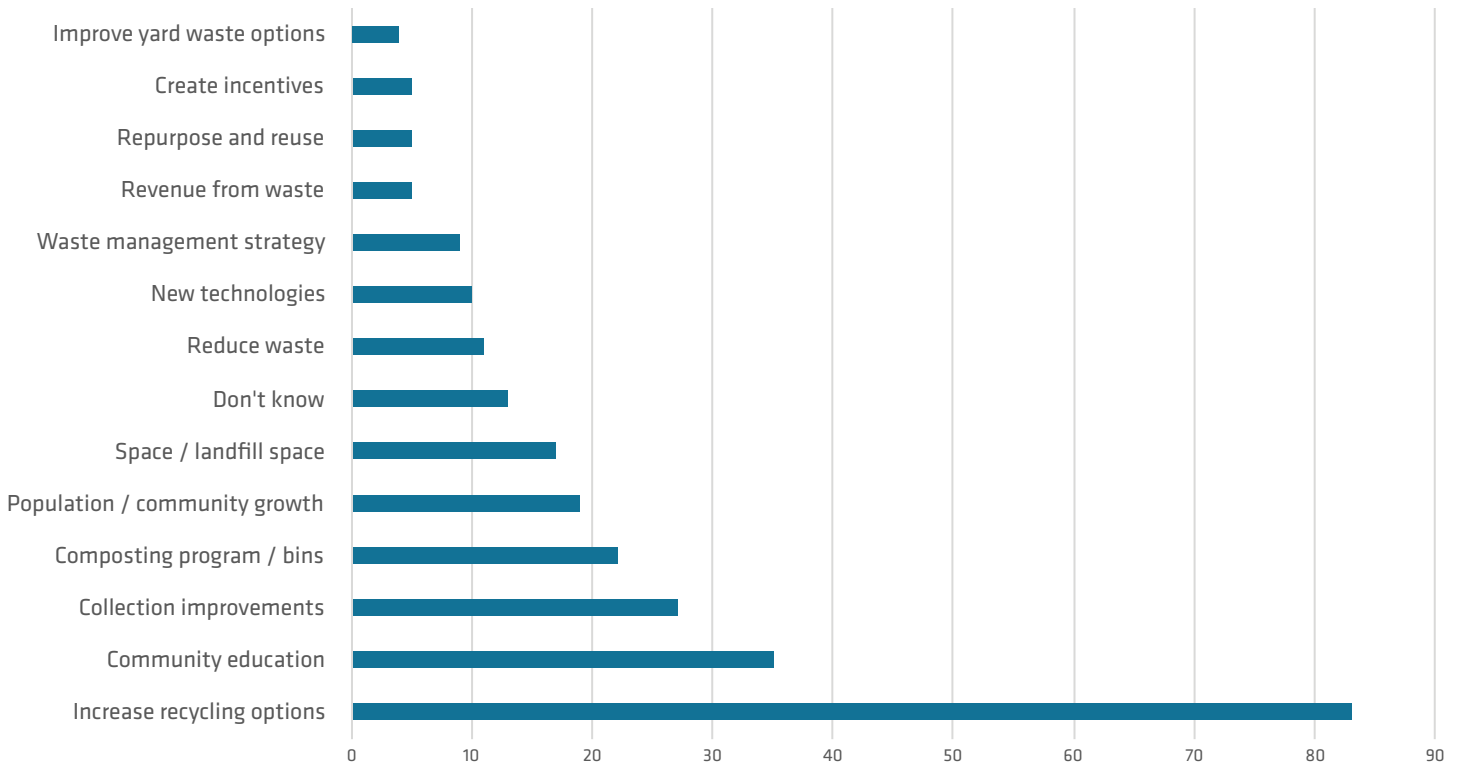


The messaging and education surrounding the opportunities facing solid waste management in McKinney in the future will be key to gaining public support for necessary policy changes.

### 3.6 VIEWS OF THE FUTURE – OPPORTUNITIES FACING SOLID WASTE MANAGEMENT IN MCKINNEY

In order to gauge where the City of McKinney should focus its efforts on leveraging resources, survey respondents were asked to describe in narrative form what they believed were the greatest opportunities for future solid waste management in the city looking out to 2040. Increased recycling options were overwhelmingly identified as the greatest opportunity, followed by increasing community education and collection improvements, followed by adoption of a composting program with bins for residents to participate.

#### What do you think are the biggest opportunities facing solid waste management in McKinney in the future?



DataInsight

#### DATA INSIGHTS:

- The number one opportunity for the new Solid Waste Management Strategy was identified as support for increased recycling options.
- Population and community growth was identified as both an opportunity and a threat to solid waste management in the future for McKinney. How the city responds to this growth will determine which trajectory that issue will take.



The scenario planning process allowed McKinney community stakeholders to examine the implications of choices about future direction for solid waste management and recycling.

## 4.0 SCENARIO-BASED THINK-TANK

McKinney's scenario-based Think-Tank modules were conducted virtually over the course of three two-hour workshops in September 2021. Attendees included city staff, community members, industry, and agency representatives. The Think-Tank modules were intended to build coherency around a vision for initial future planning for solid waste management and recycling in McKinney that will guide community stakeholders over the next twenty years.

