



**SUNSHINE COAST REGIONAL DISTRICT
COMMITTEE OF THE WHOLE
REVISED AGENDA**

Thursday, March 27, 2025, 9:30 a.m.

**IN THE BOARDROOM OF THE SUNSHINE COAST
REGIONAL DISTRICT OFFICES AT 1975 FIELD ROAD, SECHELT, B.C.**

		Pages
1.	CALL TO ORDER	
2.	AGENDA	
2.1	Adoption of Agenda	
3.	PRESENTATIONS AND DELEGATIONS	
3.1	Josh Thomas, Director, Policy and Campaigns and Sukh Sohal, Vice-President Finance and Services Capilano Students' Union	3
	Regarding: S-Pass for Post-Secondary Students	
4.	REPORTS	
4.1	Water Licence Amendment Lower Crown Raw Water Reservoir General Manager, Infrastructure Services (Voting - A, B, D, E, F, Sechelt)	19
4.2	Recycling Depot Service Delivery Model Manager, Solid Waste Services (Voting - All Directors)	23
4.3	Indigenous Engagement Requirements Funding Program (IERFP) Modification Agreement and Year 2 Funds Senior Manager, Emergency and Protective Services (Voting - All Directors)	27
4.4	Board Correspondence Policy Executive Coordinator (Voting - All Directors)	31
*4.5	INSERT - SCR D Corporate Work Plan and Board Priorities Chief Administrative Officer (Voting - All Directors)	42
4.6	Solid Waste Management Plan Update - Project Update Manager, Solid Waste Services Strategic Planning Coordinator (Voting - All Directors)	57
4.7	Grants Status Update	137

Manager, Budgeting and Grants
(Voting - All Directors)

- 5. COMMUNICATIONS
- 6. NEW BUSINESS
- 7. IN CAMERA
- 8. ADJOURNMENT



S-Pass for Post-Secondary Students

Capilano Students' Union



Who we are

Who we are



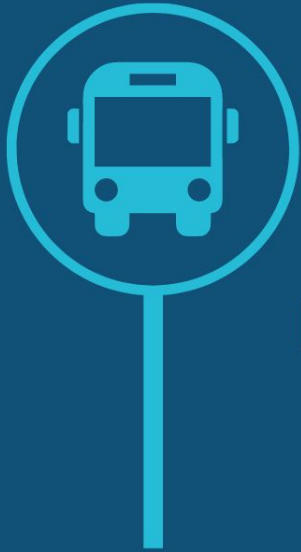
- **Sukh Sohal**, Vice-President Finance and Services
- **Josh Thomas**, Director, Policy & Campaigns



We are the voice of over 10,000 students studying at the North Vancouver, Squamish and kálax-ay Sunshine Coast campuses of Capilano University.

We exist to represent the rights and interests of our students by advocating for a more accessible, high-quality post-secondary education experience.

Why we are here



**Hop on Board
with S-Pass**

**Fare Free Transit
for Youth**

Page 8 of 141



**Expanding the S-Pass to
include post-secondary
students.**

Background

Background



- Advocacy first started in December 2019 with letter from the CSU to the SCR D. Letter was discussed at the February 27, 2020 SCR D board meeting.
- A response was recommended by SCR D board, but fell off with the COVID-19 public health emergency.
- Following the end of the pandemic, CSU has looked to restart this advocacy.
- We have been watching the ongoing advocacy of high school students for free transit and the subsequent creation of the S-Pass.

S-Pass Overview

S-Pass Overview



- Launched last fall following advocacy from secondary school students starting in December 2019.
- Young people aged 13 to 18 who are attending secondary school are eligible for fare free transit on the Sunshine Coast.
- The 2024/2025 S-Pass is valid on SCRD conventional transit buses between November 1, 2024 to October 31, 2025.
- To get your S-Pass you must either have a valid SD46 Student ID or another government issued form of identification (like a passport or drivers licence)

Benefits of expanding the S-Pass to include post-secondary students

S-Pass Benefits



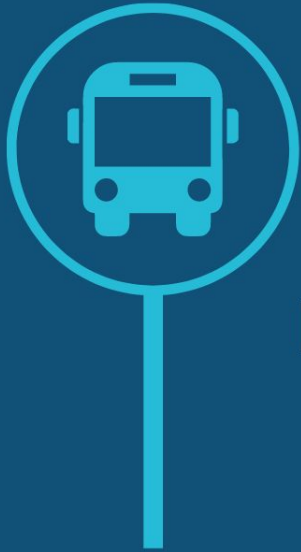
- Post-Secondary students are a missing demographic in transit affordability
- S-Pass eligibility helps students facing rising tuition, housing and food costs
- Access to transportation improves access to education, employment and community involvement and recreation
- Supporting post-secondary students strengthens the local economy and workforce
- S-Pass encourages sustainable transportation, increases ridership and reduces reliance on cars

S-Pass Benefits



- Budget impact:
 - Assuming every kálaḡ-ay student uses the S-Pass, estimated budget impact is **\$108,000 per year** ($\720 lost revenue per year X 150 students).
 - Our survey data shows that 67% of students take public transportation (all-campuses), putting the estimate at **\$72,000 per year** ($\720 X 100).
 - CapU survey data shows 50% of third and fourth year students take public transit (all-campuses), putting the cost at **\$54,000 per year** ($\720 X 75).

We ask the SCR D to consider expanding the S-Pass to include post-secondary students



**Hop on Board
with S-Pass**

**Fare Free Transit
for Youth**

**Expanding the S-Pass to
include post-secondary
students.**



Thank You



Staff Report

Request for Decision

TO: Committee of the Whole - March 27, 2025

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services

SUBJECT: **Water Licence Amendment Lower Crown Raw Water Reservoir**

OVERVIEW

Purpose of Report:

This report presents the Board with options for considering an application to amend the Sunshine Coast Regional District's (SCRD's) existing Water Licence in support of the development of the Lower Crown Raw Water Reservoir with the shíshálh Nation. The report also requests a Board decision to either accept, reject, or propose alternative direction regarding staff's recommendations outlined below.

Recommendation(s):

- (1) THAT an application for a Water Licence Amendment in support of the development of the Lower Crown Raw Water Reservoir with the shíshálh Nation be submitted to the Ministry of Water Land and Resource Stewardship;**
 - (2) AND THAT a Letter of Support from the shíshálh Nation for this application be requested.**
-

BACKGROUND

In support of efforts to address the current water supply shortage for the Chapman Water System during dry summers, the shíshálh Nation, in partnership with the SCRD, applied to the Disaster Mitigation Adjustment Fund (DMAF) for two water reservoirs and upgrades to the Chapman Water Treatment Plant.

On January 16, 2025, the Federal Government announced the approval of just over \$117 million toward the "Sunshine Coast Water Security Project" to the shíshálh Nation to support this project. The application to DMAF and project were \$132 million, and the shíshálh Nation is eligible for 100% funding toward Indigenous Government owned assets, whereas the SCRD is eligible for 40% funding for its portion of the project, the Chapman Water Treatment Plant.

The first reservoir, the Lower Crown Reservoir, will be built at the site of the Lower Crown gravel pit at Heidelberg Sechelt Mine, which has been mined out. One of the regulatory requirements for the construction and operation of such a reservoir is approval under the *Water Sustainability Act*. The SCRD has several Water Licences related to the use of water from the Chapman Watershed and any supporting infrastructure (e.g., dams, intakes, and reservoirs). One of these licences would need to be amended to authorize the construction and storage of Chapman Creek water in the Lower Crown Reservoir before it is used to produce potable water.

DISCUSSION AND ANALYSIS OF OPTIONS

The application for a Water Licence Amendment in support of the development of the Lower Crown Raw Water Reservoir is required to include a detailed description of the required amendment and engineering drawings of the proposed infrastructure and how it will be operated. While staff are still working with the shíshálh Nation and their consultants on the completion of the engineering design and operational processes, staff from the Ministry of Water Land and Resource Stewardship (WLRS) suggested to submit the application for them to start their review process in a timely manner and to provide feedback on the application before the engineering drawings are finalized. This timely submission of the application would reduce the risk that the issuance of the requested Water Licence Application would impact the overall project timeline for the development of the Lower Crown Raw Water Reservoir.

The proposed Water Licence Amendment would include the addition of the Lower Crown Reservoir to the listed authorized works under these water licences. Such application would subsequently, at a minimum, be reviewed on the following aspects:

- Land lease and operating agreements between SCRD and shíshálh Nation;
- Public safety;
- Environmental implications; and,
- Implications to other right holders (including other Water Licence holders and First Nations).

These items will therefore be discussed in the initial application package or will be identified as documents that will be submitted at a later date. Documents that will need to be submitted at a later date include a Land Lease Agreement and an Operating Agreement. The environmental and engineering assessment completed to date have not raised any concerns about potential public safety and environmental implications resulting from this project. More details about this will be presented at a Special Committee of the Whole planned for April 17, 2025.

Staff anticipate that the initial application package will be ready for submission within the next several weeks. Therefore, staff are now seeking Board support to proceed with the submission. Since the original scope of the Lower Crown Reservoir Feasibility Assessment Project did not include submitting this application, a separate Board approval is required before staff can move forward.

OPTION 1 – Submission of Water Licence Amendment Application

Should the Board support the submission of this Water Licence Amendment Application, it is recommended requesting a Letter of Support from the shíshálh Nation for inclusion in the application package. The inclusion of such letter would negate the need for WLRS to undertake formal consultation with the shíshálh Nation.

The submission of the application does not bind the SCRD in any way to the actual development and operations of the Lower Crown Raw Water Reservoir. The SCRD could at any

point in time amend or cancel the application before the Water Licence might be amended, or not use any rights granted under an amended Water Licence Application if issued.

The application fee is anticipated to be less than \$1,000 and is suggested to be funded from the remaining Lower Crown Reservoir Feasibility Assessment Project budget.

If the Committee chooses this option, the following recommendation could be considered, as follows:

- (1) THAT an application for a Water Licence Amendment in support of the development of the Lower Crown Raw Water Reservoir be submitted to the Ministry of Water Land and Resource Stewardship;**
- (2) AND THAT a Letter of Support from the shíshálh Nation for this application be requested.**

OPTION 2 – No submission of Water Licence Amendment Application

An alternative for the Committee to consider would be to hold off on a decision to submit this Water Licence Amendment Application until more information is available on the operational, legal, and financial implications associated with the operations of the Lower Crown Raw Water Reservoir.

This option is not recommended. If the Committee chooses to go with Option 2, the following recommendation could be considered:

- (1) THAT staff bring back the submission of the Water Licence Amendment Application in support of the development of the Lower Crown Raw Water Reservoir to a future Committee meeting once the operational, legal, and financial implications associated with the operations of the Lower Crown Raw Water Reservoir have been considered by the Board.**

FINANCIAL IMPLICATIONS

In November 2023, the Board approved a \$100,000 budget for the Lower Crown Reservoir Feasibility Assessment Project. As part of the 2025 budget process additional funding of \$424,241 was approved to support the confirmation of the feasibility of the Lower Crown Raw Water Reservoir and an additional second reservoir. The combined available project budget is sufficient to fund the application fee for the Water Licence Amendment, which is estimated to be less than \$1,000.

The financial implications associated with the actual development and operations of the Lower Crown Raw Water Reservoir itself will be presented to the Committee once they are better understood.

LEGISLATIVE IMPLICATIONS

The General Manager of Infrastructure Services is listed as the holder of all SCRD authorizations under the *Water Sustainability Act* and will therefore also be listed as the formal applicant on the application. There are no legislative implications associated with the submission of the application itself. The legislative implications associated with the actual development and operations of the Lower Crown Raw Water Reservoir itself will be presented to the Committee once they are better understood.

STRATEGIC PLAN IMPLICATIONS

This initiative/proposal can be seen as supporting the Strategic Focus Area of Water Stewardship in the Board’s 2023 – 2027 Strategic Plan.

TIMELINE

If Board direction is to proceed with submitting the water licence amendment, staff will submit the applications pending the completion of their final review of the application package in the upcoming weeks.

WLRS staff have confirmed that they have received executive direction to prioritize Water Licence Applications received by the SCRD that would support efforts to improve the water supply situation. The ultimate timing of a decision on the Water Licence Amendment Application will depend on the quality of the application package, the timing of the submission of any outstanding information by the SCRD, and the complexity and the amount of questions from WLRS staff during their review of the application.

SUMMARY AND CONCLUSION

The purpose of this report is to provide the Board with options to consider regarding the application for an amendment to an existing Water Licence in support of the development of the Lower Crown Raw Water Reservoir. Staff will submit the applications pending the completion of their final review of the package in the upcoming weeks. The submission of the application does not bind the SCRD in any way to the actual development and operations of the Lower Crown Raw Water Reservoir.

Reviewed by:			
Manager		Finance	
GM		Legislative	X – S. Reid
CAO	X – T. Perreault	Other	



Staff Report Request for Decision

TO: Committee of the Whole – March 27, 2025

AUTHOR: Marc Sole, Manager, Solid Waste Services

SUBJECT: **Recycling Depot Service Delivery Model**

OVERVIEW

Purpose of Report:

The purpose of this report is to provide the Board with options to consider for the collection of Recycle BC materials at recycling depots in Gibson, Sechelt, and Pender Harbour. This report requests the Committee of the Whole decision to accept, reject, or provide alternate direction with respect to the recommendation as presented below.

Recommendation(s):

- (1) **THAT the evaluation of options for the recycling services of residential packaging and paper products and books on the Sunshine Coast be postponed until after the Solid Waste Management Plan-Update has been approved;**
 - (2) **AND THAT the current recycling depot service delivery model be maintained as currently provided.**
-

BACKGROUND

The Sunshine Coast Regional District (SCRD) is responsible for operating three recycling depots that collect residential packaging and paper products on behalf of Recycle BC. Recycle BC is an Extended Producer Responsibility Program that is responsible for managing residential packaging and paper recycling in British Columbia, as required under the provincial *Recycling Regulation*. The SCRD subcontracts its obligation with Recycle BC to privately run depots located in Gibsons, Sechelt, and Pender Harbour.

The services provided by the depots are governed by three separate contracts, which were extended at the end of 2023 for an additional two-year term, expiring on November 30, 2025. The contract renewals led to increased costs, prompting the following resolution, which was passed at the February 8, 2024, Board meeting:

047/24 **Recommendation** *Recycling Depot Site Operations*

THAT staff investigate options for the recycling of residential packaging and paper products and books on the Sunshine Coast, contingent upon required resources being approved as part of the 2024 budget process.

At the December 12, 2024, Board meeting, a resolution was passed for the SCRD to enter into a new agreement with Recycle BC. The new agreement significantly increased the incentive payments the SCRD receives for the collection of Recycle BC program materials. While the new incentive payments do not fully cover the cost of the SCRD's depot contracts, they do improve the financial viability of the current depot service delivery model as compared to the costs in 2023 when the Board directed staff to investigate alternative service delivery options.

DISCUSSION

The Solid Waste Division has several high priority projects in 2025 including the Contact Water Pond Relocation Project at Sechelt Landfill to provide disposal capacity past 2026, a feasibility study into vertical expansion and waste export to determine long-term disposal options, much needed safety upgrades at Pender Harbour Transfer Station, and completion of the Solid Waste Management Plan (SWMP). At the same time there are several vacancies critical to supporting such analyses within the Finance department. Considering that depot contracts expire on November 30, 2025, staff have determined the following:

- Staff capacity is currently focused on existing priorities, which may limit the ability to thoroughly investigate and discuss alternative recycling options for residential packaging, paper products, and books before the depot contracts expire.
- The new agreement with Recycle BC that's in effect as per January 1, 2025, includes higher incentive payments that offset some of the increased contract costs.

Taking the above into consideration, staff are seeking Board direction on the next steps for the provision of depot-based collection of Recycle BC program materials on the Sunshine Coast.

OPTION 1 - Continue the current recycling depot service delivery model

The increased incentive rates from Recycle BC help offset a significant portion of the higher depot costs incurred when the SCRD extended contracts with the three recycling depots in 2023. Costs may rise if the SCRD seeks new contracts, and without additional cost recovery options, leaving taxation to be the likely source to cover any funding shortfall. Continuing with the current service model would allow the priority projects related to waste disposal capacity and the SWMP to be completed in a timely manner. Additionally, it is the least likely to cause service disruptions or short notice changes to how the service is delivered, ensuring that the public continues to receive service in the manner they are accustomed to.

The incentive payments received from Recycle BC help offset some of the costs associated with the SCRD's contracts under the current depot model. Table 1 presents a summary of the cost recovery of this service under the current agreements.

Table 1: Cost recovery provided by Recycle BC incentive payments for 2025

Depot	Current Cost Recovery through Recycle BC Payments (as of January 1, 2025)
Gibsons	67%
Sechelt	92%
Pender Harbour	41%

Staff Recommendation

Staff recommend this option. Should the Committee choose to go with Option 1, a recommendation could be considered, as follows:

- (1) THAT the evaluation of options for the recycling services of residential packaging and paper products and books on the Sunshine Coast be postponed until after the SWMP-Update has been adopted;
- (2) AND THAT the current recycling depot service delivery model be maintained as currently provided.

OPTION 2 - The SCRD investigate options for the recycling of residential packaging and paper products and books before the current depot contracts expire.

The SCRD's current workloads and priority projects do not include for a comprehensive analysis of alternative options within the available timeframes. If a new service delivery model is not implemented before the current agreements expire, service interruptions may occur. To accommodate this analysis, priority projects related to long-term disposal and the completion of the SWMP would need to be delayed.

Despite recommending that the SCRD maintain the current service delivery model for Recycle BC depot services, staff will continue to contemplate more cost-effective options as time allows. Long-term options could include bringing the service in-house at Pender Harbour Transfer Station, following the necessary site upgrades, or at a waste export transfer station in the Gibsons area, should the SCRD need to export waste off the Coast. However, neither of these options could be implemented before the expiry of the current contracts.

Financial Implications

The financial impact of this option is uncertain without further investigation. However, the goal of the investigation would be to explore a more cost-effective service delivery model—one where the incentive payments from Recycle BC cover all or most of the costs.

Staff Recommendation

Staff do not recommend this option. Should the Committee choose to go with Option 2, a recommendation could be considered, as follows:

- (1) THAT staff prioritize an investigation into options for the recycling of residential packaging and paper products and books on the Sunshine Coast.

FINANCIAL IMPLICATIONS

Contract costs are expected to increase under the current model following procurement, should the Board choose to proceed with Option 1. This will result in a larger portion of the service being funded through taxation than shown in Table 1. However, the actual financial implications of any contracts under this model will be presented to the Board for consideration after the completion of the procurement process.

STRATEGIC PLAN IMPLICATIONS

This initiative/proposal can be seen as supporting the Strategic Focus Area of Solid Waste Solutions in the Board’s 2023 – 2027 Strategic Plan.

TIMELINE

If Option 1 is selected, staff will initiate procurement and bring forward contracts for the Board’s consideration in Q3.

If Option 2 is selected, staff will bring forward a staff report on potential options to a Board meeting in Q2 2025. Projects related to long-term disposal, including the Vertical Expansion and Waste Export Feasibility Study are expected to be delayed until Q4 or Q1 2026, from the current timeline of Q2 or Q3 2025. Additionally, the SWMP will likely be delayed until mid to late 2026, instead of the end of 2025. Delaying completion of these projects may result in the export of waste off Coast if a vertical expansion of the Sechelt Landfill is deemed feasible and cannot be constructed by the time the landfill reaches capacity in 2030.

SUMMARY AND CONCLUSION

The SCRDR provides Recycle BC program material collection at three privately run depots funded through incentive payments from Recycle BC and taxation. Due to increased contract costs in 2023, staff were directed to explore alternative options for this service. Based on current priorities and an improved revenue situation, staff are now proposing to maintain the current service delivery model to ensure the continuation of this service and the completion of other priority projects.