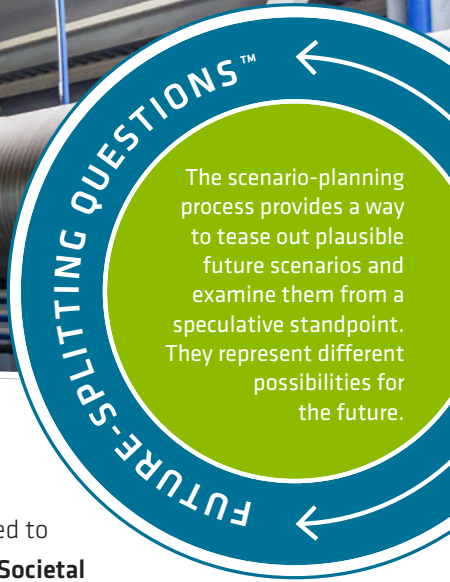
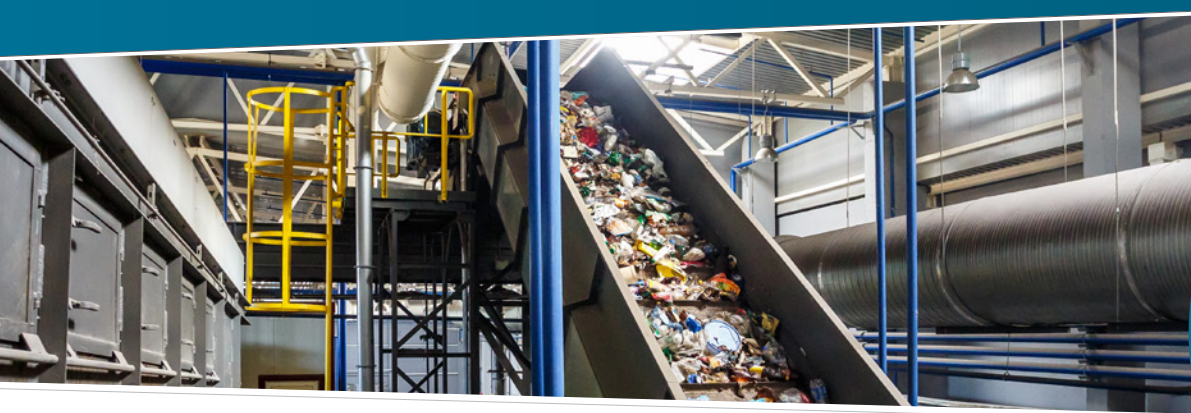
The scenario planning process provides a method to explore plausible futures and consider the implications of various future scenarios. The Think-Tank workshops aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape solid waste management and recycling looking out to 2040
- Create and describe four plausible long-term scenarios for the City of McKinney
- Explore alignment around a shared future vision
- Examine the strengths and weaknesses of the current solid waste management strategy in McKinney as perceived by community stakeholders

The scenarios developed during the scenario planning process and outlined in this report are important to provide a framework to discuss future possible outcomes and implications for sustainable solid waste management and recycling in McKinney. In addition, the Think-Tank deliberations can assist in identifying key actions for the city and in exploring how various groups might collaborate to best contribute to future policymaking.

Think-Tank participants were guided through a scenario planning process to develop four plausible scenarios for the future of solid waste management in the City of McKinney. The process involved exploration of local trends and forces of change; development of a scenario matrix defining four plausible scenario spaces for the future; and, the development of descriptive narratives of each scenario. The event concluded with discussion of the scenarios, selection of a preferred scenario, and consequences of inaction.

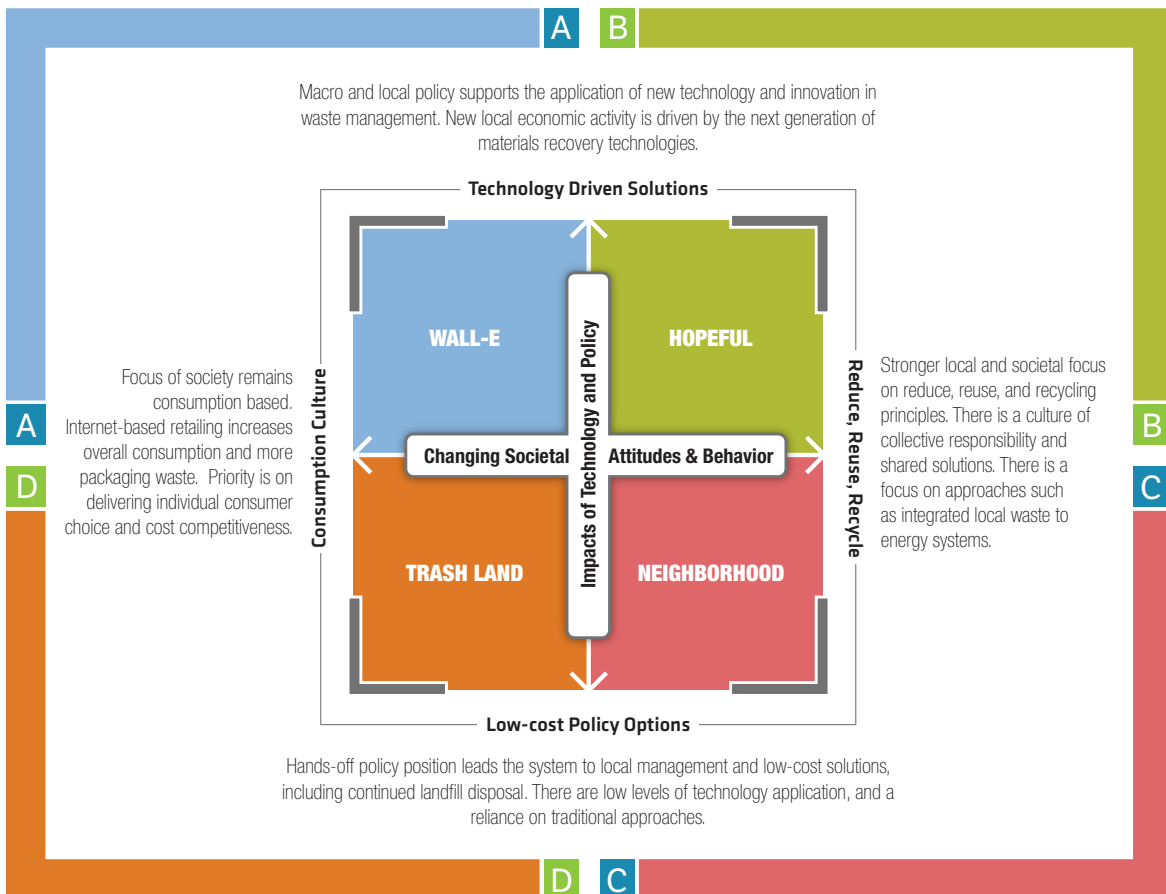




## 5.0 CREATING THE SCENARIO FRAMEWORK

Based on the community survey responses and key input from city staff, themes were identified to become the basis for two axes on the scenario matrix. The two axes identified were **Changing Societal Attitudes and Behavior** and **Impacts of Technology and Policy**.

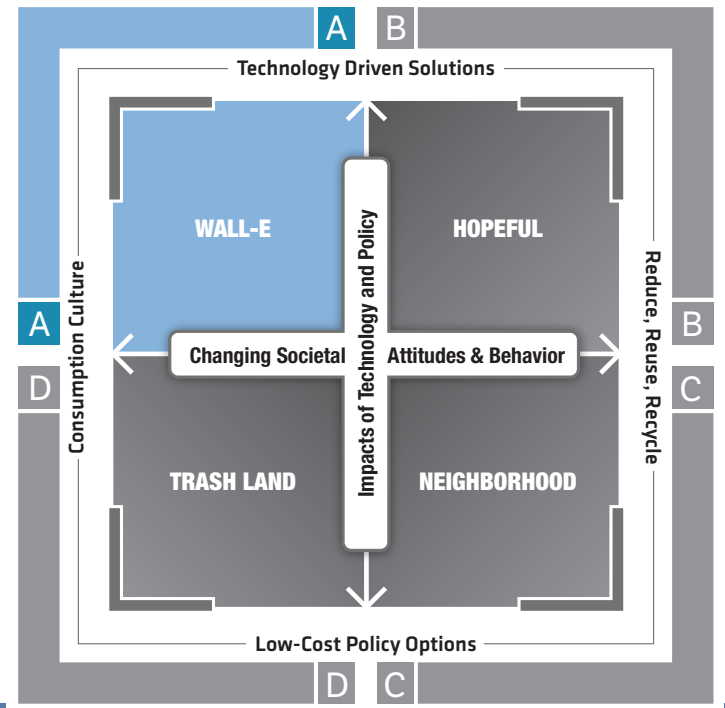
Think-Tank participants were presented with the scenario matrix, defined by the two major axes of ‘Changing Societal Attitudes and Behavior’ and ‘Impacts of Technology and Policy’ (see diagram). Brief descriptions were also attached to the end points of each driver axes. Participants were divided into four groups to develop a narrative for each scenario. Each group was asked to describe the characteristics of solid waste management in 2040 under the conditions of the scenario quadrant that they had been given. After the characteristics were established, Think-Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2025, 2030, and 2040, and to give their scenario a descriptive name. Narratives and descriptions of each scenario as developed by the workshop participants are included in the following sections.





## 5.1 SCENARIO A: WALL-E

This scenario forecasts a future where societal attitudes and behaviors remain consumption based and priority is on delivering individual choice and cost competitiveness to the consumer. Ever increasing consumption patterns require expansive investment in new technologies and innovative solutions for waste management. Technologies focus on post-consumer waste and predictive analytics are used to identify what type of waste is coming in and out of households. The inability of consumers to curb waste production necessitates increased use of intricate RFID systems to both help with robotic sorting and enable municipalities to track and fine for severe waste mishandling. New types of packaging that rely on plant-based solutions are created to promote sustainability. Over time, no change in consumer behavior overwhelms the city's capacity to deal with waste and landfills are filled to capacity.



The 'Wall-E' scenario paints a future where advanced technologies are used to deal with increasing consumer waste but eventually run out of capacity to handle the ever-growing volume of waste production over time.



In the 'Wall-E' scenario, consumption continues until resources are extremely limited and expensive to use. ID data is added to waste and consumers are required to pay for mishandling waste.

## SCENARIO A CHARACTERISTICS: WALL-E – 2040

The characteristics of this scenario paint a future where human consumption behaviors continue unabated, and waste types become more complex. Innovations in technology accelerate with increased need for capacity to deal with waste. The City of McKinney leans heavily on technological solutions to handle waste management but over time is unable to keep up with waste production and mitigation costs.