Reviewed by:			
Manager		Finance	
GM	X – R. Rosenboom	Legislative	
CAO	X-T. Perreault	Other	



Staff Report Request for Decision

TO: Committee of the Whole – March 27, 2025
AUTHOR: Andy Bellerby, Senior Manager, Emergency and Protective Services
SUBJECT: **Indigenous Engagement Requirements Funding Program (IERFP)
Modification Agreement and Year 2 Funds**

OVERVIEW

Purpose of Report:

The purpose of this report is to provide the Board with options to consider regarding the Indigenous Engagement Requirements Funding Program (IERFP) Modification Agreement and Year 2 Funds.

This report requests the Board to accept, reject or provide alternate direction with respect to the staff's recommendations as presented below.

Recommendation(s):

- (1) **THAT the Sunshine Coast Regional District (SCRD) accept the Emergency Management and Climate Readiness (EMCR) - Indigenous Engagement Requirements Funding Program (IERFP) grant for Year 2 valued at \$48,000;**
 - (2) **AND THAT the delegated authorities be authorized to execute the IERFP Modification Agreement and accept the Terms and Conditions;**
 - (3) **AND THAT the 2025 - 2029 Financial Plan be amended to incorporate the Year 2 funding in the amount of \$48,000.**
 - (4) **AND THAT the SCRD invite the shíshálh Nation and Skwxwú7mesh Úxwumixw to participate in a community emergency preparedness day;**
 - (5) **AND THAT an outline of proposed activities and location of the event be included for the shíshálh Nation and Skwxwú7mesh Úxwumixw to consider for their feedback and participation.**
 - (6) **AND FURTHER THAT the recommendations be forwarded to the March 27, 2025 Regular Board Meeting.**
-

BACKGROUND

On March 26, 2024, the SCRD entered into a contribution agreement with the Ministry of Emergency Management and Climate Readiness for the 2024 Indigenous Engagement

Requirements Funding Program (IERFP) for a value of \$48,000.

The proposed budgeted activities that were approved in the contribution agreement included initiatives that enhanced our emergency response and management of events in a more culturally sensitive manner. Engagement with shíshálh and Skwxwú7mesh Úxwumixw to hire a cultural navigator to help us integrate indigenous knowledge and practice into our existing programs such as Emergency Support Services (ESS) for response and reception centres; to create a new role within the Emergency Operations Centre (EOC) for a Cultural Navigator; provide training to staff and first responders and participate in a joint community emergency preparedness day.

A preliminary discussion for having a joint community emergency preparedness day was held with shíshálh Nation Chief and Council in late spring of 2024 and it was well received. The proposal is to bring first nations, emergency responder agencies, health agencies, local communities and government agencies together to provide information booths and give presentations to the public in a community fair atmosphere. These initiatives would be funded through the IERFP grant.

On March 13, 2025, the Ministry of Emergency Management and Climate Readiness advised the Sunshine Coast Regional District (SCRD) that Year 2 funds are available to all recipients including all local governments who have not fully expended Year 1 funding. The SCRD is still coordinating efforts to expend the Year 1 funding and expect to have done so by Q3 2025.

The new Modification Agreement must be signed by March 31, 2025 in order to secure Year 2 funds from the Indigenous Engagement Requirement Funding Program. If a signed Modification Agreement is not received by this date, we will not be eligible for Year 2 funding.

DISCUSSION AND ANALYSIS OF OPTIONS

OPTION 1- Accept Year 2 Funding and invite the Nation to Participate in a community emergency preparedness day

To approve and receive Year 2 (2025) grant funding from the province for Indigenous Engagement Requirements as set out in the new Emergency and Disaster Management Act.

Organizational Considerations

Staffing implications are minimal, as planning and organizing for Year 1 (2024) grant funding has taken into consideration added value initiatives that can be achieved using Year 2 (2025) funding. Furthermore, the province has indicated that additional information on local government requirements around Indigenous Engagement in Emergency Management will be forthcoming. Staff will continue to work with the Nations and the province to determine the best use of the funds.

Staff Recommendation

Staff recommend receiving 2025 funding that will improve our emergency management planning and ability to respond in a more culturally sensitive and appropriate way.

Option 2- Do not Accept Year 2 Funding

If the board elects not to accept year 2 funding, staff would proceed with the current funding available to fund the hiring of a cultural navigator, create a new role within the Emergency Operations Centre (EOC) for a Cultural Navigator, provide training to staff and first responders and participate in a joint community emergency preparedness day. Should any additional requirements come forth from the province, the SCRD would need to return to the Board for direction as to next steps in funding such initiatives.

Staff Recommendation

Staff do not recommend this option. Should the committee choose to go with option 2, a recommendation could be considered, as follows:

That the Sunshine Coast Regional District inform the Province that they will not accept Year 2 funding.

FINANCIAL IMPLICATIONS

The grant will cover 100% of all eligible costs associated with any initiative that is undertaken. Staff will continue to work with the Nations and the province of BC to ensure the SCRD fully adheres to any requirements under the Emergency and Disaster Management Act. Staff will return with more information on the initiatives to which this funding will be used in a future report. The acceptance of year 2 funding will require an amendment to the 2025-2029 Financial plan.

STRATEGIC PLAN IMPLICATIONS

n/a

TIMELINE

Pursuant to the acceptance of year 2 funding, staff will sign the terms & conditions to be returned to the province before March 31st.

Timing of the invitation to meet shíshálh Nation Duly Convened dates of April 2 or April 16, 2025, will provide enough lead time to organize this event. Establishing an agreed upon location to hold the event will also require lead time with other agencies to coordinate availability for a date.

SUMMARY AND CONCLUSION

The provincial government has provided funding through the Indigenous Engagement Requirements program to help local governments improve their relationships and understanding of first nations cultural requirements and knowledge to improve emergency management planning and response. It also supports implementation of the Indigenous Engagement Requirements in the Emergency and Disaster Management Act.

Reviewed by:			
Coordinator	X-N. Hughes	Finance	X - A. Taylor
GM		Legislative	
CAO	X - T. Perreault	Purchasing/Risk	



Staff Report Request for Decision

TO: Committee of the Whole – March 27, 2025
AUTHOR: Christine Armitage, Executive Coordinator
SUBJECT: BOARD CORRESPONDENCE POLICY

OVERVIEW

Purpose of Report:

This report requests Board decision to adopt the revised Board Correspondence Policy as presented.

Recommendation(s):

(1) THAT the revised Board Correspondence Policy be adopted as presented.

BACKGROUND

At the February 27, 2025, Regular Board meeting, the following resolution was passed:

060/25 **Recommendation No. 1** Correspondence Policy

THAT the report titled Correspondence Policy be received for information;

AND THAT the adoption of the Correspondence Policy be deferred to a future meeting pending receipt of the Correspondence Procedure for discussion.

DISCUSSION AND ANALYSIS OF OPTIONS

OPTION 1 – Adopt the revised Correspondence Policy

Staff reviewed the Correspondence policy and have suggested amendments to ensure a clear and consistent approach to how correspondence is handled, and to ensure alignment with the Board's Director Email Management policy and Agenda Item Submission Deadline policy.

Amendments were made to clarify the purpose and scope of the policy so that correspondence is reviewed based on the subject matter and not who it is addressed to. Some sections have been combined to make the policy more concise; and the procedural pieces have been removed and will become a stand-alone procedure document.

Staff have included the Correspondence Procedure as Attachment C for reference and the Committee's awareness.

Staff Recommend that the Board adopt the Correspondence Policy as presented in Attachment B.

FINANCIAL IMPLICATIONS

There are no financial implications with this option.

STRATEGIC PLAN IMPLICATIONS

N/A

COMMUNICATIONS

Internal:

Staff will be notified of the amended Correspondence policy and associated procedure after Board adoption.

SUMMARY AND CONCLUSION

The revised policy clarifies the purpose and scope of the policy, ensures a clear and consistent approach to how correspondence is handled, and to make sure there is alignment with the Board’s Director Email Management policy and Agenda Item Submission Deadline policy. Staff recommend that the Board consider adoption of the revised Correspondence policy as presented.

ATTACHMENT(S):

Attachment A – Correspondence Policy – with track changes

Attachment B - Correspondence Policy – clean version

Attachment C – Correspondence Procedure

Reviewed by:			
Manager		Finance	
GM		Legislative	X – S. Reid
CAO	X – T. Perreault	Other	



BOARD Policy

Division:	Administration	BRD-0340-50
Title:	Correspondence	017

1. PURPOSE

- 1.1 To establish a process that ensures all Correspondence received by the Sunshine Coast Regional District (SCRD) is addressed consistently and efficiently; is filed appropriately and tracked in the correspondence log.

2. SCOPE

- 2.1 This policy applies to all Correspondence received by the SCRD.
- ~~2.2 items of correspondence addressed to the Chair, Directors and/or the Chief Administrative Officer;~~
- ~~2.3 requesting a decision or policy position by the Board or a commitment of Board resources; or~~
- ~~2.4 conveying thanks, congratulations, complaints or similar sentiments; or~~
- ~~2.5 that are a 'statement' of opinion and not requiring any follow up action to be taken.~~
- ~~2.6 3.2 The Policy also applies to similar items of correspondence which have been delivered direct to the Chair and/or Directors and subsequently made available to the General Manager.~~

3. DEFINITIONS

- 3.1 "Correspondence" means any written or electronic letter, ~~note, facsimile transmission, fax, or email, message, or any other written or electronic transmission of information or data, and including~~ any attachments.

4. POLICY

- ~~4.1 Correspondence addressed to the Chair, Directors or Chief Administrative Officer shall be dealt with in the following manner:~~
- ~~4.24.1~~ Correspondence relating-related to the provision of services, which are within the current budget, or are generally of an operational nature shall be dealt with by staff.
- ~~4.34.2~~ Correspondence which can be dealt with under existing policy shall be dealt with by staff.
- ~~4.44.3~~ Correspondence which relates to new or amended bylaws and policies, new or improved service levels, and new, amended, or additional funding requests ~~shall will~~ be referred for consideration of placement on a Board or Committee agenda-members for decision either at a Board Meeting or appropriate Committee Meeting.



BOARD Policy

- ~~4.4.14.3.1~~ If multiple or duplicate items are received, comments may be summarized in a staff report for the appropriate agenda.
- ~~4.54.4~~ Correspondence which relates to politically sensitive issues will be ~~placed~~ referred for consideration of placement on the a Board or ~~appropriate~~ Committee Agenda.
- ~~4.5.14.4.1~~ If multiple or duplicate items are received, comments may be summarized in a staff report for the appropriate agenda.
- ~~4.6~~ Correspondence of thanks, appreciation or commendation shall be placed in the Director's Reading File with a copy to the Manager of the relevant Division
- ~~4.74.5~~ Correspondence of complaint that is:
- ~~4.7.14.5.1~~ eOf an operational nature, ~~shall will~~ be dealt with by staff, and where a Director(s) is copied on the complaint, with a copy of ~~both~~ the ~~letter of~~ complaint and response in the Directors' ~~R~~reading ~~F~~file.
- ~~4.7.24.5.2~~ of aRelated to policy nature, will be referred for consideration of placement on a Board or Committee agenda placed on the Board or appropriate Committee Agenda with a copy to the Manager Senior Leadership Team (SLT) member of the relevant Division.
- ~~4.84.6~~ Requests for letters of support will be referred for consideration of placement on a Board or Committee agenda placed on the Board or appropriate Committee Agenda.
- ~~4.9~~ Requests for Proclamation will be dealt with by staff based on policy direction.
- ~~4.7~~ Correspondence referring to general bylaws or zoning will be will be referred for consideration of placement on a Board or Committee agenda copied to the Area Director and Board members either through email, mail slots or reading file.
- ~~4.104.8~~ Correspondence providing feedback on a proposed bylaw will be placed on the referred for consideration of placement on a Board or ~~appropriate~~ Committee Agenda agenda, unless a Public Hearing has been held in relation to the matter.
- ~~4.10.14.8.1~~ If multiple or duplicate items are received, comments may be summarized in a staff report for the appropriate agenda.
- ~~4.114.9~~ Correspondence announcing approved grant funding to the SCRDR will be ~~placed on the Corporate and Administrative Services Committee Agenda~~ referred for consideration of placement on a Board or Committee agenda for information with a copy to the Manager SLT member of the relevant Division.
- ~~4.124.10~~ Correspondence providing feedback related to a specific rural area concern will be ~~dealt with by staff with a copy provided to the Electoral Area Director~~ forwarded to the CAO for decision on routing.
- ~~4.13~~ Invitations that are:
- ~~4.13.1~~ of a casual nature shall be placed in the Directors mail slots or sent via email;

Commented [CA1]: This has been moved to section 4.14.



BOARD Policy

- ~~4.144.11~~ Invitations of a formal nature, related to Board business, incidents of protocol or ceremony ~~shall will~~ be ~~placed on the~~ referred for consideration of placement on a Board Agenda or Committee agenda, if required.
- ~~4.15~~ Correspondence from Senior Governments or related agencies that are purely informational, or have no direct relevance to the SCRCD, will be placed in the Directors' reading file.
- ~~4.164.12~~ Correspondence with lengthy attachments or supporting documentation may be submitted referred for consideration of placement on a ~~to an~~ Board or Committee agenda agenda with a notation that attachments or supporting documents are available in the Director's ~~r~~Reading file ~~or on request to the Recording Secretary.~~
- ~~4.174.13~~ Correspondence addressed to the Board Chair and/or Directors that does not require action will be added to the Directors' reading file, such as:
- ~~4.17.14.13.1~~ An event invitation of a casual nature.
 - ~~4.13.2~~ A letter of thanks, appreciation or commendation.
 - ~~4.13.3~~ Newsletters, annual reports, conference information, and news releases.
 - ~~4.17.24.13.4~~ Correspondence from Senior Governments or related agencies that are purely informational or have no direct relevance to SCRCD business.
- ~~4.184.14~~ Correspondence requiring action by the Board that is not covered elsewhere in this policy in sections 4.1 through 4.13, will be reviewed and where applicable, will be referred for consideration of placement on a Board or Committee agenda.
- ~~4.194.15~~ A Director who has received Correspondence directly or has identified an item of Correspondence from the Directors' reading file that they wish to bring forward for consideration by the Board, will be referred for consideration of placement on a Board or Committee agenda submit the Correspondence to the Executive Assistant.
- ~~4.204.16~~ Correspondence received after the agenda deadline will be forwarded to the next possible meeting, with the exception of correspondence that is deemed as a "Late Item" as outlined in the Board's Agenda Item Submission Deadline policy.



BOARD Policy

- [4.214.17](#) Any inappropriate, offensive, misleading, harassing or threatening correspondence will not be acknowledged and will simply be filed.
- [4.224.18](#) Correspondents will be advised of how their item of correspondence has been dealt with and any proposed further actions by the relevant Manager within 10 working days of receipt of such correspondence.
- [4.19](#) For items that have been included on a meeting agenda, resolutions of the Board are to be communicated in writing to the correspondent within five working days of the Board meeting where the recommendation is adopted.

5. EXCEPTIONS

- 5.1 Correspondence related to public hearings will be handled by Legislative Services.
- 5.2 ~~Despite the provisions of Sections 6.1 and 6.2, no~~A response will not be sent:
 - 5.2.1 ~~To~~ individual signatories on a petition;
 - 5.2.2 ~~To~~ form letters;
 - 5.2.3 ~~When~~ more than fifteen submissions are received on ~~the same a particular~~ subject matter (unless staffing resources permit);
 - 5.2.4 ~~To~~ grant-in-aid acknowledgements or other letters of thanks;
 - 5.2.5 ~~To~~ information bulletins; ~~or~~
 - 5.2.6 ~~In~~ other circumstances as may be deemed appropriate by the Corporate Officer.

6. AUTHORITY TO ACT

- 6.1 Retained by the Board in part and delegated to staff in part.

7. REFERENCES (Bylaws, Procedures, Guiding documents)

- [7.1](#) BRD-0340-50-002 Agenda Item Submission Deadline policy
- [7.2](#) BRD-0340-50-038 Director Email Management policy
- [7.3](#) Correspondence Procedure

Approval Date:	March 11, 2010	Resolution No.	132/10
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	



BOARD Policy

Division:	Administration	BRD-0340-50
Title:	Correspondence	017

1. PURPOSE

- 1.1 To establish a process that ensures all Correspondence received by the Sunshine Coast Regional District (SCRD) is addressed consistently and efficiently; is filed appropriately and tracked in the correspondence log.

2. SCOPE

- 2.1 This policy applies to all Correspondence received by the SCRD.

3. DEFINITIONS

- 3.1 "Correspondence" means any written or electronic letter, fax, or email, including any attachments.

4. POLICY

- 4.1 Correspondence related to the provision of services, which are within the current budget, or are generally of an operational nature shall be dealt with by staff.
- 4.2 Correspondence which can be dealt with under existing policy shall be dealt with by staff.
- 4.3 Correspondence which relates to new or amended bylaws and policies, new or improved service levels, and new, amended, or additional funding requests will be referred for consideration of placement on a Board or Committee agenda.
 - 4.3.1 If multiple or duplicate items are received, comments may be summarized in a staff report for the appropriate agenda.
- 4.4 Correspondence which relates to politically sensitive issues will be referred for consideration of placement on a Board or Committee Agenda.
 - 4.4.1 If multiple or duplicate items are received, comments may be summarized in a staff report for the appropriate agenda.
- 4.5 Correspondence of complaint that is:
 - 4.5.1 Of an operational nature will be dealt with by staff, and where a Director(s) is copied on the complaint, a copy of the complaint and response in the Directors' reading file.
 - 4.5.2 Related to policy will be referred for consideration of placement on a Board or Committee agenda with a copy to the Senior Leadership Team (SLT) member of the relevant Division.
- 4.6 Requests for letters of support will be referred for consideration of placement on a Board or Committee agenda.



BOARD Policy

- 4.7** Correspondence referring to general bylaws or zoning will be referred for consideration of placement on a Board or Committee agenda.
- 4.8** Correspondence providing feedback on a proposed bylaw will be referred for consideration of placement on a Board or Committee agenda, unless a Public Hearing has been held in relation to the matter.
 - 4.8.1 If multiple or duplicate items are received, comments may be summarized in a staff report for the appropriate agenda.
- 4.9** Correspondence announcing approved grant funding to the SCRD will be referred for consideration of placement on a Board or Committee agenda for information with a copy to the SLT member of the relevant Division.
- 4.10** Correspondence providing feedback related to a specific rural area concern will be forwarded to the CAO for decision on routing.
- 4.11** Invitations of a formal nature, related to Board business, incidents of protocol or ceremony will be referred for consideration of placement on a Board or Committee agenda, if required.
- 4.12** Correspondence with lengthy attachments or supporting documentation may be referred for consideration of placement on a Board or Committee agenda with a notation that attachments or supporting documents are available in the Directors' reading file.
- 4.13** Correspondence addressed to the Board Chair and/or Directors that does not require action will be added to the Directors' reading file, such as:
 - 4.13.1 An event invitation of a casual nature.
 - 4.13.2 A letter of thanks, appreciation or commendation.
 - 4.13.3 Newsletters, annual reports, conference information, and news releases.
 - 4.13.4 Correspondence from Senior Governments or related agencies that are purely informational or have no direct relevance to SCRD business.
- 4.14** Correspondence requiring action by the Board that is not covered elsewhere in this policy, will be reviewed and where applicable, will be referred for consideration of placement on a Board or Committee agenda.
- 4.15** A Director who has received Correspondence directly or has identified an item of Correspondence from the Directors' reading file that they wish to bring forward for consideration by the Board, will be referred for consideration of placement on a Board or Committee agenda.
- 4.16** Correspondence received after the agenda deadline will be forwarded to the next possible meeting, with the exception of correspondence that is deemed a "Late Item" as outlined in the Board's Agenda Item Submission Deadline policy.