### Consumption Patterns and Waste Types

**Waste types and consumption levels continue to rise with growing population.**

- AI is used to help understand consumption patterns.
- RFID codes instruct robots in waste sorting.
- Consumption patterns eventually overwhelm waste management systems.



### Policy Setting and Application of Technology

**RFID technology is used and supported by policies to sort and track mishandling of waste.**

- Packaging policies require producers to allow collection data to ID consumers mishandling waste.
- Advanced technology use is accelerated as waste levels climb.
- Policy pressures on producers and manufacturers force transformations in packaging and energy use.



### Waste Management Systems Being Utilized

**The community invests in technology to deal with increased waste streams.**

- Waste management is localized as the city seeks to monetize waste materials.
- Predictive analytics are used system wide to monitor material placement and location.
- New providers emerge as new technologies are required to deal with volume and complexities of waste stream.

#### 2025 HEADLINE NEWS:

"McKinney invests in waste management technology!"



#### 2030 HEADLINE NEWS:

"Waste levels climb and McKinney answers"



#### 2040 HEADLINE NEWS:

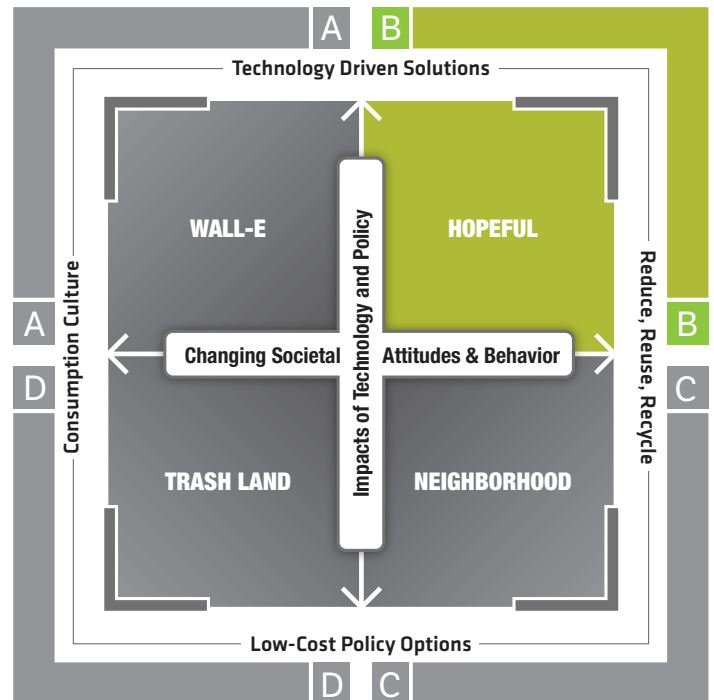
"McKinney overwhelmed by consumer waste"





## 5.2 SCENARIO B: HOPEFUL

This scenario forecasts a future where use of technology and policy settings align with a forward-thinking community that strongly supports a reduce, reuse, recycle approach to solid waste management. Youth value sets highly influence societal awareness to change behaviors. Education and outreach play a significant role in this scenario's success in helping the community to understand their role in solid waste management. The city mandates haulers to comply with policies that reflect a community that values collective responsibility and shared solutions for waste management. There is heavy investment in state-of-the-art technologies that sort and track many different kinds of waste. Contamination is easily detected by RFID systems and innovation in new technologies is encouraged. Collaboration among area cities brings costs down and supports a coordinated systems approach to solid waste management for the region.



The 'Hopeful' scenario paints a future where aggressive requirements from society mandate system-wide changes that promote collective responsibility and shared solutions for solid waste management in McKinney and the region.



In the 'Hopeful' scenario, generational change and continuous investment in both new technologies and consumer education provide the impetus needed to change the trajectory of solid waste management in McKinney.

## SCENARIO B CHARACTERISTICS: HOPEFUL - 2040

The characteristics of this scenario paint a future where the culture of collective responsibility and shared solutions towards solid waste management propels the city of McKinney to the forefront of industry innovation and best practices. New local collaboration opens new markets for materials and economic activity is driven by next generation of materials recovery technologies.



### Consumption Patterns and Waste Types

**Heightened societal awareness changes attitudes and behaviors.**

- Youth value sets have a collective impact on planet perspective.
- New and different types of waste streams are collected and utilized.
- Materials are more valuable after use providing economic motivation to change.



### Policy Setting and Application of Technology

**Aggressive requirements from society necessitate strong leadership and policy settings.**

- Adoption of collective responsibility for mining and reuse.
- Short and long-term implementation plans are adopted.
- Cities mandate policies with waste management companies for shared responsibilities.



### Waste Management Systems Being Utilized

**Regional collaboration and coordination of solid waste management occurs.**

- Sister cities collaborate on solid waste management systems.
- Cities find and utilize best practices for education and outreach to residents and businesses.
- Route monitoring occurs to identify where contamination originates.

#### 2025 HEADLINE NEWS:

"Youth vote challenges status quo in solid waste management!"



#### 2030 HEADLINE NEWS:

"McKinney leads the region in recycling numbers."



#### 2040 HEADLINE NEWS:

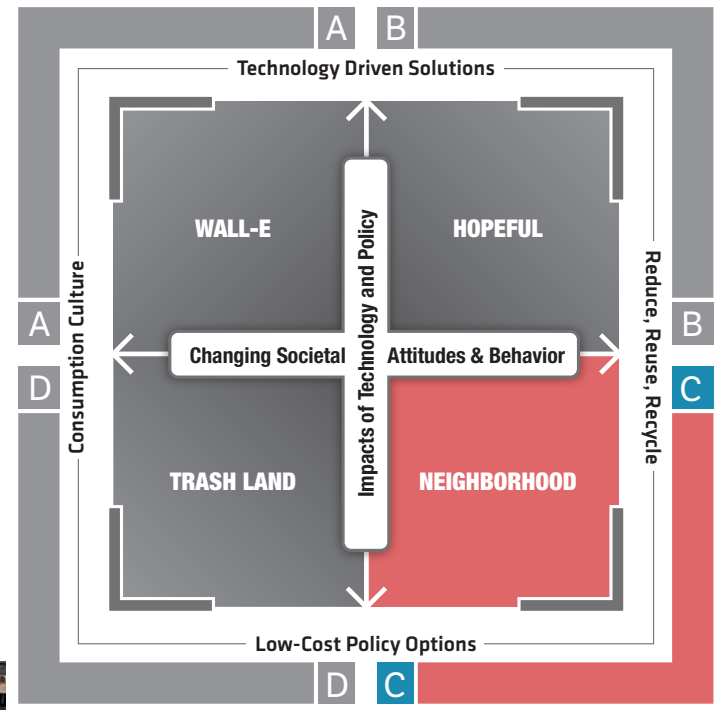
"Solid waste mining pays off for McKinney!"





### 5.3 SCENARIO C: NEIGHBORHOOD

This scenario forecasts a future where a low-cost policy approach to solid waste management leads to highly localized solutions and stop-gaps. Community stakeholders are actively involved in reduce, reuse, and recycling programs that take on a neighborhood orientation and active civic engagement. Community gardens are popular and creative low-tech solutions such as drop-offs, reusable containers, and incentives are promoted through city-wide education programs. Lack of political will to support adoption of new technologies to handle changing waste stream production gradually overtakes the community’s ability to deal with waste on a local level. Over time, landfills are filled to capacity and competition with other communities for space becomes fierce. Taxes and fees are implemented to discourage waste production as much as possible.



The "Neighborhood" scenario paints a future where localized community efforts to deal with solid waste management cannot keep up with waste production in the city.



In the "Neighborhood" scenario, community buy-in to reduce, reuse, recycle principles is high, but the hands-off approach of the city eventually precludes the city from options in the future.

## SCENARIO C CHARACTERISTICS: NEIGHBORHOOD – 2040

The characteristics of this scenario paint a future where community stakeholders have a keen awareness of their collective responsibility for solid waste management in McKinney and turn to highly localized solutions to deal with it. Lack of political will to support technology driven solutions force the city leadership to adopt low-cost policy options that over time cannot keep up with waste production in the city.



### Consumption Patterns and Waste Types

Consumers are actively aware of their role in solid waste management and strive to reduce, reuse, and recycle.

- Waste streams are greatly reduced.
- Waste collection is on a local basis and the community struggles to deal with new types of waste.
- The city turns to community gardens and education programs to influence consumption patterns.



### Policy Setting and Application of Technology

Policy settings do not support adoption of new technologies causing long term inflexibility.

- Low-cost solutions increase landfill use.
- Volunteer neighborhood arrangements grow to pursue societal values of reduce, reuse, recycle.
- The financial cost of not adopting new technologies cause increased taxes on waste production.



### Waste Management Systems Being Utilized

Waste management is highly localized and competition for landfill space grows with other communities.

- Local focus causes siloed approach to waste management.
- Low-cost approach emphasizes recycling and reuse options, and McKinney expands services in these areas.
- Lack of collaboration and coordination with regional communities causes an 'us vs. them' perspective to waste management.

#### 2025 HEADLINE NEWS:

"Neighborhood programs drive McKinney's solid waste management strategy."



#### 2030 HEADLINE NEWS:

"We all have a responsibility to reduce, reuse, and recycle!"



#### 2040 HEADLINE NEWS:

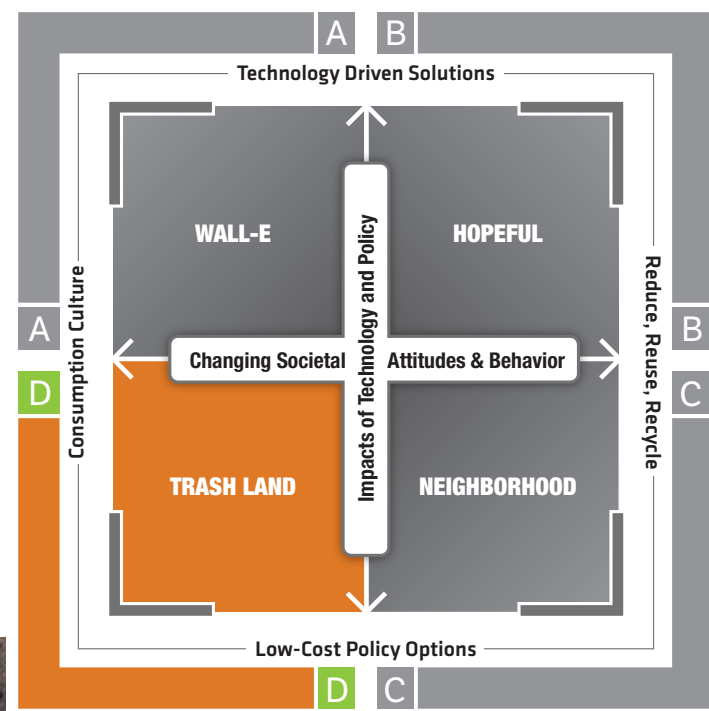
"Landfills are close to capacity – we need new solutions!"