BOARD Policy

- 4.17** Any inappropriate, offensive, misleading, harassing or threatening correspondence will not be acknowledged and will simply be filed.
- 4.18** Correspondents will be advised of how their item of correspondence has been dealt with and any proposed further actions by the relevant Manager within 10 working days of receipt of such correspondence.
- 4.19** For items that have been included on a meeting agenda, resolutions of the Board are to be communicated in writing to the correspondent within five working days of the Board meeting where the recommendation is adopted.

5. EXCEPTIONS

- 5.1** Correspondence related to public hearings will be handled by Legislative Services.
- 5.2** A response will not be sent:
 - 5.2.1 To individual signatories on a petition.
 - 5.2.2 To form letters.
 - 5.2.3 When more than fifteen submissions are received on the same subject matter (unless staffing resources permit).
 - 5.2.4 To grant-in-aid acknowledgements or other letters of thanks.
 - 5.2.5 To information bulletins.
 - 5.2.6 In other circumstances as may be deemed appropriate by the Corporate Officer.

6. AUTHORITY TO ACT

- 6.1** Retained by the Board in part and delegated to staff in part.

7. REFERENCES (Bylaws, Procedures, Guiding documents)

- 7.1** BRD-0340-50-002 Agenda Item Submission Deadline policy
- 7.2** BRD-0340-50-038 Director Email Management policy
- 7.3** Correspondence Procedure

Approval Date:	March 11, 2010	Resolution No.	132/10
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	



OPERATIONAL PROCEDURE

Department:	Administration and Legislative Services
Division:	Administration
Title:	Correspondence

1 INTRODUCTION

- 1.1 To ensure all correspondence received by the Sunshine Coast Regional District (SCRD) is addressed consistently, efficiently, filed appropriately, and tracked on departmental correspondence logs.

2 SCOPE

- 2.1 This procedure applies to all correspondence received by the SCRD.

3 PROCEDURE

- 3.1 Stamp all correspondence with a "received" date stamp.
- 3.2 Log incoming mail in departmental correspondence logs.
- 3.3 The Executive Assistant (EA) will review all correspondence received directly, or via staff or Directors, attach a Correspondence Routing Tag and provide it to the Chief Administrative Officer (CAO) recommending one or more of the following actions:
 - a) Forward to Committee or Board agenda;
 - b) Upload to Directors' reading file;
 - c) Place a copy in the director's mail slot (if constituency-related matter);
 - d) Forward to relevant department for action; or
 - e) File with no action taken.
- 3.4 The CAO will review correspondence, initial, and advise EA of preferred next steps on the routing tag. If necessary, the CAO will consult with the Chair at the next possible Chair/CAO weekly meeting.
- 3.5 When correspondence is forwarded to the EA for review, staff, members of the public, and Directors, do not need to be cc'd or otherwise included in the forwarded message.
- 3.6 For correspondence to be put on an agenda, the EA will do the following:
 - a) Uploaded the correspondence as a PDF and save it in the EDRMS file repository (MARS)
 - b) Email the Board or Committee meeting recorder a link to the correspondence to advise that the correspondence is to be placed on the Board or Committee agenda as directed by the CAO.
 - c) If applicable, forward a copy of the correspondence to the relevant GM for their awareness.
 - d) Notify the correspondent about which meeting agenda their correspondence will be added to.



OPERATIONAL PROCEDURE

- 3.7 Outgoing correspondence will be handled as follows:
- a) Letters for the Chair, a Director or the CAO signature should be drafted using the following template: <http://cs.scrd.ca/OTCS/cs.exe/Overview/1560351>
Letters for the Chair, a Director, or the CAO signature should be accompanied by the Board Resolution as background information (either referenced in the letter or printed for awareness).
 - b) Once drafted, letters for the Chair, a Director, or the CAO signature are sent to the Executive Coordinator for review (prior to printing).
 - c) Letters for the Chair, a Director or the CAO signature are to be printed on physical letterhead (not electronic letterhead) and given to the EA who will arrange for signature. All other letters can be printed on electronic letterhead and dealt with departmentally.
 - d) Letters signed by the Chair, a Director, or the CAO will be returned to the drafter to send out and file accordingly.
- 3.8 Before mailing or emailing the letter:
- a) Save a copy in the EDRMS file repository (MARS) as a final document.
 - b) Send a link for the document to the EA who will add a copy to the Directors reading files.
 - c) Provide original physical signed copy to records for filing.

Effective Date:	
General/Senior Manager Approval	



Staff Report Request for Decision

TO: Committee of the Whole – March 27, 2024
AUTHOR: Tina Perreault, Chief Administrative Officer
SUBJECT: **SCRD Corporate Work Plan and Board Priorities**

OVERVIEW

Purpose of Report:

The purpose of this report is to present the updated Corporate Work Plan for Board consideration and adoption. The Plan aligns the Board's strategic priorities with available staff capacity and is designed to function as both a prioritization framework and a reporting tool. Staff are seeking Board confirmation of the projects identified for implementation in 2025, as well as direction on those not proceeding this year due to capacity limitations or prioritization decisions. The Corporate Work Plan will continue to evolve through iterative improvements, supporting effective service delivery and informed workload management across the organization.

Recommendation(s):

- (1) THAT the updated Corporate Work Plan be adopted as presented in Attachment A;**
 - (2) THAT the projects identified above the red line be confirmed as Board-approved and prioritized for implementation in 2025;**
 - (3) THAT the projects the Board has not prioritized for 2025 be formally deferred for reconsideration in the 2026 planning cycle;**
 - (4) THAT staff report back on options, risks, and implications for below-the-line projects that are currently underway or tied to essential services;**
 - (5) THAT projects not yet started and below the red line both corporately and departmentally not proceed at this time;**
 - (6) THAT outstanding Board directives and cross-departmental priorities be brought back for further review and alignment;**
 - (7) AND FURTHER THAT areas requiring further refinement be brought back for discussion at a future Committee of the Whole meeting.**
-

BACKGROUND

As part of the 2024 Budget process, the Board endorsed the development of a comprehensive Corporate Work Plan to align strategic priorities with organizational resources and guide project delivery. The Plan now acts as a foundational tool for both decision-making and operational execution.

Key milestones include:

- **October 2024:** Introduction of the “red line” to reflect capacity thresholds and a draft list of existing projects.
- **November 2024:** Refinement of the Plan with a project rating system and departmental reorganization to align with the SCRD’s service delivery structure.
- **March 2025:** Incorporation of Board feedback, updated priorities, and enhanced clarity around departmental and corporate capacity limitations.

DISCUSSION AND ANALYSIS OF OPTIONS

The Corporate Work Plan now serves two key purposes:

- As a **prioritization framework**, it enables the Board and staff to determine which projects are best aligned with strategic goals, legislative obligations, and available capacity;
- As a **reporting tool**, it provides a foundation for tracking project progress, monitoring resource allocation, and maintaining transparency as initiatives advance or shift.

This version reflects the current state of the organization and strategic direction but will continue to be refined through feedback, updated data, and lessons learned during implementation.

Departmental vs. Organizational Priorities

One of the key areas for continued refinement is the distinction between organizational-wide and departmental prioritization:

- The overall Work Plan accounts for the full scope of corporate staffing resources.
- The departmental breakdowns reflect the specific service model of a regional district, where specialized roles (e.g., planners, engineers, operators) cannot always shift between projects or functions.

Understanding this distinction is critical for refining resourcing strategies and ensuring projects are realistically aligned with operational capacity at both levels.

Projects Above the Red Line: Confirmed for Implementation

Projects above the departmental “red lines” are those that:

- Are aligned with the Board’s 2023–2027 Strategic Plan;
- Are legislatively mandated or necessary for operational continuity;
- Are time-sensitive (e.g., grant-funded or linked to asset risk);
- Are already underway or nearing completion.

With adoption of the Plan, staff recommend that these projects be confirmed as approved and prioritized for implementation in 2025. Quarterly updates and financial planning discussions will support ongoing tracking and transparency.

Deferred Projects: Previously Not Prioritized by the Board

During budget deliberations and Work Plan workshops, the Board identified specific projects that would not be prioritized for 2025. These projects are listed under the “Deferred” section of the Work Plan due to either their lower urgency, limited strategic alignment, or resource demands.

Staff recommend these projects be formally deferred for reconsideration as part of the 2026 planning cycle, recognizing they remain of interest but cannot be resourced this year. There may be some projects within this category that have started and have implications of not continuing, therefore, staff will bring forward to a future Committee options and implications of deferring.

Projects Below the Red Line: Further Direction Required

There are several projects currently below the red line, which indicates they are not within the existing staff capacity to complete in 2025. These fall into two distinct categories:

1. In-Progress or Service-Critical Projects

Some below-the-line projects are already underway or relate to essential services, public safety, or compliance. While not prioritized in the current Plan, limited work may continue to maintain operations.

Staff will report back to the Board on options, risks, and implications for these projects, including recommendations on whether to continue, defer, or modify them.

2. Not Yet Started and Below the Red Line

Projects that have not yet commenced and fall below the red line corporately and departmentally will not proceed at this time. Staff will focus on delivering the confirmed, prioritized projects above the red line.

This distinction ensures that SCRD continues to support critical operations while adhering to realistic workload expectations.

Outstanding Board Directives

Outstanding Board directives that are not already reflected in existing projects remain under review. Some of these items are complex or multi-departmental and have not yet been fully assessed for resource implications. Staff will return with further information regarding the completion status of current and historical outstanding board directives, including recommendations for prioritizing these directives within the Corporate Work Plan.

Next Steps and Iterative Refinement

As a living document, the Corporate Work Plan will continue to be refined and improved through:

- Quarterly updates and project progress tracking;
- Adjustments based on Board direction and emerging needs;
- Improved coordination between corporate and departmental plans;
- Regular reporting on resource capacity and service impacts. Regular updates will ensure the Board remains informed and engaged in shaping the organization's direction.

FINANCIAL IMPLICATIONS

There are no immediate financial implications resulting from adoption of the Corporate Work Plan. However, any proposed changes to project status—especially for below-the-line initiatives—may result in future budget or staffing requests.

STRATEGIC PLAN IMPLICATIONS

The updated Work Plan is aligned with the Board's 2023–2027 Strategic Plan and reflects key Focus Areas.

TIMELINE

Upon adoption, the Plan will guide implementation throughout 2025. Updates will be provided quarterly and integrated into financial and strategic planning processes for the 2026–2030 Financial Plan.

COMMUNICATIONS

Internal: All departments have reviewed and contributed to the updated Plan. The impact on departmental workplans has been discussed with staff, and further communication will be ongoing.

External: As part of budget communications, the SCRD has consistently highlighted how carry-forward projects affect departmental workplans. The corporate workplan has also been addressed in public presentations related to this year's budget.

Communications staff will coordinate with local media to ensure clear messaging on project prioritization and the purpose of the corporate workplan.

Additional information about the corporate workplan will be integrated into upcoming project-specific communication plans.

SUMMARY AND CONCLUSION

The updated Corporate Work Plan presents a clear and transparent framework for delivering Board priorities in 2025. It identifies resourced projects ready to proceed, distinguishes those requiring further discussion or deferral, and ensures the organization remains aligned and focused. Staff recommend the Board adopt the Plan, confirm the prioritized projects, and provide direction on next steps for projects not proceeding in 2025.

ATTACHMENT(S):











Attachment A – Corporate Workplan












Reviewed by:			
Manager		Finance	
GM's		Legislative	X – S. Reid
CAO		Other	




























		Program Type		Capacity Requirements		Project Delivery					Comments
		Initiated by	Capital Program?	Estimated costs overall	Estimated staff hours - 2025	Business Unit	Start	On Hold	Expected Completion	Percent complete	
1	McNeill Lake Dam Safety Improvements	SP	N	\$735,500	25	IS	2023-01		2025-Q4	95 %	Mandatory Contract awarded
2	Exposed Watermain Rehabilitation Chapman Intake Line	SP	N	\$294,469	50	IS	2023-08		2025-Q1	95 %	Contract awarded
3	Edwards Lake Dam Safety Improvements - Construction	SP	N	\$730,000	40	IS	2023-01		2025-Q4	95 %	Mandatory contract awarded
4	Feasibility Study Surface Water Intake Upgrades Gray Creek	SP	N	\$125,000	50	IS	2023-09		2025-Q3	90 %	Contract awarded, permit requirement until July 1, 2025
5	Biocover Feasibility Study - Phase 2	SP	N	\$286,000	60	IS	2022-8		2025-Q1	90 %	contract awarded
6	Church Road Well Field - Compliance Monitoring	SP	N	\$200,000	50	IS	2023-7		2025-Q3	90 %	contract awarded
7	Chapman Lake Dam Safety Improvements - Construction	SP	N	\$1,000,000	60	IS	2023-01		2025-Q4	85 %	Mandatory contract awarded
8	Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources - test well drilling	SP	N	\$475,000	150	IS	2023-07		2025-Q2	75 %	contract awarded
9	Meters Installation Phase 3 District of Sechelt	SP	N	\$9,391,750	300	IS	2022-08		2025-Q2	75 %	contract awarded
10	CA - Sunshine Coast Arena Water Well Investigation	SP	N	\$63,000	20	CS	2024-06		2025-Q2	75 %	
11	Aquifer 560 Watershed Agreement	SP	N	\$30,550	150	IS	2023 Q3		2025 Q3	70 %	contract awarded
12	Solid Waste Management Plan Update	SP	N	\$150,000	275	IS	2022-06		2025-Q4	65 %	
13	Chapman Creek Raw Water Pump Station - Pump Maintenance and Upgrade	SP	N	\$130,000	75	IS	2024 Q1		2025-Q4	50 %	contract awarded
14	Supervisory Control Data Acquisition (SCADA) Update/Upgrade	SP	N	\$580,000	250	IS	2024 Q2		2025-Q2	50 %	contract awarded
15	Implement Volumetric Water Billing	SP	N	\$200,000	900	CA	2024 Q1		2024-2026	50 %	This is a combination of projects and staff. Bylaw 422. water rates Phase 2. meter install.
16	Chaster Well Upgrades	SP	N	\$457,500	100	IS	2023-10		2025-Q3	40 %	RFP for construction issued
17	Chapman Creek Water Treatment Plant UV Upgrade	SP	N	\$1,905,950	375	IS	2024 Q3		2025-Q4	40 %	RFP for construction issued
18	Cove Cay Pump Station Rebuild and Access Improvements	SP	N	\$921,200	375	IS	2023-03		2026-Q1	40 %	Mandatory RFP for construction issued
19	Vertical Expansion Sechelt Landfill - Design Phase	SP	N	\$165,000	120	IS	2024 Q3		2025-Q2	40 %	contract awarded
20	Sechelt Landfill Contact Water Pond Relocation	SP	N	\$520,000	200	IS	2024-Q4		2025-Q4	40 %	RFP for construction issued
21	Chapman Water Treatment Plant Sludge Residuals Disposal and Planning	SP	N	\$570,000	200	IS	2020 Q2		2025-Q3	40 %	
22	Eastbourne Groundwater Supply Expansion (Phase 2)	SP	N	\$1,200,000	550	IS	2023-10		2025-Q4	33 %	contract awarded
23	Review of SCRD Subdivision Servicing Bylaw No. 320	SP	N	\$100,000	250	IS	2022 Q2		2025-Q4	30 %	Could be deferred to 2026.
24	Fire Flow Action Plan	SP	N	\$250,000	350	IS	2024 Q2		2025-Q3	25 %	

25	North Pender Harbour Watermain Replacement	SP	N	\$850,000	300	IS	2023 Q3		2025-Q2		25 %	
26	Egmont Water Treatment Plant - Feasibility Study and Preliminary Development	SP	N	\$275,000	200	IS	2024 Q2		2025-Q4		25 %	
27	South Pender Harbour Watermain Replacement	SP	N	\$600,000	280	IS	2022 Q2		2025-Q2		25 %	
28	Dogwood Reservoir: Engineering and Construction	SP	N	\$108,000	140	IS	2024 Q1		2025-Q3		20 %	Mandatory
29	North and South Pender Harbour Water Services - Piping System Connection Feasibility Study and Design	SP	N	\$50,000	100	IS	2024 Q2		2025-Q3		15 %	Could be deferred to 2026.
30	Water Strategy Implementation - Development of Water System Action Plans	SP	N	\$87,000	600	IS	2023 Q1		2025-Q1		10 %	
31	Garden Bay Treatment Plant Improvements (Preliminary/Pre-Design Work)	SP	N	\$200,000	200	IS	2024 Q4		2025-Q4		10 %	
32	Reed Road Pump Station Zone 4 Improvements	SP	N	\$70,000	75	IS	2023 Q4		2025-Q4		10 %	Could be deferred to 2026.
33	Water Supervisory Control Data Acquisition (SCADA) Upgrades (Treatment, Pumpstations, Reservoirs) - Phase 2	SP	N	\$550,000	309	IS	Q3 2025		2026-Q4		10 %	
34	Sechelt Nation Government District - Zone Metering	SP	N	\$250,000	200	IS	2024 Q4		2025-Q2		5 %	Might not be needed if alternative metering solution is found.
35	Solid Waste Management Plan (SWMP) Update - Inclusion of Long-Range Disposal Options	SP	N	\$86,782	364	IS	Q1 2025		2025-Q4		5 %	
36	Langdale Wellfield Construction	SP	N	\$18,100,000	819	IS	Q2 2025		2029-Q4		5 %	
37	Permit Requirements Siphon Systems Chapman Lake and Edwards Lake	SP	N	\$252,488	546	IS	Q1 2025		2025-Q4		5 %	
38	Water Supply Analyses South Pender	SP	N	\$85,000	200	IS	2024 Q4		2025-Q3		0 %	Could be deferred to 2026.
39	Gray Creek Intake and Treatment Design Engineering (Phase 1)	SP	N	\$864,550	565	IS					0 %	
40	Leak Detection Equipment Phase 2	SP	N	\$75,000	18	IS	Q2 2025		2025-Q4		0 %	
41	Concrete Reservoir Maintenance (leaking)	SP	N	\$416,000	728	IS	Q3 2025		2026-Q4		0 %	
42	Lily Lake wastewater Plant - System Repairs and Upgrades	BPSR	N	\$35,000	50	IS	2022		2025-Q5		85 %	Mandatory Lily Lake WWTP is out of compliance under the Municipal Wastewater
43	Greaves Road wastewater Plant - Septic Field Repairs	BPSR	N	\$5,000	35	IS	2022		2025-Q4		80 %	that the west septic field at Greaves WWTP
44	Confined Space Document Review, North Pender, South Pender and Regional water systems	BPSR	N	\$30,000	10	IS	2020		2026-Q1		75 %	Mandatory A qualified professional is required to review and update the SCR
45	Regional Solid Waste - Regulatory Reporting for Sechelt Landfill	BPSR	N	\$89,165	50	IS	2022		2026-Q4		75 %	Mandatory Ministry of Environment reports to be prepared by the SCR's contracted
46	Regional Solid Waste - Power Supply Repair Sechelt Landfill including Interim Operating Costs	BPSR	N	\$87,000	25	IS	2021		2025-Q3		75 %	Mandatory
47	Develop Privacy Management Program	Staff	N		600	Leg	2023		2024-Q4		75 %	Mandated by legislation. This program will be ongoing once implemented.
48	South Pender Harbour Water Service - Heater Replacement	BPSR	N	\$80,000	25	IS	2024		2025-Q1		50 %	Mandatory
49	Regional Water Service - Chapman Water Treatment Plant - HVAC Replacement	BPSR	N	\$155,000	100	IS	2024		2025-Q1		40 %	Mandatory HVAC system is failing.
50	Woodcreek Park Wastewater Treatment Plant Upgrades	Board	N	\$968,591	200	IS	2022-10		2025-Q1		30 %	Mandatory RFP for construction issued

51	Regional Water Service - Valve Stems for Selma 2 Isolation	BPSR	N	\$75,000	70	IS	2022		2025-Q1		30 %	Mandatory Quotes received, work has begun.
52	Wastewater Treatment Plants (Various) - Outstanding Right of Way	BPSR	N	\$20,000	100	IS	2021		2025-Q4		25 %	Mandatory
53	Regional Water Service - Chapman Water Treatment Plant - Distribution Meters Install	BPSR	N	\$140,000	70	IS	2024		2025-Q1		10 %	Mandatory Contract awarded
54	911 Tower Chapman Creek Radio Tower Replacement - capital project	Board	N	\$483,295	300	EPS	2008-Q4		2026-Q2		5 %	Mandatory Contract awarded for foundation design. Revisiting project scope for possible alternative solutions.
55	Lee Bay Wastewater Treatment Plant - Sand Filter Treatment System Integration	BPSR	N	\$86,000	50	IS	2024		2025-Q2		5 %	Mandatory
56	Chapman Raw Water Pump Station Upgrades (Phase 2)	2025 Budget	N	\$783,973	300	IS	2025 Q1		2026-Q4		5 %	Mandatory
57	Sechelt Landfill Stage K Closure (Regulatory requirement)	Board	N	\$3,250,000	300	IS	2024 Q3		2025-Q4		0 %	Mandatory
58	Chapman Intake Upgrades (Phase 1) - Design, Engineering and Contract Administration	2025 Budget	N	\$205,340	400	IS	2025 Q2		2025-Q4		0 %	Mandatory
59	Soames Creek Compliance Monitoring	2025 Budget	N	\$100,000	455	IS	2025 Q3		2026-Q3		0 %	Mandatory
60	Confined Space Procedures and Documentation Updates	2025 Budget	N	\$105,000	80	CS					0 %	Mandatory
61	Data Storage Expansion (PURE)	2025 Budget	N	\$57,188	35	CA			2025-Q3		0 %	Mandatory
62	Eye Wash Station - Pender Harbour Aquatic and Fitness Centre	2025 Budget	N	\$35,000	60	CS					0 %	Mandatory
63	Noxious Weed Removal John Daley Park	2025 Budget	N	\$63,100	185	CS					0 %	Mandatory
64	Merrill Crescent Wastewater Treatment Plant - Electrical Works Replacement	BPSR	N	\$30,300	50	IS	2024		2025-Q1		0 %	Mandatory
65	Emergency Telephone 911- Radio Tower Capital Project Consulting Services	Board	N	\$217,000	35	EPS	2018 Q2		2025-Q3		95 %	Contract awarded; Partners: RCMP, Telus
66	SPH Treatment Plant Upgrades - Phase 2	Staff	N	\$100,000	25	IS	2020 Q2		2025-Q2		95 %	
67	Hybrid Meeting Solutions and Board Room Modifications	Staff	N	\$119,650	20	Leg	2022-Q2		2024-Q4		95 %	Grant funded - COVID Recovery Fund Contract for services expires December 31, 2024
68	Recreation Facilities Services - Sechelt Aquatic Centre Heat Pump Replacements	BPSR	Y	\$250,000	8	CS	2024		2025-Q1		95 %	
69	Pender Harbour Fitness and Aquatic Centre - Storage Container	BPSR	N	\$10,000	5	CS	2022		2025-Q2		95 %	
70	Regional Water Service - Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis	BPSR	N	\$213,000	15	IS	2021		2025-Q1		95 %	Water System Modelling will be completed in Q4. This is the first step towards new a SCRD Water Master Plan. A consultant has
71	Rural Planning Services - Regional Housing Coordinator (including additional funding in 2023 and 2024 -	BPSR		\$244,615	7	PD	2021		2025-Q2		95 %	RFP prepared, in coordination with District of Sechelt for related work. Release early in Q1
72	Develop Corporate Workplan	Staff/Board	N	\$45,000	520	CA	2024 Q3		2025-Q3		95 %	Will become operational after initial development.
73	Hotel Lake Park Memorandum of Understanding Renewal	Directive			10	CS	2025-01-09				95 %	THAT the report titled Hotel Lake Park Memorandum of Understanding Renewal be received for information;

74	Mason Rd Lease Renewal	Staff	N	\$127,500	35	CS	2022-09	2024-Q4		90 %	Related to the MY lease renewal and Transit facility plan ONLY. Includes Transit and Fleet Maintenance Facility Required Maintenance and Space Optimization (Phase 1) and Transit Operations and Maintenance Facility Planning.
75	Katherine Lake Park Access Road Emergency Remediation and Upgrades	Board	N	\$200,000	15	CS	2024-06	2025-Q3		90 %	
76	Community Parks - Cliff Gilker Sports Field Recovery (0.14 FTE)	BPSR	N	\$13,940	15	CS	2024	2025-Q2		90 %	
77	Regional Water Service - Single Axle Dump Truck Replacement	BPSR	N	\$225,000	10	IS	2022	2025-Q1		95 %	Replacement single axle Dump Truck (1996) is required due to the condition, mechanical
78	Community Recreation & PHAFC Facilities Fitness Equipment Replacement	BPSR	Y	\$180,837	15	CS	2023	2025-Q1		90 %	Combined Red Fac 2023, 2024 plus PHAFC 2020 funding into one project
79	Hwy 101 Fencing Removal Project Update and Permit Dissolution	Directive			10	CS	2024-11-28			90 %	Waiting on permit dissolution response from MOTT
80	Contracted Services for Emergency Management Statutory, Regulatory and Bylaw Review	Staff	N	\$20,000	70	EPS	2024-03	2025-Q1		90 %	Current contract expires March 31, 2025, another RFP to continue the work.
81	Secret Cove / Jolly Roger Wastewater Treatment Plants - Outfall Maintenance Phase 1	BPSR	N	\$22,000	35	IS	2023	2025-Q1		80 %	The outfall needs more anchors installed to hold the outfall line on the ocean bottom.
82	Community Recreation Facilities - Carbon Neutral Design - Recreation Facilities	BPSR	N	\$50,000	40	CS	2022			80 %	
83	eScribe Meeting Management Software	Staff	N	\$25,000	200	Leg	2023-Q4	2024-Q4		80 %	Contract for services expires on June 2026. Phase 1 complete. Phase 2 under development.
84	Refuse Collection - Green Bin Purchase for Curbside Food Waste Collection	BPSR	N	\$27,000	10	IS	2024	2025-Q2		80 %	The supply of Green Bins used for curbside food waste collection is in need of
85	Woodcreek Park wastewater Treatment Plant - Inspection Chamber Repairs	BPSR	N	\$5,964	35	IS	2020	2025-Q2		80 %	This project has been integrated with the overall wastewater treatment plant upgrade
86	SharePoint (MARS)/Teams	Staff	N	\$204,000	1832	Leg	2023 Q1	2025-Q3		80 %	
87	Animal Control - Vehicle Replacement	BPSR		\$100,000	7	PD	2024	2025-Q4		75 %	Purchase of a new bylaw vehicle, preferably
88	Implementation of shishááh Nation Foundation Agreement	Staff	N	\$25,000	50	IS	2019 Q1	2025 Q4		75 %	
89	Maintenance Facility (Fleet) - Electric Vehicle Maintenance training and tools	BPSR	N	\$10,000	5	CS	2020	2025-Q1		75 %	
90	South Pender Harbour Water Service - Public Participation - Water Supply Plan Development	BPSR	N	\$7,500	20	IS	2022	2025-Q2		75 %	Draft Water Strategy to be presented to the Board in Q1 2024 and will be reintroduced in
91	South Pender Harbour Water Service - Water Supply Plan	BPSR	N	\$95,000	100	IS	2020	2026-Q3		75 %	Water System Modelling will be completed in Q4. This is the first step towards new a SCRD
92	SCRD's Approach to Archaeology Assessments	Directive	N	\$0	75	IS	2022-03-24	In Progress		75 %	THAT the report titled SCRD's Approach to Archaeology Assessments be received for information; AND THAT the SCRD apply for a
93	SCRD Firefighter Compensation Action Plan (Roberts Creek Fire Protection)	2025 Budget		\$79,045	30	EPS	2025-Q1	2025-Q3		65 %	Establishing an effective payroll system and incorporating firefighting staff with HR system.
94	SCRD Firefighter Compensation Action Plan (Halfmoon Bay Fire Protection)	2025 Budget		\$84,735	30	EPS	2025-Q1	2025-Q3		65 %	Establishing an effective payroll system and incorporating firefighting staff with HR system.

95	SCRD Firefighter Compensation Action Plan (Gibsons and District Fire Protection)	2025 Budget		\$150,127	30	EPS	2025-Q1	2025-Q3		65 %	Establishing an effective payroll system and incorporating firefighting staff with HR system.
96	SCRD Firefighter Compensation Action Plan (Egmont and District Fire Protection)	2025 Budget		\$17,643	30	EPS	2025-Q1	2025-Q3		65 %	Establishing an effective payroll system and incorporating firefighting staff with HR system.
97	Community Emergency Preparedness Fund Disaster Risk Reduction - Climate Adaptation: Coastal Flooding Project	Board	N	\$510,000	105	PD	2023-05	2024-Q4		60 %	Contract awarded; Grant funding: CEPF; Deadline Dec 15 2025
98	Corporate Fleet Strategy (Co-Lead)	Staff	N	\$75,000	100	CS	2024-08	2025-Q2		60 %	Hrs related to CS (SG and AK) only, project co-led with Sustainable Initiatives
99	Corporate Fleet Strategy (Co-Lead)	Staff	N	\$0	100	PD	2024-08	2025-Q2		60 %	Hrs related to P&D only, project co-led with Community Services
100	Regional Solid Waste - Sechelt Landfill Site Improvements	BPSR	N	\$70,000	50	IS	2024	2025-Q1		60 %	Some areas of the Sechelt Landfill drop off area have been identified that require repair
101	HBVFD Rescue 1 Fire Apparatus Replacement	Staff	N	\$623,200	60	EPS	2023 Q3	2025-Q4		50 %	Contract awarded. Build in progress.
102	Corporate Security Enhancement Assessment and Implementation	Staff	N	\$118,500	100	CA	2024 Q2	2025-Q2		50 %	Includes Public Transit - Building Improvements - Security System and CCTV -
103	Ports Major Capital Repairs (Halkett Bay approach, West Bay float, Gambier structural, Eastbourne pile/footings)	BPSR	Y	\$715,039	200	CS	2018	2025-Q1		50 %	
104	Community Recreation Facilities - Gibsons and Area Community Centre Brine Chiller	BPSR	Y	\$462,600	40	CS	2024	2025-Q3		50 %	
105	North Pender Harbour Water Service - Emergency Generator	BPSR	N	\$125,000	50	IS	2020	2025-Q2		50 %	The purchase of a generator for the North Pender system that can provide emergency
106	Sunnyside Wastewater Treatment Plant - Feasibility and Planning Study	BPSR	Y	\$7,500	50	IS	2023	2025-Q4		50 %	A feasibility study will help Asset Management and Infrastructure Services to
107	Bylaw Enforcement Action	BPSR		\$35,000	7	PD	2023			50 %	In progress. Fall 2024: Progress toward compliance being made.
108	Gibsons and District Fire Protection - Capital Renewal Projects	BPSR		\$240,648	100	EPS	2022	2025-Q3		50 %	Hall #1 - Lighting interior and exterior (90% complete), Emergency Alarm, Gear Washing
109	Sunshine Coast Emergency Program (SCEP) - Emergency Support Services Equipment and Training	BPSR		\$30,000		EPS	2024	2025-Q1		50 %	Accepted grant for Emergency Support Services Equipment and Training valued at \$30,000. Currently working through procurement requirements to purchase supplies.
110	Leak Detection Program	Directive	N	\$0	200	IS	2021-01-14	In Progress		50 %	THAT staff provide a report to a future Committee meeting outlining a proactive and comprehensive leak detection program
111	Feasibility (Area F) - Hopkins Landing Waterworks District Feasibility Study	2025 Budget	N	\$95,000	455	IS	2023	2025-Q4		45 %	Alternative and suggested approach: Phase 1 emergency supply agreement in 2025. Phase
112	Pender Harbour Transfer Station Site Improvements - Phase 1 and 2	Staff	N	\$861,000	250	IS	2022-10	2025-Q2		40 %	Phase 1 Complete (BPSR). RFP for construction issued. Imminent Asset Failure
113	Canoe Road Wastewater Treatment Plant - Root Mitigation / Removal	BPSR	N	\$6,600	35	IS	2024	2025-Q1		40 %	The Canoe Rd WWTP has a small treatment and disposal field that is critical to the
114	Regional Solid Waste (Sechelt) - Sechelt Landfill Power System Replacement	BPSR	N	\$634,890	100	IS	2023	2025-Q3		40 %	Contract awarded
115	Salish Soils Partnership Agreement Update and Service Delivery Options	Directive			80	IS	2025-01-09	2026-Q3		40 %	Underway.

116	Official Community Plans and Zoning Bylaws Update	Board	N	\$720,000	5110	PD	2023 Q2	2026-Q1		38 %	Contract awarded; One aspect of zoning update is mandatory: <i>Local Government Act</i> ; deadline Dec 31 2025 - seeking extension to June 30 2026; Strategic Plan: WS 3, 5, 6
117	GDVFD Capital Plan Projects - Fire Truck Replacement	Staff	N	\$585,000	105	EPS	2023 Q1	2026-Q4		37 %	Required: Fire Underwriters Survey standards
118	Coopers Green Park Enhancements	Board	N	\$633,238	325	CS	2024-08	2026-Q3		35 %	
119	Lee Bay Wastewater Treatment Plant - Generator Replacement	BPSR	N	\$81,000	50	IS	2024	2025-Q4		35 %	Contract not awarded. Recommend due to an Emergency preparedness perspective.
120	Cliff Gilker Sports Field Irrigation System	Staff	N	\$378,814	75	CS	2024-06	2027-Q4		35 %	Strat. Plan: WS6
121	Sechelt Landfill Generator Purchase	2025 Budget		\$80,300	20	IS		2025-Q3		35 %	In the process of being purchased.
122	911 Emergency Communications Equipment Upgrade	Staff	N	\$141,400	35	EPS	2019 Q3	2025-Q4		33 %	Contract awarded for engineering and some equipment; Partner: RCMP
123	Seaview Cemetery Expansion	Staff	N	\$589,600	235	CS	2024-07	2026-Q2		30 %	
124	Regional Water Service - Chapman Creek Water Treatment Plant - Mechanical Equipment Upgrades	BPSR	N	\$135,000	100	IS	2023	2025-Q4		30 %	Contract not awarded. Not doing this project could cause imminent asset failure of water
125	Organization Review - Phase 2 Implementation	Board	N	\$30,000	225	CA	2024 Q2	2025 Q2		25 %	
126	Emergency and Disaster Management Act - Indigenous Engagement Requirements	Staff	N	\$48,000	70	EPS	2024 Q2	2025-Q4		25 %	Required: <i>Emergency & Disaster Management Act</i> ; Grant: Provincial capacity funding
Available Capacity 26214											
127	Capital Renewal Plan - Recreation Facilities (multiple projects, some multi-year)	Staff	N	\$2,955,801	1086	CS	Ongoing	Ongoing		25 %	
128	Halfmoon Bay Community Hall - design and construction Project Manager Hours	Board	N		225	CA	2021-09	2027-Q2		25 %	Multi yr project, additional 225 hrs in 2026 and 100 hrs in 2027 anticipated
129	Halfmoon Bay Community Hall - design and construction Community Service project support hours	Board	N		75	CS	2021-09	2027-Q2		25 %	Only CS Hours in this row. additional hours in 2025 and 2026 anticipated. Contracts awarded. Grant funded with deadline for completion 2027
130	Sechelt Aquatic Centre LOWER Roof Replacement	Staff	N	\$556,300	50	CS	2023-10	2025-Q3		25 %	
131	Sechelt Aquatic Centre UPPER Roof Replacement	Staff	N	\$675,200	25	CS	2023-10	2025-Q3		25 %	
132	Gibsons and Area Community Centre Roof Replacement	Staff	N	\$2,899,900	90	CS	2023-10	2025-Q3		25 %	
133	Public Transit - Transit Vehicle Replacement	BPSR		\$65,000	10	CS	2024	2024-Q3		25 %	
134	Vinebrook Bridge Replacement - Design	BPSR	Y	\$65,000	60	CS	2023	2025-Q3		25 %	
135	Coopers Green Boat Ramp Repairs - Engineering and Design	BPSR	Y	\$33,963	80	CS	2020	2025-Q4		25 %	
136	Regional Water Service - Generator(s) Purchase for Various Sites	BPSR	N	\$375,000	70	IS	2023	2025-Q2		25 %	Contract not awarded. Recommend due to an Emergency preparedness perspective.
137	Jolly Roger Wastewater Treatment Plant - Feasibility and Planning Study	BPSR	Y	\$12,500	50	IS	2023	2025-Q3		25 %	Contract is in the process of being awarded.
138	Secret Cove Wastewater Treatment Plant - Feasibility and Planning Study	BPSR	Y	\$12,500	50	IS	2023	2025-Q3		25 %	Contract is in the process of being awarded.