## 5.4 SCENARIO D: TRASH LAND

This scenario forecasts a future where the combination of a consumption culture with a lack of policy support for environmentally sound policies or new technologies completely overwhelms McKinney’s ability to deal with the realities of solid waste management in the city. This laissez-faire approach relies on low-cost, low-tech policy options with landfills as the go-to solution. Society’s obsession with internet-based retail increases overall consumption and packaging waste. Policy settings allow priority on delivering individual consumer choice without requiring any recycling standards. Food and recycling waste continues to fill landfills at an exponential rate. Eventually landfills reach capacity and the city is forced consider incineration or other locations for waste disposal and financial costs to the consumer climb.



The 'Trash Land' scenario paints a future that portrays the worst-case scenario for the City of McKinney. The combination of current consumption patterns and reliance on low-cost policy options would have severe long-term consequences for quality of life in McKinney.



In the "Trash Land" scenario, the conditions created by consumerism and lack of leadership become unsustainable. McKinney experiences irreparable damage to its natural resources.

## SCENARIO D CHARACTERISTICS: TRASH LAND – 2040

The characteristics of this scenario paint a future where the City of McKinney is gradually overwhelmed by solid waste production and pollution and quality of life is severely denigrated for residents and businesses. The refusal of policy makers to adopt environmentally conscious regulations that curb consumerism and waste production eventually creates unsustainable conditions for the city.



### Consumption Patterns and Waste Types

**Consumers continue current consumption patterns with no regard to environmental impact.**

- Consumers increase online consumption, and more products are delivered to the door.
- Grocery stores move to curbside pick-up only.
- Low participation rates in recycling or composting rapidly decreases landfill capacity.



### Policy Setting and Application of Technology

**Leadership denies policy support for environmentally conscious practices and new technology development.**

- Use of low-cost technologies causes city to look elsewhere to deal with new product waste.
- Costs to consumers increase as waste production increases.
- Lack of new technologies eventually make recycling of new waste streams impossible.



### Waste Management Systems Being Utilized

**Traditional waste management systems decrease capacity to deal with waste volume and type.**

- The environmental consequences of a traditional solid waste management approach create a crisis situation.
- Localized solutions cut off collaboration opportunities with other communities.
- Financial costs rise as landfills reach capacity and the city searches for other disposal options.

#### 2025 HEADLINE NEWS:

"Consumers can get anything delivered to their door!"



#### 2030 HEADLINE NEWS:

"Landfills reach capacity for McKinney."



#### 2040 HEADLINE NEWS:

"Nowhere else to put our trash – what do we do?"



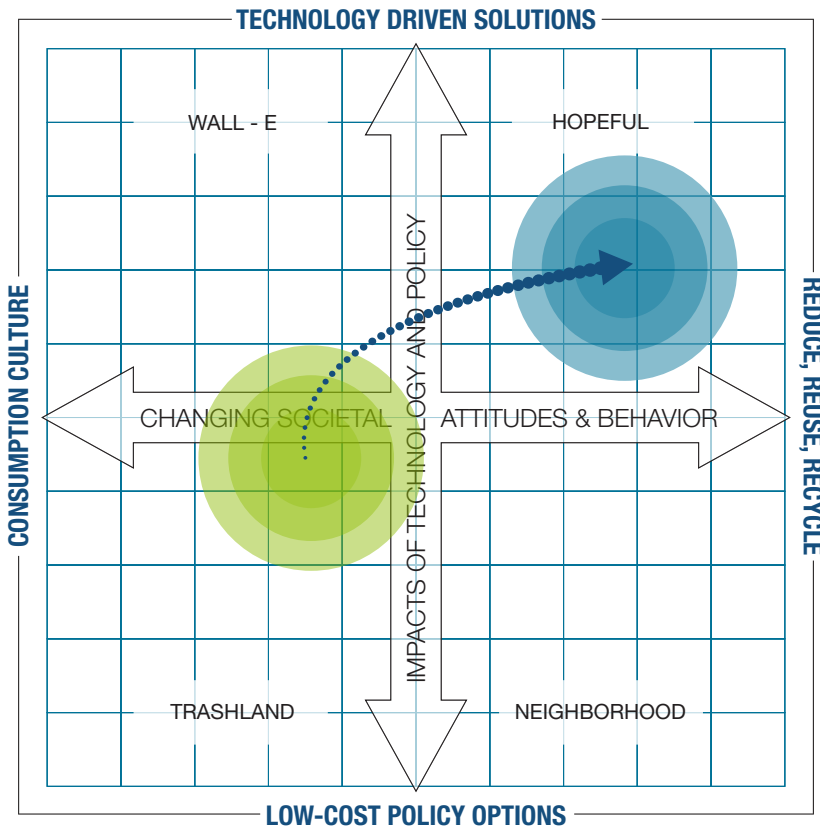


Significant change can occur within the timeframe between now and 2040. Developments now and early on can have cumulative positive impacts on change that make the 'Hopeful' vision of the future an attainable reality for McKinney.