139	Lee Bay Wastewater Treatment Plant - Collection System Repairs	BPSR	N	\$20,000	50	IS	2020		2022-Q4		25 %	During CCTV review a pipe segment and manhole have been identified in the
140	Square Bay Wastewater Treatment Plant - Square Bay System - Upgrade Planning	BPSR	N	\$15,000	50	IS	2023		2025-Q2		25 %	Contract is in the process of being awarded.
141	Keats Landing Dock Renovations	2025 Budget	Y	\$361,500	140	CS	2024-Q2		2025-Q4		25 %	
142	Boundary Extention Application	Directive			50	CA	2024-11-28		2025-Q2		25 %	THAT staff provide a report on a recent boundary extension application to include Area E properties in the Town of Gibsons, Construction underway.
143	Gibsons and District Fire Protection Service's Rescue Apparatus Replacement project	2025 Budget		\$661,100	40	EPS	2025-Q1		2025-Q4		25 %	
144	Next Generation 9-1-1 Implementation	Board	N	\$180,000	200	EPS	2023 Q2		2026-Q3		20 %	Required: CRTC regulations/directive
145	Gibsons and Area Community Centre Condenser, Heat Exchanger, and Pump Replacement	Staff	N	\$900,000	70	CS	2023-06		2026-Q3		20 %	
146	New Brighton Feasibility Study	Board	N	\$25,000	120	CS	2024-Q4		2025-Q3		20 %	
147	Development Approvals Process Review - Implementation of Recommendations	Board	N	\$150,000	320	PD	2024 Q2		2025-Q4		18 %	
148	Regional Land Evaluation - Housing Potential (formerly proposed as a [500] Regional Planning project)	Board	N	\$35,000	70	PD	2024 Q2		2025-Q2		15 %	
149	Sunshine Coast Sports Fields Strategy	Staff	N	\$18,800	120	CS	2023-05		2025-Q4		15 %	
150	Planning Procedures Manual Development (grant- funded project to implement DAPR)	Board	N	\$150,000	140	PD	2025 Q1		2026-Q2		15 %	Grant funded: LGDAP; deadline May 29, 2025. Extension being sought to December
151	Renewal of Pender Harbour Golf Club Lease Agreement	Directive			200	PD	2022-04-28		In Progress		12 %	THAT the report titled Renewal of Pender Harbour Golf Club Lease Agreement be received for information; AND THAT the
152	Keats Island Trail Erosion Mitigation (Rosemary Lane)	Staff	N	\$60,000	75	CS	2023-04		2025-Q4		10 %	
153	Corporate Policy and Bylaw Review	Staff/Board	N		1092	Leg	2024 Q3		2025-Q4		10 %	FTE approved during 2024 budget for this project.
154	Solutions for Facilities on the Sunshine Coast at Stage 4 Water Restrictions	Directive	N	\$0	75	IS	2023-09-14		In Progress		10 %	THAT staff report to a future Committee of the Whole with options and actions pertaining to all the facilities' water usage on
155	Lower Road Retaining Wall replacement	2025 Budget	Y	\$524,410	50	CS	2021-Q2		2026-Q4		10 %	
156	Community Evacuation Plan Template and Workshops - funded over 3 years.	Board	N	\$62,500	140	EPS	2024 Q3		2026-Q4		10 %	
157	Budget Software	Staff	N	\$250,000	450	CA	2024 Q4		2025 Q2		10 %	Delayed due to vacancies
158	Field Road & Mason Road Yards Infrastructure Upgrades (Phase 1) - Supporting Phase 2 of Electric Vehicle Project	2025 Budget	N	\$559,000	140	CS	2025-Q2		2025-Q4		10 %	Combined three lines: 2026 budget for FR & MY plus Carry forward project. Budget assumes FR amendment for both phases.
159	Field Road Vehicle Compound Extension and Upgrades for Additional Electric Vehicles (Part of EV Phase 2 – 2022 Project)	2025 Budget	Y	\$150,000	25	CA			2025-Q4		10 %	Combine this with MRY Infrastructure for EV and FR Infrastructure for EV's - Facilities Project Managing
160	Sechelt Aquatic Centre - Pumps for Water Features (Slide, Lazy River, Play Feature)	2025 Budget		\$44,100		CS			2025-Q2		10 %	Installation planned for shut down Q2 2025
161	Lower Crown and Second reservoir; advanced feasibility and development (DMAF application)	2025 Budget	N	\$1,555,786	3640	IS	2025-Q1		2027-Q4		10 %	

162	Sechelt Landfill Operations	Directive			100	IS	2024-12-12		2026-Q4	10 %	THAT the contract for Sechelt Landfill Operations be awarded to Sicotte Bulldozing Ltd. for a term of three years in the amount
163	Preliminary Service Review - Utility Services	2025 Budget	N	\$150,000	291	IS	Q1 2025		Q 2026	10 %	
164	911 Radio Upgrade – Final Phase	2025 Budget		\$1,100,000	70	EPS	2025-Q1		2025-Q4	10 %	
165	Gibsons and District Fire Protection - HVAC Heat Pump	2025 Budget		\$33,000	15	EPS	2025-Q1		2025-Q4	10 %	
166	Integrate a climate risk framework into core decision-making processes (project scoping documents, staff reports, and budget	Board	N	\$0	90	PD	2024 Q2		Q2-Q3 2024, Q1 2026	8 %	
167	Hillside Headlease Renewal Project	2025 Budget		\$180,000	560	PD			2026-Q4	7 %	Deferral would be a significant risk for organization. This project has dedicated, one-time temporary resources. Includes incremental/temporary 0.3FTE capacity lift (24 months)
168	Framework for Land Use Planning for Environmentally Sensitive Areas	2025 Budget		\$50,000	105	PD	2025-Q2		2026-Q1	7 %	
169	Langdale Wastewater Treatment System Upgrade Project	Staff	N	\$1,024,966	400	IS	2023 Q1		2027-Q1	5 %	Primarily grant funded and imminent asset failure if advanced substantially in 2025. Grant deadline is Q4 2026
170	Inspections for Parks Engineered Structures	Staff	N	\$75,000	40	CS	2024-Q3		2025-Q4	5 %	
171	Regional Housing Coordinator	2025 Budget		\$83,650	70	PD	2025-Q2		2026-Q2	5 %	MRDT funded
172	Regional Housing Policy and Technical Support	2025 Budget		\$21,350	70	PD	2025-Q2		2026-Q2	5 %	MRDT funded
173	Egmont Park	2025 Budget	N	\$40,000	175	CS	2025-Q2		2026-Q4	5 %	
174	Feasibility Study Pender Landing Wastewater Treatment Plant Service Establishment	2025 Budget	N	\$37,500	237	IS	Q2 2025		2026-Q1	5 %	
175	Forklift Replacement	2025 Budget	N	\$48,000	70	IS			2025-Q3	5 %	
176	Solid Waste Operations Supervisory Staff On-site Vehicle	2025 Budget		\$20,750	40	IS			2025-Q3	5 %	
177	Use of Biosolids as Landfill Cover Material	Directive	N	\$0	25	IS	2021-03-11		In Progress	0 %	Scheduled for March 27 COW
178	Parks Service Review	2025 Budget	N	\$100,000	200	CS	2025-Q2		2025-Q4	0 %	
179	Recreation Facilities Needs Assessment and Business Case	Staff	N	\$100,000	650	CS	2024-10		2025-Q4	0 %	
180	Bus Shelter Program Development	Staff	N	\$0	75	CS	2024-Q4		2025-Q4	0 %	
181	Regulations for Cannabis Production on Agricultural Land	Directive			0	PD	2021-01-14		In Progress	0 %	THAT the report titled Regulations for Cannabis Production on Agricultural Land be received; AND THAT amendments to the
182	Transit Expansion Priorities 2025+	2025 Budget	N	\$171,000	75	CS	2025-Q3		2026-Q1	0 %	Signed MOU with BC Transit.
183	Regional Water Service - Reed Road Building Repair	BPSR	N	\$164,844	70	IS	2022		2025-Q4	0 %	Roof has been patched after windstorm

184	Town of Gibsons Bulk Water Agreement – Financial Update	Directive	N	\$0	200	IS	2020-07-23		In Progress	0 %	AND THAT the Town of Gibsons Bulk Water Review Committee be dissolved; AND THAT staff proceed with a review process for the
185	Enforcement of Landfill Disposal Regulations – Considerations, including Potential Use of Clear Bags	Directive	N	\$0	50	IS	2022-01-13		In Progress	0 %	THAT staff engage with residents, commercial sector and impacted local governments on the timing and conditions of
186	Water Demand Analysis	Directive	N	\$0	200	IS	2023-04-27		In Progress	0 %	THAT the SCRD Board directs staff to complete and present the following reports: As part of the 2023 workplan, the staff
187	Snow Clearing at Bus Stops	Directive				CS	2022-01-13		No Action Taken	0 %	THAT SCRD staff liaise with the Sunshine Coast municipal staff with respect to addressing snow removal at bus stops and
188	Recreation Facility Cost Offset Options	Directive				CS	2020-07-30		No Action Taken	0 %	THAT staff explore the feasibility of Corporate Sponsorship to offset costs related to the reopening of the Community
189	Church Road Water Treatment Plant - Sodium Hypochlorite Storage Unit (Landscaping and Wooden Fencing of the Existing	2025 Budget	N	\$10,000	50	IS	Q1 2025		2025-Q4	0 %	
190	Cross Connection Control Program	2025 Budget	N	\$90,000	491	IS	Q1 2025		2026-Q2	0 %	Risk of regulatory non-compliance and public health risk if delayed.
191	Cliff Gilker Bridges and Trail Remediation (Park Recovery)	2025 Budget	Y	\$1,198,850	265	CS	2025-Q2		2026-Q4	0 %	
192	Access Improvements to Chaster Park	2025 Budget	N	\$143,000	120	CS	2025-Q2			0 %	
193	Pender Harbour Living Heritage Society Community Benefit Grant	2025 Budget	N	\$5,000	10	CS	2025-Q2		2025-Q3	0 %	
194	Pressure Reducing Valves for Advanced Optimization Use Church Road Wellfield	2025 Budget		\$315,000	550	IS			2025-Q4	0 %	Will result in substantial increase in water supply for 2026 drought season
195	Improved Data Backup and Restoration Capabilities	2025 Budget		\$30,000	70	CA			2025-Q4	0 %	
196	Covered Salt Storage at Mason Yards (Snow and Ice Control)	2025 Budget		\$17,600	80	CS				0 %	Significant business need
197	McNeill Lake Instrumentation	2025 Budget		\$20,125	100	IS			2025-Q3	0 %	
198	Vehicle Replacement (2)	2025 Budget		\$250,000						0 %	
199	Lee Bay Wastewater Treatment Plant Electrical Upgrades	2025 Budget		\$110,000	310	IS			2025-Q4	0 %	Contract not awarded. Recommend due to an Emergency preparedness perspective. Electrical upgrades are required for generator.
200	Secret Cove / Jolly Roger Outfall Maintenance Phase 2	2025 Budget		\$20,000	40	IS			2025-Q4	0 %	risk for immanent asset failure
201	Utility Engineering Equipment	2025 Budget		\$25,000	25	IS			2025-Q4	0 %	
On Hold											
202	Fire Service Bylaw Review	Board	N	\$1,500	7	EPS	Q1 2023	X		10 %	
203	District Lot 1313 Nominal Rent Tenure (NRT) Application	Board	N	\$21,500	0	CS	2023-05	X	2025-Q1	5 %	
204	Installation and Decommissioning of the Edwards Lake Siphon System and Drought Response Costs	SP	N	\$550,000		IS		X		0 %	On hold until removal is required by regulators.
205	Chapman Siphon Removal	SP	N	\$155,000		IS	TBD	X		0 %	Mandatory On hold until removal is required by regulators.

206	Dream Valley Estates Water System Feasibility (Strategic Goal)	Board	N	\$30,000		IS	TBD	X		0 %	Currently not funded.
Deferred to 2026 - December 5 Board Prioritization Workshop											
207	Regional Sustainability Services - Community Climate Plan Development	Board	N	\$40,000	105	PD	2022-01		2025-Q2	99 %	
208	APC model review	Staff	N	\$0	63	PD	Q1-2024		2025-Q2	95 %	
209	SCRD Building & Plumbing Bylaw Renewal	Board	N	\$0	50	PD	2024 Q1		2025-Q2	92 %	Risk to not updating this regulatory bylaw to align with legislation. DAPR recommendation
210	Groundwater Investigation Round 2 Phase 3 - Langdale well Field and Marianne West (Strategic Goal)	SP	N	\$1,277,600	475	IS	2022-1		2025-Q4	90 %	Contract awarded
211	Business Continuity Management Program (Non-Discretionary)	Province	N	\$18,000	60	CA	2023 Q3		2025 Q3	80 %	Mandatory. Will become operational after implementation.
212	Cityworks -Improvements and Development	Staff/Board	N	\$35,000	140	CA	2023 Q2		Ongoing	60 %	
213	Hopkins Landing Port Major Replacements	Board	N	\$497,336	90	CS	2024-Q1		2025-Q4	50 %	Contract awarded
214	Development and Implementation of Chapman Creek Environmental Monitoring Plan (Strategic Goal)	SP	N	\$150,000	125	IS	2024 Q2		2027-Q1	40 %	Contract awarded
215	Battery Electric Bus Pilot - Planning	Staff	N	\$0	100	CS	2023-Q3		2026-Q2	35 %	In partnership with BC Transit (lead) - 90% design complete, construction anticipated
216	HBVFD Long Range Needs Assessment and Preliminary Design Initiatives for Fire Hall #2	Staff	N	\$250,000	140	EPS	2023 Q2		2025-Q2	25 %	Capacity available within department. Full project review is underway to determine a
217	Hillside Development Project - Culvert Repair Design Development	Staff	N	\$200,000	70	PD	2023 Q1		2025-Q4	25 %	Requires a project management resource.
218	Information Services - Vehicle Replacement	BPSR	Y	\$65,000	70	CA	2024	X	2026-Q1	25 %	Replacement of 20-year-old vehicle: IT Chevy
219	Support for Junior Hockey Initiative including GACC Enhancement Project Leadership	Staff	N	\$63,515	675	CS	2024-06		2025-Q4	20 %	Hours approved to support Jr. Hockey initiatives that may come forward. Percieved
220	GDVFD Emergency Generator	Board	N	\$150,000	105	EPS	2021 Q2		2025-Q4	15 %	Mandatory. Firehall is underpowered and the
221	Cedargrove childcare space planning	Board	N	\$0	100	CS	2023-Q1		2025-Q4	10 %	Involves SD46 and Action Plan Child Care
222	Renaming Halkett Bay Dock on Gambier Island	Directive	N	\$0	75	CS	2020-07-23		In Progress	10 %	AND THAT this report be referred to the following agencies and committees:
223	Feasibility (Area F) - Connected Coast Connectivity - Feasibility Study	Staff	N	\$2,500	50	CA	2024 Q4		2025 Q3	0 %	
224	Human Resources - LinkedIn Recruiter Package (Pilot Project) - Online Tool License	BPSR		\$12,000		HR	2023			0 %	Ongoing recruitment needs, creation of advertisements, testing methodology,
225	Compensation Policy for Advisory Committees	Directive			35	CA	2023-09-28		No Action Taken	0 %	THAT staff research a new compensation policy for Advisory Committees that meet
226	Non-Soil Based Industrial Cannabis Production in the ALR	Directive			70	PD	2021-03-25		In Progress	0 %	THAT the Agricultural Advisory Committee (AAC) meeting minutes of February 22, 2024
227	Halfmoon Bay Fire Protection Kitchen Upgrade	2025 Budget			5	EPS	2025-Q1		2025-Q3	0 %	Capacity available within department.



Staff Report For Information

TO: Committee of the Whole – March 27, 2025

AUTHOR: Marc Sole, Manager, Solid Waste Services
Sierra Rempel, Strategic Planning Coordinator

SUBJECT: **Solid Waste Management Plan Update - Project Update**

OVERVIEW

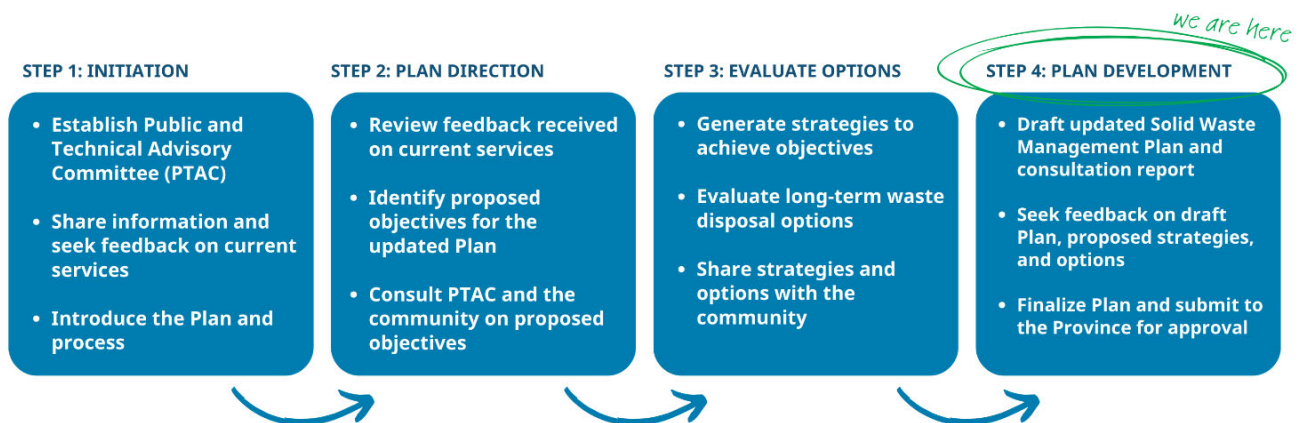
Purpose of Report:

The purpose of this report is to provide the Board with an update on the Solid Waste Management Plan Update Project. This report is for information. No staff recommendation accompanies this report and Committee of the Whole action is not required.

BACKGROUND

In British Columbia, solid waste management planning is a regional district responsibility, guided by the BC Environmental Management Act and the Ministry of Environment and Climate Change Strategy's "A Guide to Solid Waste Management Planning". It is recommended that regional districts review and update their Solid Waste Management Plans every 10 years.

In 2023, the Sunshine Coast Regional District (SCRD) Board directed staff to initiate the process of updating the 2011 Solid Waste Management Plan (the Plan). The Plan guides how the region will manage solid waste services over the next 10 years, including strategies and actions on waste management and reduction, recycling, composting, disposal options, and service costs to the community. The update process of the Plan was divided into four steps. The SCRD is currently on Step 4. Morrison Hershfield, now Stantec Consulting Ltd. was awarded the contract to support the SCRD with the update.



The SCRD has been working closely with Stantec Consulting Ltd. and the Board appointed Public and Technical Advisory Committee (PTAC) to develop the draft contents of the Plan. While the SCRD aims to complete the updated Solid Waste Management Plan by the end of 2025, a crucial component of the Plan is a long-term waste disposal option, which has not yet been determined. The long-term waste disposal option chosen will impact service costs and may also impact the actions, strategies, and programs that the SCRD chooses to pursue within the Solid Waste Management Plan.

DISCUSSION

Draft Solid Waste Management Plan – Main Plan Components

The main components of the draft Solid Waste Management Plan have been developed based on feedback from the SCRD Board Strategic Plan, community engagement, PTAC, meetings with neighbouring jurisdiction's staff, internal staff, and contractor expertise. The main components currently consist of 14 strategies with associated actions to be included in a draft plan. The outstanding components are the long-term waste disposal option and the complete service cost estimates, which are currently being worked on. The main components were presented to PTAC in November 2024, and can be found in Attachment A.

Vertical Expansion and Waste Export Feasibility Studies

The Sechelt Landfill is quickly reaching capacity. The current Contact Water Pond Relocation Project is estimated to provide four years of landfill life to 2030. In addition to this project, a feasibility study into a vertical expansion at the landfill is also underway alongside another study into waste export off-coast. The contract for both feasibility studies was awarded to Sperling Hansen Associates Inc. in September 2024, and the final results will be presented to the Board in Q3 2025. Once presented, the Board must direct staff on whether to incorporate one or both of these projects into the Draft Solid Waste Management Plan.

Longer-term waste disposal projects, such as a new landfill or permanent waste export, would be included in the next update of the Solid Waste Management Plan in 2035, or sooner if possible.

Next Steps

SCRD, Solid Waste Division staff are working on the above-mentioned feasibility studies and the Solid Waste Management Plan. Once completed, the feasibility studies will be presented to the Board for decision at the earliest opportunity and will be incorporated into the draft Solid Waste Management Plan that will then be presented to the community through an engagement period.

FINANCIAL IMPLICATIONS

N/A

STRATEGIC PLAN IMPLICATIONS

The Solid Waste Management Plan Update Project can be seen as supporting the Strategic Focus Area of Solid Waste Solutions in the Board's 2023 – 2027 Strategic Plan.

COMMUNICATIONS

Staff will share background materials with an update on the project and the proposed strategies as information to the public via the project’s Let’s Talk Page. Feedback will be encouraged on this page. This opportunity for feedback will be shared on social media and with community groups in the region.

Once the draft Solid Waste Management Plan has been completed, a third and final engagement period which will include opportunities for both online and in person conversation will occur. The details of the final engagement will be presented to the Board alongside the completed draft Solid Waste Management Plan.

TIMELINE

Q2 2025:

- SCRD will share a backgrounder via the project webpage and encourage public input.
- Continued work on feasibility studies

Q3 2025:

- Results of feasibility studies presented to the Board for decision
- Results of feasibility study decisions incorporated into a Draft Solid Waste Management Plan

Q4 2025:

- Public engagement on Draft Solid Waste Management Plan, feedback incorporated
- Solid Waste Management Plan presented to the Board for decision
- Solid Waste Management Plan submitted to the Province for approval

SUMMARY AND CONCLUSION

The SCRD is updating the 2011 Solid Waste Management Plan and has made good progress in its drafting. Two feasibility studies to confirm long-term disposal options are underway, and the results of these studies, as directed by the Board at a future meeting, will be included in the draft Plan for public consultation in Q4 2025. This report provides the Board with an update on the project.

ATTACHMENT(S):

Attachment A – Main Plan Components of the Sunshine Coast Regional District’s Draft Solid Waste Management Plan, Stantec, November 19, 2024

Reviewed by:			
Manager		Finance	
GM	X - R. Rosenboom	Legislative	
CAO	X - T. Perreault	Other	X - A. Buckley



Main Plan Components of the Sunshine Coast Regional District's Draft Solid Waste Management Plan

Presented to:

Marc Sole
Solid Waste Manager
Sunshine Coast Regional District

Presented by:

Veronica Bartlett, M.Sc.
Senior Solid Waste Planner
Morrison Hershfield now Stantec

November 19, 2024

DEFINITIONS AND ACRONYMS

Acronym	Meaning
Circular Economy	A circular economy is one that is restorative and regenerative by design, and which aims to keep products, components and materials at their highest utility and value at all times, distinguishing between technical and biological cycles ¹ .
CDR	Construction, demolition, and renovation waste
CO2e	Carbon dioxide equivalent
CPPP	Curbside packaging and paper product
Disposal	Landfilling
Diversion	Activities that divert waste materials away from landfill disposal to alternatives such as recycling or composting.
DPPP	Depot packaging and paper product
DWMG	Debris Waste Management Guidance
EPR	Extended producer responsibility
E-waste	Electronic and electrical waste
FTE	Full time employee
GHG	Greenhouse gas
HHW	Household hazardous waste
ICI	Industrial, commercial, and institutional, also known as non-residential waste
LFG	Landfill gas
MOE	BC Ministry of Environment and Climate Change Strategy
MSW	Municipal solid waste
OMRR	Organic Matter Recycling Regulation
PPP	Residential packaging and paper product
PMAC	Plan Monitoring Advisory Committee
Pollution Prevention	The pollution prevention hierarchy (or simply waste hierarchy): reduce and reuse, recycle, energy recovery and residual waste management
PTAC	Public and Technical Advisory Committee
Residual Waste	The portion of the solid waste stream not managed through recycling, composting or recovery activities. It is commonly referred to as “garbage” or MSW. Residual waste typically requires disposal at a landfill.
SWMP	Solid Waste Management Plan, also referred to as “the Plan”
TS	Transfer Station
Waste Generation	The sum of all materials discarded that require management as solid waste, including garbage, recycling, and organic waste.
WRIP	Waste Reduction Initiative Program
5R	Reduce, reuse, recycle, recover, residuals management

¹ From the Ellen MacArthur Foundation. More information via URL: <https://www.ellenmacarthurfoundation.org/circular-economy>

PURPOSE OF THIS REPORT

All regional districts in BC are required to have a solid waste management plan (SWMP, or the Plan), which describes how a region will manage garbage, recycling, and organic waste programs and services for a ten-year period.

The SCR D is updating its SWMP; a process that follows steps described by the Ministry of Environment and Climate Change Strategy (the MOE).

Morrison Hershfield now Stantec, presented the first Memo titled, “Current System Review” to the PTAC at its April 25, 2023, meeting. Many emerging issues and opportunities were identified by Public and Technical Advisory Committee (PTAC) members and are reflected in that Memo. The SCR D has also gathered feedback from the public and interested parties via an online feedback form on key priorities and topics to cover in the SWMP update during Engagement Period 1.

A combined list of issues and opportunities is summarized in the Memo titled, “What we heard on Guiding Principles and emerging issues and opportunities during Engagement Period 1 of the SWMP update”, dated August 25, 2023, that will be considered as part of the SWMP update.

To seek feedback from the PTAC, Stantec developed a series of technical memos and presented on related content to PTAC, as summarized below.

- Potential waste prevention and diversion strategies to consider for the residential and Industrial, Commercial, and Institutional (ICI) sectors, which was presented on October 24, 2023.
- Construction, demolition & renovation sectors, and non-sector-specific issues presented on November 21, 2023.
- Potential strategies to consider for management of residual waste, presented on March 6, 2024.
- Disposal options prepared by SCR D staff dated April 17, 2024, and system financing, prepared by Stantec. The disposal and system financing options were presented on April 17, 2024.

Preferred Strategies

Feedback from PTAC members and their priorities form the basis of this draft SWMP which presents the list of short-listed (preferred) strategies. Priorities have also been informed by SCR D staff feedback and the 2023-2027 SCR D Board Strategic Plan. A further updated version of this draft plan will be presented to the SCR D Board in the upcoming months.

PTAC members will have an opportunity to review and discuss this list at a meeting in November 2024. Some strategies and actions may be added, omitted or modified based on PTAC input.

A total of 16 preferred strategies have been identified so far, each one with a set of actions to implement in the short-term (first five years of the Plan implementation, or in the long-term (after 5 years and beyond). Section 4 provides a description of all the strategies. Strategy 10, relating to landfill disposal, will be developed in early 2025 once the SCR D has assessed the feasibility of various disposal options.

The final list of “Preferred Strategies” will be compiled once the SCRD has a better understanding of the feasibility of specific disposal options and their costs in early in 2025. The final list of preferred strategies will form the basis of the Draft SWMP, which will be brought to the public for engagement and feedback.

Table of Contents

DEFINITIONS AND ACRONYMS	2
PURPOSE OF THIS REPORT	3
1 INTRODUCTION	7
1.1 Guiding Principles	7
1.2 Pollution Prevention Hierarchy	10
1.3 Plan Goal and Targets	10
1.4 Related Plans	11
1.5 SCRD Board Strategic Plan	11
1.6 Community Climate Action Plan and Corporate Carbon Neutrality Plan	11
1.7 Provincial Targets	11
2 BACKGROUND	12
2.1 Plan History	12
2.2 Plan Area	12
2.3 Population and Growth Estimates	14
3 CURRENT WASTE MANAGEMENT SYSTEM	14
3.1 Roles and Responsibilities	14
3.2 How is Solid Waste Managed Currently on the Sunshine Coast?	15
3.2.1 Education and Promotion	16
3.2.2 Reduce and Reuse Initiatives	16
3.2.3 Recycling & Diversion Initiatives	16
3.2.4 Other Waste Management Initiatives	20
3.2.5 Existing Solid Waste Management Facilities	21
3.3 Future Waste Management	22
3.4 How is the Region Performing?	22
4 PREFERRED WASTE PREVENTION AND DIVERSION STRATEGIES	27
4.1 Reduction, Reuse, and Repair	29
4.2 Recycling and Diversion	31
4.3 Energy Recovery	45
4.4 Residual Waste Management	46
4.5 Cost Recovery, System Efficiency and Financial Sustainability	51
5 ESTIMATED IMPACTS FROM SWMP STRATEGIES AND NEW ACTIONS	53
5.1 Cost Impact	54

5.2	SCRD Staffing Impact.....	54
5.3	Waste Diversion and GHG Impacts	56
5.4	Local Employment Impact.....	57
6	PLAN IMPLEMENTATION	57
6.1	Cost Recovery	57
6.2	Monitoring and Measurements	58
6.3	Plan Flexibility.....	58
6.4	Dispute Resolution	59
7	IMPLEMENTATION.....	59
8	PLAN APPROVAL.....	59
	SCHEDULE A: LIST OF SCRD FACILITIES.....	60
	SCHEDULE B: LIST OF CLOSED DISPOSAL SITES	61
	SCHEDULE C: LIST OF EXISTING SOLID WASTE BYLAWS	62
	SCHEDULE D: EXPENDITURES FOR PLAN IMPLEMENTATION	63
	SCHEDULE E: IMPLEMENTATION SCHEDULE	64
	SCHEDULE F: ANNUAL REPORT CARD	65

1 INTRODUCTION

Under the BC Environmental Management Act, regional districts are required to have a solid waste management plan (SWMP), which must be developed following the solid waste management planning guidelines provided by the BC Ministry of Environment and Climate Change Strategy (the MOE) for content and process.

Every ten years, these plans need to be updated. A SWMP outlines how a regional district will manage garbage, recycling, green waste, and food waste programs for the next 10 years. In 2022, the Sunshine Coast Regional District (SCRD) initiated the process to update the 2011 SWMP.

The SWMP update requires adequate consultation with the public, Indigenous communities, a range of interested parties and affected stakeholders.

The SCRD recruited interested community and technical members to the Public and Technical Advisory Committee (PTAC). The purpose of a PTAC is to assist with the planning process to ensure that diverse views are represented when creating a “made on the Sunshine Coast” Plan.

The SCRD Board approved the PTAC’s Terms of Reference on June 28, 2022, and the PTAC member were appointed on January 1, 2024.

The SCRD commissioned Morrison Hershfield, which is now part of Stantec, to support the development of an updated SWMP.

While the SCRD is working closely with the PTAC throughout the entire planning process, the public engagement effort is centered on two public engagement periods. For Engagement Period 1, the SCRD developed and promoted an online form to gather feedback from the public and other interested parties on their priorities for managing waste on the Sunshine Coast. Feedback was gathered during a four-week period (May 9 - June 9, 2023). Input from the Engagement Period 1, as well as PTAC feedback were considered when the guiding principles and overall content of the SWMP update was developed.

Elected officials will have the opportunity to review the updated Draft SWMP once all new strategies and actions have been agreed upon by PTAC.

A more extensive public engagement effort will be part of Engagement Period 2 when all new strategies and actions have been identified in a complete Draft Plan, including all aspect of solid waste management, including long-term disposal.

1.1 Guiding Principles

The MOE has developed eight provincial guiding principles for regional districts to follow for developing their SWMP. Regional districts can also include additional locally relevant guiding principles in their plans.

After a discussion about the suitability of the MOE’s guiding principles with the PTAC on April 25, 2023, all eight guiding principles were adopted in principle to guide the planning process. The PTAC wanted to add language to better reflect the region’s vision to seek local recycling

and waste solutions, support local jobs, reduce greenhouse gas (GHG) impacts and increase the region's climate resilience. The PTAC developed nine guiding principles (see Figure 1) for the region's updated SWMP and these have helped to set the direction of proposed strategies.



Figure 1: Proposed Guiding Principles for the SCRD's SWMP Update

1. Focus on Reduce, Reuse and Recycle

Emphasize the importance of waste prevention and diversion (recycling and diversion of food and yard waste) by prioritizing the first three levels of the pollution prevention hierarchy².

2. Prevent organics and recyclables from going in the garbage

Discourage food waste and recyclables from going into the garbage. The updated SWMP will reinforce behaviours to reduce, reuse and recycle. Preventing and diverting food and yard waste from disposal will reduce landfill-generated GHGs.

3. Maximize beneficial use of waste materials, such as turning food waste into compost

Maximize beneficial use of waste materials through local solutions, if possible. Organics diversion preserves landfill capacity and produces a beneficial end product (compost), which can improve soil health when applied to land.

² The pollution prevention hierarchy refers to Reduce, Reuse, Recycle, Recover, Residuals Management.

4. Explore options that promote cost-effective waste management

Focus on finding cost-effective solutions, such as improving the operational efficiency of the current regional solid waste system.

5. Develop collaborative partnerships with interested parties to achieve waste diversion targets

Collaborate with interested parties, wherever it makes sense during Plan implementation to meet agreed waste diversion targets.

The Sunshine Coast is home to passionate and knowledgeable citizens and organizations. All waste and recycling sector service providers, non-profit and community organizations, product stewardship agencies, and waste generators are key contributors for achieving the region's targets. By emphasizing clarity on jurisdiction, roles, and responsibilities, the SCRD can invite synergies to accelerate actions and highlight opportunities for partners to support or lead actions towards meaningful impact. The Plan identifies opportunities to improve partnerships with system users to achieve regional targets.

6. Support polluter-pay approaches for fees instead of tax increases

Operate system in accordance with the "user pay" principle, wherever practical. This principle requires a system of cost recovery through the provision of user-fees, education and enforcement of disposal bans. The SCRD will consider impacts of this principle in terms of affordability and potential impacts on illegal dumping.

7. Minimize environmental impacts through reducing GHG emissions from the landfill and promoting proper disposal

Manage all waste materials using best practices to limit GHG emissions and protect the environment.

8. Engage with the community about waste reduction through education and outreach

Promote waste reduction, wherever practical to help minimize waste generation and enable the sustainable use and reuse of products and materials. Support a shift in thinking from waste as a residual needing landfilling to waste as a resource that can be used locally as part of a circular economy and support local jobs.

9. Maintain an equitable playing field for waste disposal across the region

Ensure that solid waste management facilities within the region be subject to similar requirements. This can be done through regulations and by ensuring consistent enforcement of regulations (e.g., disposal bans).

1.2 Pollution Prevention Hierarchy

The pollution prevention hierarchy refers to Reduce, Reuse, Recycle, Recover, Residuals Management (Figure 2). The SCRD has developed guiding principles, strategies and actions that are aimed at conserving resources and addressing the top of the hierarchy.



Figure 2: Pollution Prevention Hierarchy, as presented in the MOE's Guide to Solid Waste Planning (2016)

1.3 Plan Goal and Targets

The Provincial guidelines for solid waste management planning require solid waste management plans to have goals and targets. Goals are the long-term aims to be achieved as an outcome of the plan. A goal may be achieved within the timeframe of this Plan, but a goal can also be aspirational and something for the SCRD to strive for beyond the timeframe of the SWMP. Targets, on the other hand, are a way of measuring the plan's progress and have clear timelines.

The goal of SCRD's updated Plan is simple: create less waste! The region is already performing well compared to BC's average (refer to Section 3.4) and wants to continue to reduce the disposal rate down to 290 kg/ capita by 2035.

Section 6.2 describes how the SCRD will monitor and report on SWMP implementation progress.

1.4 Related Plans

1.5 SCR D Board Strategic Plan

The 2023-2027 Strategic Plan reflects the collective vision of the SCR D Board of Directors and guides the SCR D's decisions and allocation of resources. Solid waste solutions are one of the two focus areas for the region together with water stewardship. Four lenses provide a framework for how the Regional District approaches its services, initiatives and projects.

The strategic plan emphasizes the importance of enhancing diversion and recycling programs and finding long-term disposal options.

SCR D's Four Lenses:

- Service delivery excellence
- Climate resilience and environment
- Social equity and reconciliation
- Governance excellence

1.6 Community Climate Action Plan and Corporate Carbon Neutrality Plan

Heatwaves, droughts, wildfires, and atmospheric rivers have shown the need for local climate mitigation and adaptation on the Sunshine Coast. The SCR D has developed a Community Climate Action Plan, which lays out a strategy and provides policy recommendations to address climate change. It highlights the influence the regional district has on greenhouse gas emissions relating to the Sechelt Landfill and waste management.

The SCR D is leading by example with its Corporate Carbon Neutrality Plan, adopting a target of reducing carbon pollution 45% by 2030.

1.7 Provincial Targets

The Province of B.C. reports on the solid waste performance target relating to the goal to lower the solid waste disposal rate to 440 kg per person by 2025/26 to reduce the waste we generate on land and in the marine environment³.

The SCR D has already surpassed this goal (refer to Section 3.4) and the proposed strategies in this updated SWMP will aim to reduce the per capita disposal rate even more.

³ The Province of B.C. Service Plan 2023/24 – 2025/26, available via: <https://www.bcbudget.gov.bc.ca/2023/sp/pdf/ministry/env.pdf>

2 BACKGROUND

2.1 Plan History

The SCR D first developed a SWMP in 1995, which was updated in 2005 and again in 2011. The current SWMP was adopted by the Board in 2011 outlines 24 initiatives that contribute to reaching targets by 2016. The 2011 SWMP has two targets: diversion and per capita disposal. The diversion target is 69% and the per capita disposal target is 279-315kg.

The Sechelt Landfill, the primary waste disposal facility approved in the 2011 SWMP, is expected to reach capacity in the next 5 to 10 years.

The SCR D initiated a two-phase process in 2021 to amend and update its SWMP. The first phase involved a Plan amendment process with the purpose of adding the option for waste export out of the region to an existing third-party waste disposal facility, as an additional disposal option for the SCR D should the Sechelt Landfill reach capacity before a new long-term solid waste disposal option is approved and operational. The MOE approved the SWMP amendment in March 2023.

2.2 Plan Area

The Sunshine Coast Regional District (SCR D or Regional District) is in the southwest of mainland British Columbia on the shíshálh swiya and the lands of the Skwxwú7mesh Úxwumixw. The First Peoples have been here since time immemorial and their history in this area is long and rich.

The SCR D has a total area of approximately 3,778 square kilometers that stretches along the Strait of Georgia from Howe Sound to Jervis Inlet. It is bordered the qathet Regional District to the north, the Squamish-Lillooet Regional District to the east, and, across Howe Sound, the Metro Vancouver District to the south.

The Regional District is only accessible by boat or plane. The inland area of the SCR D consists of the Coast Mountains and, therefore, the population is concentrated along the coast.

The Regional District includes three regional municipalities and five electoral areas (as illustrated in Figure 3):

- District of Sechelt
- shíshálh Nation Government District
- Town of Gibsons
- Electoral Area A (Egmont/Pender Harbour)
- Electoral Area B (Halfmoon Bay)
- Electoral Area D (Roberts Creek)
- Electoral Area E (Elphinstone)
- Electoral Area F (West Howe Sound)



Figure 3: Map of Regional Municipalities and Electoral Areas within the SCRCD

2.3 Population and Growth Estimates

The regional population was estimated to be 32,191 in 2021⁴. The SCRD's population increased by 7.3% between 2016 and 2021. The regional population is projected to increase to 39,454 by 2041, growing at an average rate of about 1.13% per year⁵.

The regional population density is 8.5 people per square kilometer, based on the 2021 census data. In 2021, the Region had 14,935 private dwellings occupied by permanent residents, with an average of 2.1 people per household⁶.

The majority of dwellings are single family, town houses/row houses, or duplexes and approximately 7% of total dwellings are multi-story apartments⁷.

Regional population growth and seasonal population changes (i.e., influx of seasonal residents and tourists during the summer months) influence the amount of waste and recyclables managed and disposed of in the region.

3 CURRENT WASTE MANAGEMENT SYSTEM

3.1 Roles and Responsibilities

Table 1 shows the roles and responsibilities of the SCRD, Regional municipalities and other external parties as they relate to the region's waste management system. Section 3.2 outlines who does what in terms of waste management on the Sunshine Coast.

Table 1: Identified Stakeholder and their Roles in Managing Waste and Recyclables in the SCRD

Who	Role Description
Federal Government	<ul style="list-style-type: none">Regulate waste management facilities under federal jurisdiction
Provincial Government	<ul style="list-style-type: none">The MOE has regulatory authority related to waste management.Approves solid waste management plans.Authorizes landfill development, operations, closure, environmental monitoring.Mandates EPR through the Recycling Regulation.Establishes provincial waste related targets.
SCRD	<ul style="list-style-type: none">Develops solid waste management plan for the region.Develops bylaws, policies and plans within the framework established by the provincial government.Implements plan to meet goals and set targets.