## 6.0 EXPECTED AND PREFERRED FUTURES

Think-Tank participants discussed the ramifications and implications of failing to achieve the preferred future. There was strong alignment among participants that Scenario B, 'Hopeful' represented the preferred scenario for McKinney. To get to the preferred future, there was recognition among Think-Tank participants that where the consumer approach to commercialism seems to be responding to environmental concerns, society will need to revolutionize its way of thinking if the planet is to survive in the long-term.

### Expected X Preferred Future - All Data



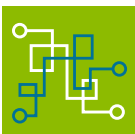
### McKinney Solid Waste Management Strategy Think-Tank Heatmaps

#### EXPECTED FUTURE

This is the future most likely to eventuate by 2040 if McKinney's solid waste management strategy stays on the existing trajectory.

#### PREFERRED FUTURE

This is the future participants thought was most optimal for McKinney's solid waste management in 2040.



#### FUTURE INSIGHTS:

- A definite preference for the 'Hopeful' scenario gives a clear mandate to the City of McKinney to pursue strategies that support that vision for the future.
- It was emphasized throughout the Think-Tank Modules that generational change would have an outsized impact on progress towards the preferred future for solid waste management in McKinney.

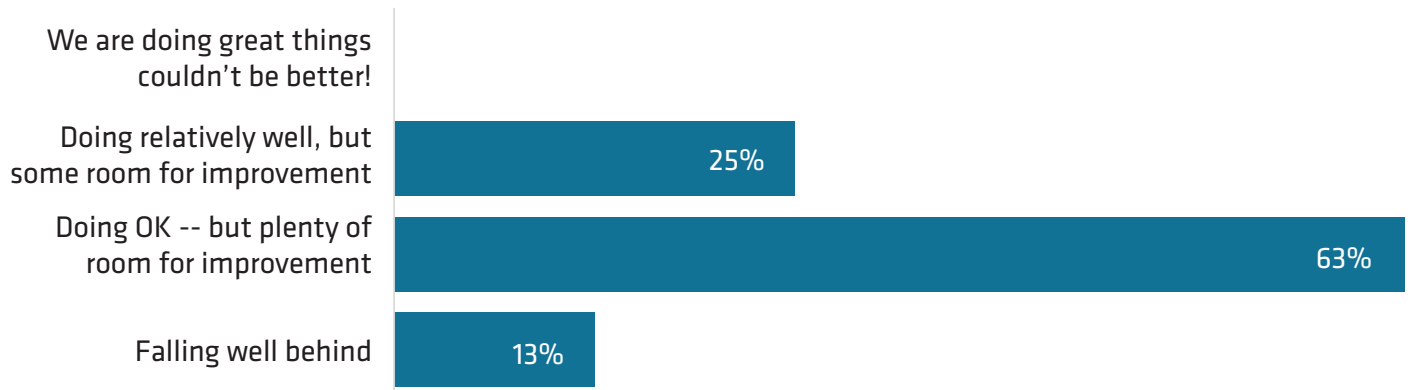


With support from the community, the City of McKinney is well-positioned to take measures to improve its solid waste and recycling services.

## 6.1 PERCEIVED RELATIVE PERFORMANCE TO SURROUNDING PEER COMMUNITIES

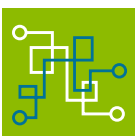
To measure how well McKinney is doing in the area of solid waste management and recycling, Module 1 participants were asked about the perceived relative performance to surrounding peer communities. The majority of respondents considered the city’s performance ok, with plenty of room for improvement.

**Relative to surrounding peer communities, how well is McKinney performing in the area of solid waste and recycling?**



“The fact that time is being spent thinking about this issue is a real plus, especially if solutions for the future can be implemented now before bigger problems arise.”

- McKinney Community Stakeholder Survey Respondent



FutureInsight

### FUTURE INSIGHTS:

- The middling rating given by Module 1 participants of McKinney’s performance in the area of solid waste and recycling indicates community members are looking to the city to improve these services.
- The new McKinney Solid Waste Management Strategy will provide the roadmap for improved solid waste management services in the city.

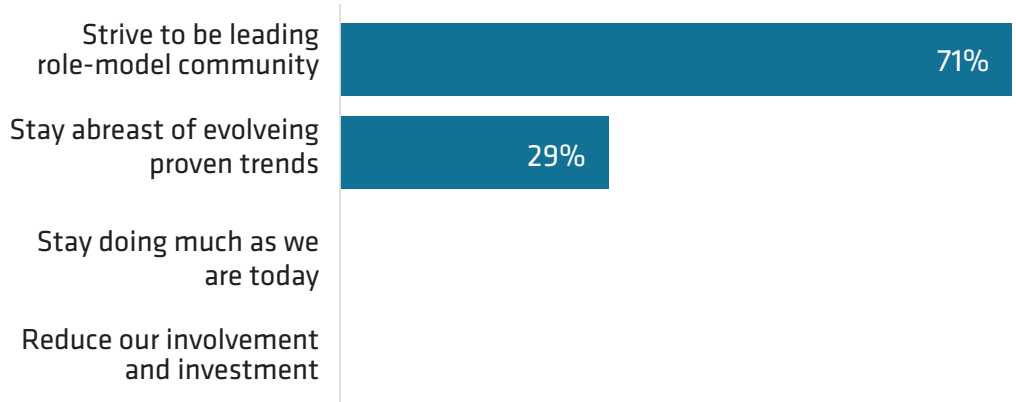


With ongoing support from the community, the City of McKinney has the opportunity to become a leading role-model community for solid waste management in the State of Texas.