⁴ [Profile table, Census Profile, 2021 Census of Population - Sunshine Coast, Regional district \(RD\) \[Census division\], British Columbia \(statcan.gc.ca\)](#)

⁵ [BC Population Estimates & Projections produced by BC Stats](#)

⁶ [Profile table, Census Profile, 2021 Census of Population - Sunshine Coast B, Regional district electoral area \(RDA\) \[Census subdivision\], British Columbia](#)

⁷ [Profile table, Census Profile, 2021 Census of Population - Sunshine Coast B, Regional district electoral area \(RDA\) \[Census subdivision\], British Columbia](#)

Who	Role Description
	<ul style="list-style-type: none"> ▪ Provides solid waste services to residents and businesses, including collection, transfer and disposal, directly or contracted ▪ Operates and maintains Sechelt Landfill and Pender Harbour Transfer Station. ▪ Coordinates solid waste services and the collaboration between the SCRD and various interested parties and regional municipalities. ▪ Supports the pollution prevention principal through system design, operations, community outreach, and management. ▪ Collaborates with private solid waste management industry and supports non-profit organizations.
Regional Municipalities	<ul style="list-style-type: none"> ▪ Provide or contract curbside collection services. ▪ Promote waste diversion and the pollution prevention principal. ▪ Collaborate with and provides input to the SCRD. ▪ Participate in solid waste planning committees. ▪ Develop specific solid waste management strategies and applicable bylaws.
Electoral Areas	<ul style="list-style-type: none"> ▪ Collaborate with and provide input to the SCRD. ▪ Participate in solid waste planning committees.
Product Stewardship Agencies	<ul style="list-style-type: none"> ▪ Provide reasonable and accessible collection services and facilities to collect and process products regulated under the Recycling Regulation. ▪ Provide and fund education and marketing. ▪ Track and report on collection data.
Private Waste Service Providers	<ul style="list-style-type: none"> ▪ Provide solid waste management services. ▪ Apply the pollution prevention principal in its operations.
Non-Profit Organizations	<ul style="list-style-type: none"> ▪ Participate in reuse in the region by accepting reusable goods and materials. ▪ Provide recycling drop-off services in the community. ▪ Participate in waste diversion initiatives. ▪ Apply the pollution prevention principal in its operations.
Neighbouring Regional Districts and Rightsholders	<ul style="list-style-type: none"> ▪ There is currently no or limited collaboration between the SCRD and neighbouring regional districts.
Residents & Businesses	<ul style="list-style-type: none"> ▪ Apply the pollution prevention principal, including waste reduction and reuse. ▪ Responsibly use provided solid waste management services and facilities.

3.2 How is Solid Waste Managed Currently on the Sunshine Coast?

This section provides a summary of solid waste facilities, services and programs in the region. This information provides a baseline for future solid waste management program.

The solid waste management system is described in detail in the Current System Review, presented to the PTAC on April 25, 2023.

3.2.1 Education and Promotion

Education is one of the key aspects of a comprehensive solid waste management system. The SCRDR and regional municipalities provide waste education and outreach programs mainly through their website.

In addition to the websites, the following communication tools are currently used by the SCRDR, or municipalities:

- Social media platforms (posts and videos)
- Radio and newspaper advertisements
- Newsletters
- Brochures at solid waste facilities and local government offices, such as SCRDR's Good Neighbour Guidelines (shown in the Figure 4 to the right)
- Recycling hotline operated by the Recycling Council of British Columbia
- Cell phone apps (SCRDR Collects, Gibsons Waste Collection, and the Sechelt Citizen App) that provide access to recycling directories and curbside collection schedules.

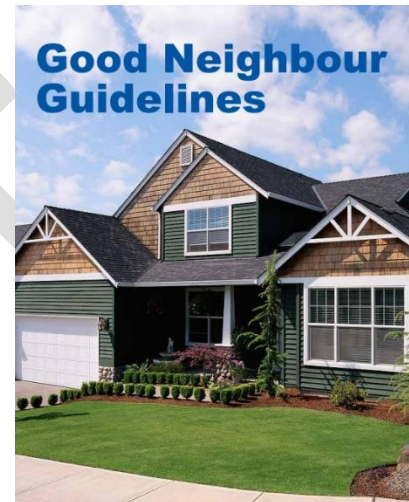


Figure 4: The SCRDR Good Neighbour Guidelines brochure provides information on how to manage household recycling and waste and how to prevent attracting wildlife

3.2.2 Reduce and Reuse Initiatives

Waste reduction and reuse is encouraged by the SCRDR and the regional municipalities. Initiatives to encourage reduce and reuse include:

- Tips and best practices shared via social media
- Dedicated webpages with waste reduction tips
- The "Waste Reduction Initiative Program" (WRIP) offered by the SCRDR to fund community groups, non-profit societies, registered charitable organizations and school groups for projects that contribute to waste reduction or that divert materials from the landfill.
- The SCRDR's Composter Rebate Program aimed at diverting organic waste and reducing the amount of material that need collection at curbside.

3.2.3 Recycling & Diversion Initiatives

Recycling facilities and diversion services are provided to residents and businesses across the region. The recycling services available in the region include:

- Extended Producer Responsibility programs
- Curbside collection programs provided by the SCRD, regional municipalities or by private companies offered to both residential and commercial customers not serviced by local governments.
- Organics diversion via curbside collection or drop-off at various locations.
- Recycling drop-off at recycling depots and SCRD Facilities
- Construction, demolition and renovation waste diversion

Extended Producer Responsibility

Since 2004, BC has regulated many products through Extended Producer Responsibility (EPR) under the Recycling Regulation. EPR requires producers (manufacturers, distributors, and retailers) of designated products to take responsibility for the life cycle of their products, including collection and recycling. EPR policy aims to shift the responsibility from local and Indigenous governments, and taxpayers to the producers and consumers of products⁸.

The SCRD and regional municipalities have partnerships with many product stewardship agencies to collect EPR products.

Stewardship agencies have a presence in the region through partnerships with privately owned depots, such as Return-It for refundable bottles.

Curbside Collection

Residential curbside collection services are provided by each local government on the Sunshine Coast. Collection service levels for recyclables, food and yard waste vary depending on service area.

The SCRD provides weekly food waste collection services and every-other-week garbage collection for residents within defined areas of Electoral Areas B, D, E and F. The District of Sechelt and shíshálh Nation Government District provide weekly collection for food waste and green waste and alternating biweekly collection for garbage and recycling. The Town of Gibsons provides weekly food waste collection and biweekly garbage collection.

All municipalities provide garbage and food waste collection services to single-family households, townhouses, and duplexes. Multi-family apartment complexes typically use private contractors for collection services.

The District of Sechelt and shíshálh Nation Government District have their own agreement with Recycle BC for their curbside recycling collection.

Residents are encouraged to drop-off recycling at any of three recycling depots located in Gibsons, Pender Harbour and Sechelt, where there is no curbside recycling collection.

⁸ More information via URL: <https://www.canada.ca/en/environment-climate-change/services/managing-reducing-waste/overview-extended-producer-responsibility/introduction.html>

Area A residents can drop off garbage and food waste at the Pender Harbour Transfer Station, which is then transferred to the Sechelt Landfill or a Composting facility.

Organics Reduction & Diversion

The SCRDR adopted the Regional Organics Diversion Strategy in January 2018. The SCRDR promotes food waste reduction initiatives and home composting.

Organics curbside collection started in 2015 when the District of Sechelt started a food waste collection pilot in Davis Bay. The SCRDR and the other regional municipalities have expanded their respective curbside collection services to include food waste.

Green (yard) waste can be dropped off at three locations: the South Coast Green Waste Drop-off Depot in Gibsons, Salish Soils in Sechelt and the Pender Harbour Transfer Station.

Salish Soils operates a compost facility, which is currently processing organics waste from curbside collection programs within the Regional District, various commercial and residential customers, and yard waste depots.

Recycling and Diversion Services at Depots and SCRDR Facilities

Figure 5 shows the solid waste facilities in the region that are providing recycling and diversion services. The SCRDR owns some of the waste management facilities within its boundaries, others are privately owned and operated.

This section provides an overview of the facilities and services provided. All waste management facilities are listed in Schedule A, including SCRDR-owned and private facilities.



Figure 5: Facilities Providing Recycling and Solid Waste Services in the Region

There are three registered Recycle BC depots, which accept residential PPP and other EPR materials, located at the Gibsons Recycling Depot, GRIPS (Green Recycling in Pender Society), and Salish Soils in Sechelt. The SCRCD contracts out the collection of Recycle BC materials to these third-party contractors at these depot locations. Recycle BC is responsible for collecting material from these registered depots.

The SCRCD offers recycling and diversion services at the Sechelt Landfill and the Pender Harbour Transfer Station. These two facilities accept a range of materials, including some materials covered by EPR programs, certain construction, demolition and renovation (CDR) wastes and municipal solid waste.

EPR products such as oil, oil filter and antifreeze, lead acid batteries and medication are accepted at private collection locations including retailers.

Construction, Demolition and Renovation Waste Diversion

The SCRCD provides education on deconstruction and recycling of valuable material through a dedicated webpage.

The SCRCD currently diverts the following construction, demolition and renovation (CDR) materials from landfilling:

- Gypsum (not containing asbestos)

- Clean wood
- Contaminated wood waste (not included as landfill diversion).

Bylaws to Support Recycling and Diversion

The SCRCD has the following bylaws that govern solid waste management activities within the region:

The **SCRCD Sanitary Landfill Site Bylaw 405** establishes and maintains tipping fees and regulations for municipal solid waste disposal at the Sechelt Landfill and Pender Harbour Transfer Station sites. Bylaw 405 defines materials that are permitted and prohibited from disposal on-site. Variable tipping fees provide a significant financial incentive to divert many waste materials from landfilling. Once a material has an economical recycling option, the SCRCD amends Bylaw 405 to define the material(s) as a separate recyclable material.

The **SCRCD Waste Collection Bylaw 431** sets out the requirements for the residential curbside collection of garbage and food waste within Electoral Areas B, D, E and F. The bylaw prohibits the disposal of paper, metal, cardboard, wood, collectible food waste and yard and garden waste from the garbage collection.

In addition to the above, municipalities have their own solid waste-related bylaws applicable to the services they provide and the facilities they own. Additional bylaws relate to:

- Curbside collection,
- Rates, fees, and charges related to solid waste, and
- Backyard/ open air burning.

Schedule C lists the current bylaws that govern solid waste management activities within the SCRCD, as of November 2024.

3.2.4 Other Waste Management Initiatives

The SCRCD has a number of initiatives to address waste management and prevent and address illegal dumping:

- The Islands Clean-Up program
- Park waste management
- Streetscape waste and recycling management
- Good Samaritan program
- Backroad Trash Bash
- Ocean Plastic Depot Pilot program

The **Islands Clean-Up** program offered by the SCRCD provides waste collection service to residents on designated islands within Areas A, B, and F: including Gambier, Anvil, Keats (and neighbouring islands), Nelson, Hardy, Thormanby and Trail Islands. The program is scheduled

during summer months, between July to August. Each year, garbage, scrap metal, and cardboard are accepted and specific special waste items: fridges, freezers, mattresses, paint, propane tanks, tires, and lead acid batteries; are accepted on a rotating basis.

The SCRCD manages and maintains a variety of parks, trails, beach accesses, playgrounds, sports fields and bicycle/walking paths. The **Park Waste Management** initiative ensures that users of parks and the community hall can separate food waste, beverage containers from garbage.

Streetscape waste bins are managed by regional municipalities. Recycle BC is currently developing a streetscape recycling program which will be available to eligible municipalities based on total population and population density. Currently, none of the municipalities in the SCRCD are eligible for this program.

The **Good Samaritan** program pays the landfill tipping fees for materials collected from illegal dump sites cleaned up by volunteers. Pre-approval is required to have the disposal fees of a clean-up funded by Good Samaritan.

The **Backroad Trash Bash** is a volunteering cleanup initiative dedicated to cleaning up illegal dumpsites on the backroads and rotates through three sections of the coast.

The **Ocean Plastic Depot Pilot** is a program for managing foam and other ocean plastics originating from docks and beach cleanups, for which there has been no recycling options in the region. The SCRCD is partnering with The Ocean Legacy Foundation, a registered non-profit organization and the only organization recycling ocean plastics in BC.

3.2.5 Existing Solid Waste Management Facilities

This section provides an overview of the solid waste management facilities in the region, which are managing remaining solid waste materials (garbage destined for landfill).

Sechelt Landfill

There is only one operational landfill for garbage disposal: the Sechelt Landfill. The landfill is located northeast of the District of Sechelt and is operated under an Operational Certificate issued by the MOE.

Residential and commercial waste from the District of Sechelt, Town of Gibsons, shíshálh Nation Government District, and Areas A, B, D, E, and F is accepted for disposal at this landfill. Waste is also transferred to this facility from the Pender Harbour Transfer Station (described below).

The landfill is expected to reach capacity within the next decade. New regulatory standards in the updated Landfill Criteria for Solid Waste issued in 2016 require new landfills to be lined (e.g. engineered barrier and leachate collection systems). The current landfill is a natural attenuation (unlined) landfill without a leachate collection system.

Pender Harbour Transfer Station

Residential and commercial sector customers can self-haul and drop off garbage at the Pender Harbour Transfer Station and waste is transferred to the Sechelt Landfill for disposal.

Closed Waste Disposal Sites

There are three landfills in the region that have been permanently closed: Pender Harbour Landfill, Halfmoon Bay Landfill and Gibsons Landfill.

A list of all closed landfills known by the SCR D are listed in Schedule B.

3.3 Future Waste Management

In March 2023, the MOE approved the SWMP amendment to add the option to export waste. The SCR D can export waste out of the region to an existing third-party waste disposal facility as an additional disposal option for the SCR D should the Sechelt Landfill reach capacity before a new long-term solid waste disposal option is approved and operational.

SCR D staff are currently working on options to extend the landfill life and develop new future waste disposal options. The SCR D's 2024 Service Plan articulated two strategies to secure a long-term waste disposal option:

1. Confirm feasibility of extending the useful life of the Sechelt Landfill; and
2. Further assess waste disposal options after the Sechelt Landfill has reached maximum capacity.

During the 2024 budget process for the financial plan, the following short term expansion projects were approved to extend the life of the Sechelt Landfill by at least 12 years:

- Relocation of the contact water pond; and
- Feasibility study and engineering for a vertical expansion within the existing Sechelt Landfill property.

As the options for increasing the capacity of the current Sechelt Landfill are not guaranteed to address the long-term need for a waste disposal option, the SCR D is also undertaking a detailed feasibility study for exporting waste from the region, and will engage with First Nations, local governments, interested parties and residents on other potential long-term waste disposal options including lateral expansion and or a new landfill sited elsewhere in the Region.

Whether landfilling is done in the region or elsewhere, waste prevention and diversion will be key to reducing the need for landfilling.

3.4 How is the Region Performing?

Waste Generation

Waste generation is the sum of waste disposed and waste diverted. Disposal includes waste landfilled in the Pender Harbour Landfill (until 2015) and at the Sechelt Landfill. Diversion

includes waste diverted from the landfill, and consists of materials recycled, composted, or reused.

Figure 6 shows the region’s waste generation since 2011. The general trend from 2014 to 2022 is an overall increase in the total amount of waste generated, although there are some minor dips in waste generation in some years.

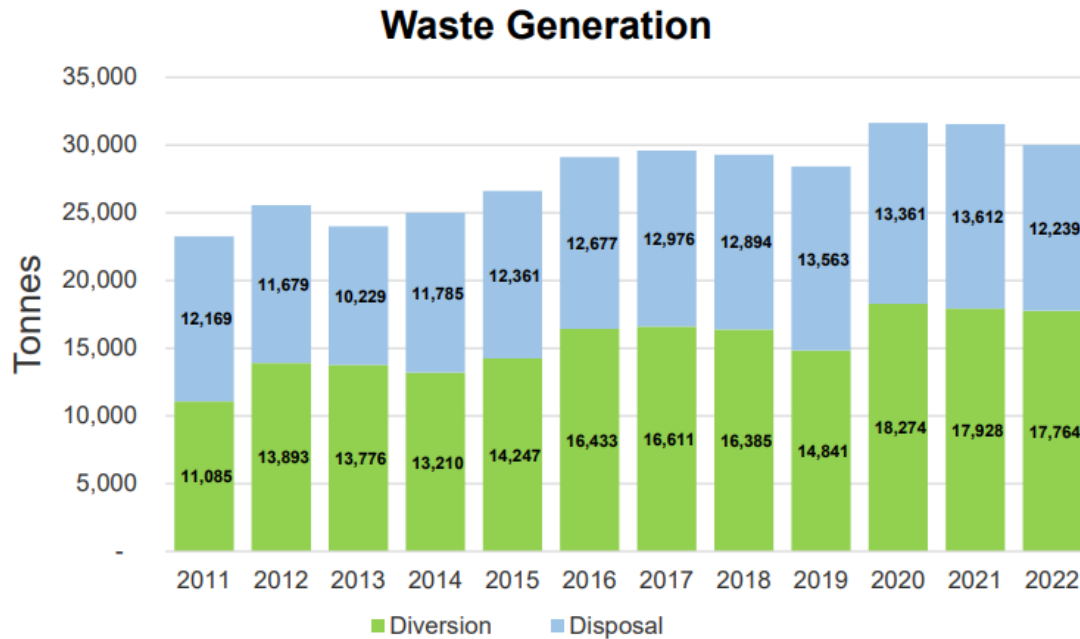


Figure 6: The Region’s Waste Generation (2011 – 2022)

Diversion

The diversion rate is calculated by dividing the weight of materials diverted by the total weight of waste generated. The region’s diversion rate has increased from 51% in 2011 to 59% in 2022 (Figure 7). Diversion includes waste diverted from the landfill, and consists of materials recycled, composted, or reused.

The diversion rates achieved since 2011 are still below the 2011 SWMP target of 69%, which was noted as a target to achieve by 2016.

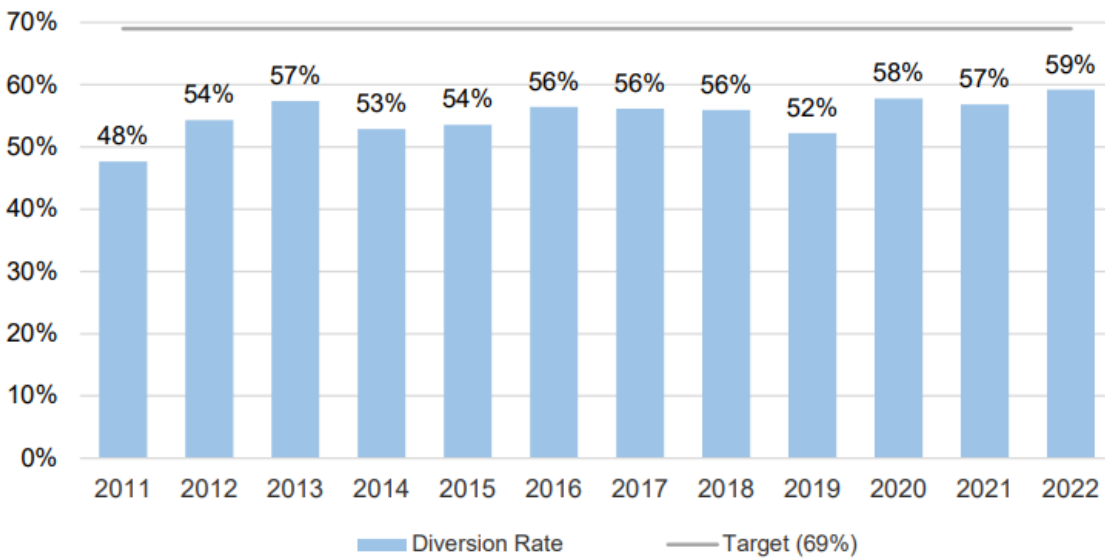


Figure 7: The Region's Diversion Rate (2011 – 2022)

Approximately half of the region's population lives between Gibsons and Sechelt, and most residents live in proximity to the highway corridor that runs between Port Mellon and Earls Cove. A large portion of residents are active users of the three SCR D-operated recycling depots in Gibsons, Sechelt, and Pender Harbour. Thanks to good access to these depots along the highway corridor, the SCR D is also seeing relatively high waste diversion rates.