## 6.2 APPETITE FOR CHANGE

To gauge appetite for change to McKinney’s Solid Waste Management Strategy, Think-Tank Module 1 participants were asked a series of rapid polling questions. The first question asked what kind of waste management leadership role the city should take relative to similar Texas cities. An additional question asked how much respondents would be willing to pay for improved solid waste management services in McKinney. Survey respondents overwhelmingly thought that the City of McKinney should strive to be a leading role-model community in solid waste management relative to similar Texas cities.

### What future-posture should McKinney adopt relative to similar TX cities?



“Being proactive and innovative could put our city on the cutting edge that could make us a leader in waste management solutions.”

- McKinney Community Stakeholder Survey Respondent



FutureInsight

### FUTURE INSIGHTS:

- Module 1 Think-Tank participants were highly supportive of efforts to strive to be a leading role-model community in solid waste management and for the city to stay abreast of evolving trends in this area.
- 88% of Module 1 participants indicated a willingness to pay for improvements in solid waste and recycling services in McKinney.



## 7.0 ACKNOWLEDGMENTS

Future iQ and Burns & McDonnell team members would like to thank McKinney community stakeholders for their dedication and time committed to this project. Their presence at the virtual Think-Tank modules and participation in the community survey were critical elements in the success of the visioning process. We would also like to thank Eric Hopes and the staff at the City of McKinney for the many hours of meetings and material review they dedicated to this project. All of your help has been much appreciated.

## 8.0 FOR MORE INFORMATION

For more information about McKinney's Solid Waste Management Strategy Project, please contact:

### **Sujata Gautam**

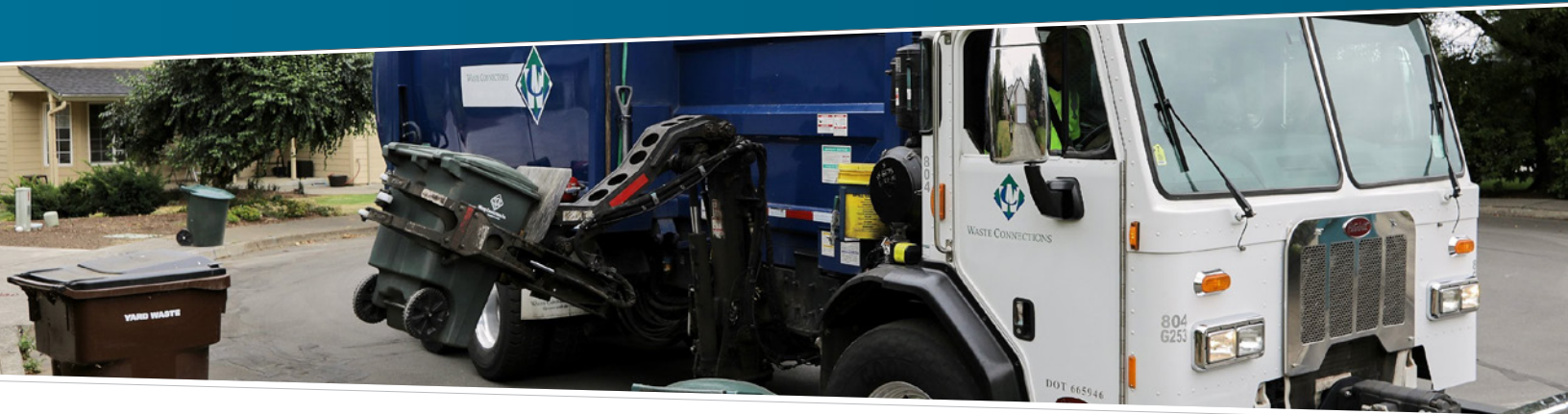
Sustainability Manager, City of McKinney

Email: [sgautam@mckinneytexas.org](mailto:sgautam@mckinneytexas.org)

“As large a city we have become, our footprint on the environment is huge and matters. We have a responsibility to future generations to understand and consider the problems related seriously...I appreciate the city taking it on in a serious way.”

- McKinney Community Survey Respondent





## 9.0 CONSULTING TEAM – TASK ONE

The Task One consulting team was led by Burns & McDonnell, with survey and visioning components delivered by Future iQ.



Future iQ specializes in applying innovative tools and approaches to assist municipalities, organizations, regions, and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents.

To learn more visit [www.future-iq.com](http://www.future-iq.com)



Burns & McDonnell is a full-service engineering, architecture, construction, environmental and consulting solutions firm, based in Kansas City, Missouri. Our Solid Waste and Resource Recovery group assists public and private clients throughout North America.

To learn more visit [www.burnsmcd.com](http://www.burnsmcd.com)

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