The improved diversion rates can be attributed to diversion programs implemented part way through 2022, including the expansion of curbside food waste, yard waste, recycling in the District of Sechelt and the shíshá h Nation Government District, and food waste collection at the Pender Harbour Transfer Station. Additionally, there was increased diversion for some materials from the landfill, including increased weights of cardboard and mattresses.

The SCR D has developed diversion programs for most of the main divertible materials, such as recyclables and organics (refer to Section 3.2.3).

Disposal

The SCR D's annual disposal rate has decreased since 2011 when the last SWMP was developed from 420 kg per capita to 372 kg per capita in 2022. Per capita disposal rate is calculated by dividing the weight of waste disposed by the population and is expressed in kilograms (kg) generated per person. Disposal includes waste landfilled in the Pender Harbour Landfill (until 2015) and at the Sechelt Landfill.

Although, the region has made some significantly improvements to disposal rates, it has not met the ambitious targets set out by the 2011 SWMP: the per capita disposal target of 279-315kg by 2016.

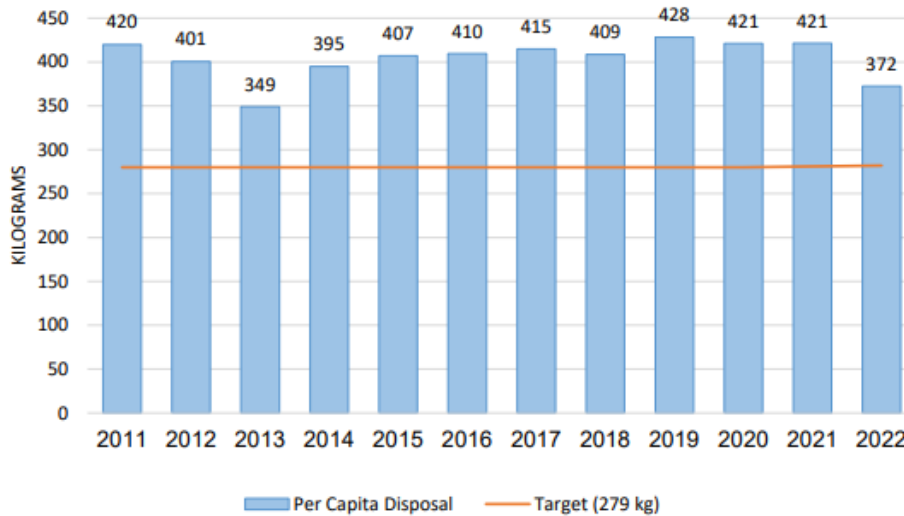


Figure 8: Per Capita Disposal (2011 – 2022)

Figure 9 identifies the main sources of the region’s landfilled waste in 2022. Although there is some overlap between industrial, commercial, and institutional (ICI) materials (including multi-family⁹) and construction, demolition, and renovation (CDR) waste, it is noticeable that the greatest potential for diversion is in the ICI sector, based simply on the amount of waste being disposed.

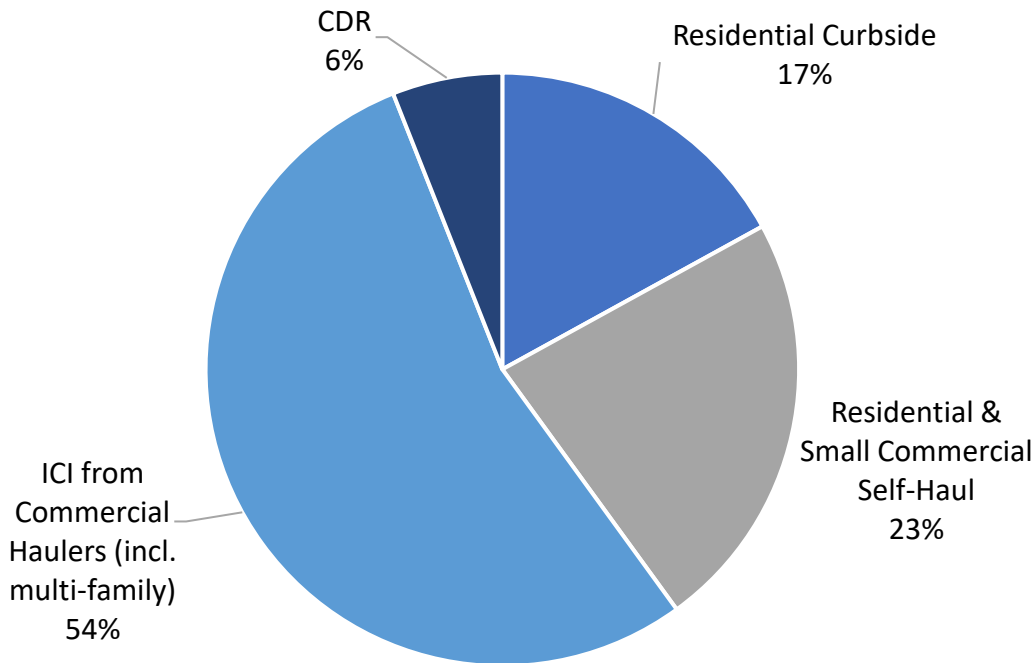


Figure 9: SCRD's Contributing Sectors to Overall Disposal

⁹ Multi-family complexes typically use private contractors for collection services. It is unknown what the exact percentage of ICI materials are from multi-family residential sources, it is important to consider only 7% of dwellings are multi-family of approximately 15,000 households in the region.

Waste Characterization of Garbage Destined to Landfilling

Two waste composition studies have been completed since adoption of the 2011 Plan: one in 2015 and another recently in 2022. The 2022 waste composition study showed that the overall landfill waste stream contained 23% organics, 11% curbside recyclables, 11% depot recyclables, and 1% other recyclable material covered by extended producer responsibility (EPR) programs (refer to Figure 10 below). The 2022 study showed that 46% more material can still be diverted from the landfill stream.

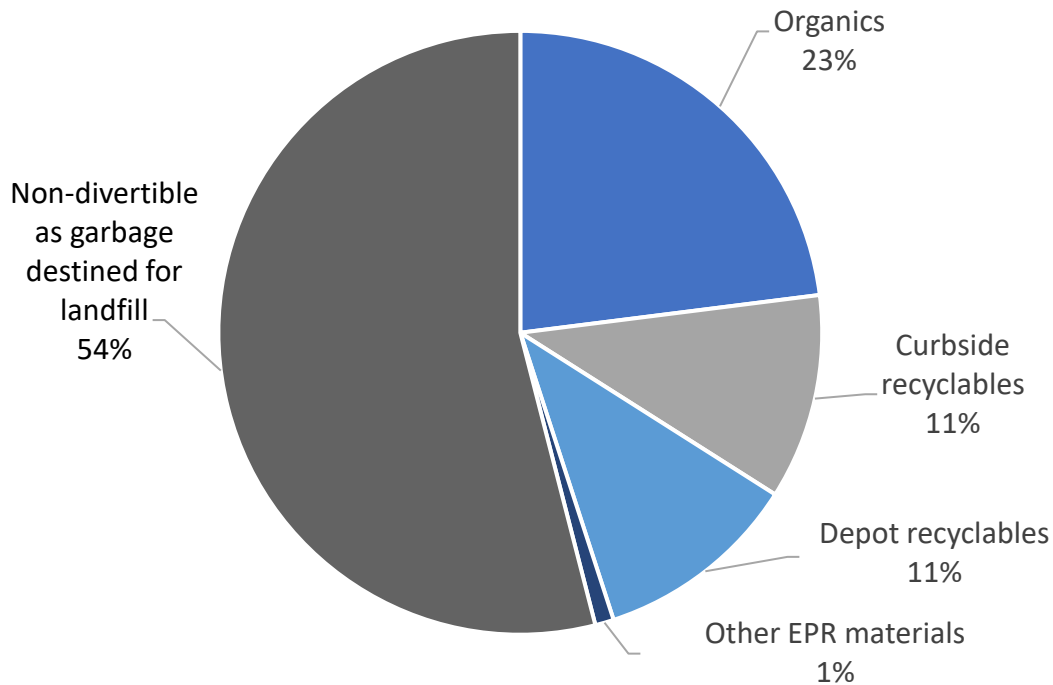


Figure 10: 2022 Waste Composition of Overall Landfilled Waste

The 2022 waste composition results show that the organic diversion programs implemented for the curbside collection have greatly decreased the amount of organic material found in the landfill stream from residents. There was a 17% decrease in organics and a 2% increase in recyclables since 2014.

Even though diversion and recycling programs are available for organics, curbside recyclables, depot recyclables and other EPR materials, more can be done to reduce the amount of waste currently being landfilled. In other words, the region has a well-developed diversion system, but more needs to be done to make sure residents and businesses are using existing programs as much as possible.

The updated SWMP includes many strategies and actions to reduce the amount of waste generated and to increase waste diversion. Sector-specific waste composition results from 2022 has helped estimate the waste diversion potential of each strategy, which are presented throughout Section 4.

4 PREFERRED WASTE PREVENTION AND DIVERSION STRATEGIES

A total of 14 strategies have been identified, each one with a set of new actions to implement in the short-term (first five years of the Plan implementation, or in the long-term (after 5 years and beyond). Figure 11 shows an overview of all the strategies and how they relate to the pollution prevention hierarchy. Strategy 10 relating to landfill disposal, will be developed at the end of 2024 once the SCRD has assessed the feasibility of various disposal options.

The new actions relating to a specific strategy are shown in the order of priority. Actions that were given higher priority with a shorter implementation period (within the first five years of implementation) are presented before those with ongoing implementation and lower priority actions with an implementation beyond five years. The priorities were identified by PTAC members and have also been informed by SCRD staff feedback and the 2023-2027 SCRD Board Strategic Plan.

All strategies and new actions associated with the updated SWMP will require additional staff resources to implement. Impacts on staffing have been estimated for each action.

Section 4 presents each strategy with information on:

- The key issues or opportunities behind each strategy.
- A description of each new action.
- The implementation time frame.
- Anticipated capital and annual costs. Annual costs include staff operational time provided in SCRD staff hours, or if a specific action is likely to be outsourced, an estimated cost is presented.
- Waste diversion and GHG reduction potential (when quantified).

The overall impacts of the proposed strategies are discussed in Section 5 based on an agreed evaluation criteria. The criteria include impacts on SCRD costs, resourcing (SCRD staffing), waste diversion potential, GHG reductions and impacts on local employment.

Reduction, Reuse and Repair

- 1. Provide More Waste Reduction, Reuse, and Repair Opportunities



Recycling and Diversion

- 2. Improve Circular Economy and Recycling Opportunities for Local Businesses
- 3. Lobby for Better and More Provincial Product Stewardship Programs
- 4. Improve Recycling and Organics Diversion for Residents
- 5. Improve Compliance and Regulatory Requirements to Enhance Diversion
- 6. Encourage CDR Waste Prevention and Diversion
- 7. Encourage Tourist, Seasonal Resident and Event Waste Reduction and Diversion
- 8. Improve Wildlife Management related to Waste Management



Energy Recovery

- 9. Assess Potential for Recovery of Energy from Residual Waste



Residual Waste Management

- 10. Secure Short- and Long-term Disposal Options for the Region
- 11. Prevent and Address Littering, Illegal Dumping and Marine Debris
- 12. Improve Invasive Species Management
- 13. Improve Debris Waste Management



Cost Recovery, System Efficiency and Financial Sustainability

- 14. Ensure Cost-Effective Waste Management and Long-Term Cost Recovery



Figure 11: Overview of Strategies for the Updated SWMP

4.1 Reduction, Reuse, and Repair

The SCRDR has identified one overarching strategy that relates to waste prevention and the first two levels of the pollution prevention hierarchy.

Reduction, Reuse and Repair



Strategy 1: Provide More Waste Reduction, Reuse, and Repair Opportunities

- **Action 1A:** Encourage businesses to reduce food waste and single-use items and packaging materials
- **Action 1B:** Pilot reuse model, such as community swap days or similar, and expand if deemed feasible
- **Action 1C:** Promote household waste reduction through communication campaigns targeting residents

STRATEGY 1: Provide More Waste Reduction, Reuse, and Repair Opportunities

This strategy is focused on waste prevention efforts and how the SCRDR and regional municipalities can reduce waste generation and enhance reuse and repair opportunities.

The SCRDR is already undertaking many activities that target the reduction and reuse of waste in the region. The SCRDR wants to continue with the initiatives described in Section 3.2.2. New initiatives are aimed at food waste prevention, waste reduction education and waste prevention through sharing, reuse, repair.

Food Waste Prevention and Food Rescue

Food rescue initiatives are becoming more common to focus on preventable food from entering the waste stream. The SCRDR will encourage and support local businesses to reduce food waste. This can involve education via webinars or workshops.

Reduction of Single-use Items and Packaging

Plastic waste, including single-use items and packaging, is a leading source of environmental pollution and poses a serious threat to the health of our oceans, waterways and well-being.

Multiple levels of government are addressing single-use items and packaging reduction. This includes at the Federal level through the Single-Use Plastics Prohibition Regulations, and at the Provincial level via the 2019 Clean BC Plastics Action Plan and the Single-Use and Plastic Waste Prevention Regulation published in 2023.

Municipalities still have authority to regulate specific single-use plastics, and the MOE has published a guide to encourage a consistent approach to make it easier for citizens and businesses operating in different municipalities to comply.

Locally on the coast, the Town of Gibsons and District of Sechelt are considering a single-use plastics ban to align with existing regulations.

Regional Districts, however, cannot regulate businesses in terms of single-use plastics. The SCRDR has a role in educating residents and businesses on federal and provincial bans and support regional municipalities in their reduction efforts. A takeout guide will be developed by the SCRDR that encourages the reduction of single-use items and packaging and the use of locally compostable materials.

Waste Prevention Through Sharing, Reuse, Repair

The SCRDR will promote reuse by encouraging repair and sharing/lending continue and help promote community-led repair-focused events, such as Repair Cafés¹⁰. The SCRDR wants to adopt already successful household waste reduction communication campaigns that target residents, such as Metro Vancouver’s Think Thrice campaign with a focus on clothing waste reduction.

The SCRDR will pilot new reuse models, such as community swap days, in partnership with local non-profit organizations. If a pilot is successful, the SCRDR can consider expanding into a program.

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
1A: Encourage businesses to reduce food waste and single-use items and packaging materials	Year 1-5	\$5,000 ¹¹	150 hrs
1B: Pilot reuse model, such as community swap days or similar, and expand if deemed feasible	Year 5-10	\$15,000 ¹²	100 hrs
1C: Promote household waste reduction through communication campaigns targeting residents	Year 1-10	\$1,000 ¹³	50 hrs

Implementation by: SCRDR

GHG reduction potential: 7,469 tonnes CO₂e¹⁴

Annual diversion potential: 245 tonnes per year
(2% of landfilled waste)

Waste prevention efforts are important to reduce consumption, conserve resources and keep them in circulation, but the impacts to a region’s waste disposal rate is often limited. The overall

¹⁰ Repair Café is a foundation that was started in Amsterdam and has locations worldwide, include throughout Canada. Residents can bring broken items from their home and, with specialists who are experienced, repair the items. [Repair Café FAQ - Frequently Asked Questions \(repaircafe.org\)](https://www.repaircafe.org/)

¹¹ Assumes printing costs in year 1.

¹² Assumes one pilot in year 5.

¹³ Assumes annual communication campaign costs of \$1,000 per year.

¹⁴ The GHG emission reduction estimates are based on the reduction in landfill disposal of textiles and food waste. Both generate GHG emissions in landfills. Refer to Section 5.3. for a more details about the methodology for GHG emissions.

waste disposal to landfill was assumed to reduce by 2%. A large part of this is assumed to relate to food waste prevention efforts.

4.2 Recycling and Diversion

Recycling and diversion (e.g., composting) are initiatives in the middle of the pollution prevention hierarchy. Management of wastes is preferred over the lower part of the hierarchy with recovery and residuals management.

The SCRD is already undertaking many activities that target the reduction and reuse of waste in the region. New initiatives are aimed at food waste prevention, waste reduction education and waste prevention through sharing, reuse, repair.

Recycling facilities and diversion services are provided to residents and businesses across the region. The SCRD wants to continue with the initiatives described in Section 3.2.3.

Seven strategies are proposed to improve recycling and organics diversion in the region as shown below.

DRAFT

Recycling and Diversion



Strategy 2: Improve Circular Economy and Recycling Opportunities for Local Businesses

- **Action 2A:** Support suitable business organizations to pursue circular innovation through education
- **Action 2B:** Revisit procurement policies to better include circular economy aspects and encourage alignment across regional municipalities
- **Action 2C:** Expand current grant funding program to support local innovations in the circular economy

Strategy 3: Lobby for Better and More Provincial Stewardship Programs

- **Action 3A:** Continue to advocate for increased focus on reduce, reuse and repair efforts amongst existing EPR programs rather than collection and recycling
- **Action 3B:** Advocate for inclusion of new materials under the Recycling Regulation, and for increased cost recovery by EPR programs

Strategy 4: Improve Recycling and Organics Diversion Opportunities for Residents

- **Action 4A:** Re-assess curbside recycling costs and provide better access to curbside recycling collection
- **Action 4B:** Increase access to waste diversion services through expanded cleanup events
- **Action 4C:** Pilot recycling program with a suitable partner organization, either through a bulky item pick up collection, or collection days in a suitable area and expand if deemed feasible

Strategy 5: Improve Regulatory Enforcement and Requirements to Enhance Recycling

- **Action 5A:** Increase bylaw enforcement capacity beyond current 2024 levels
- **Action 5B:** Work with haulers, depot operators and other business organizations to provide uniform education and communication on existing diversion opportunities
- **Action 5C:** Work with local governments to harmonize waste collection bylaws to effectively and more consistently encourage waste diversion across the Region
- **Action 5D:** Investigate suitability of other regulatory options and develop regulations, if deemed necessary to conserve landfill space

Recycling and Diversion



Strategy 6: Encourage CDR Waste Prevention and Diversion

- **Action 6A:** Develop a CDR working group for developing and dispersing resource, education, and develop new resources as a group
- **Action 6B:** Research recycling options for additional CDR materials and implement pilot for suitable options
- **Action 6C:** Collaborate with regional municipalities to support bylaw developments and implementation that support home relocation, salvage, recycling, and/or deconstruction
- **Action 6D:** Advocate for changes to the Building Code that better support building relocation, salvage and reuse of CDR materials

Strategy 7: Encourage Tourist, Seasonal Resident and Event Waste Reduction and Diversion

- **Action 7A:** Collaborate with relevant parties to develop educational materials for high-tourist areas to inform tourists of local recycling practices
- **Action 7B:** Provide educational resources (e.g. waste reduction guide, signage templates) that can help event organizers prevent waste and enhance diversion

Strategy 8: Improve Wildlife Management related to Waste Management

- **Action 8A:** Collaborate with relevant parties to support existing educational campaigns
- **Action 8B:** Revise the SCRD Waste Collection Bylaw No. 431 to integrate requirements relating to wildlife attractants in curbside collection

STRATEGY 2: Improve Circular Economy and Recycling Opportunities for Local Businesses

This strategy relates to how the SCRD can provide funds that help support local recyclers by providing training resources to start-ups interested in the local circular economy or can provide support by providing a space where local recyclers can test their concepts and create a circular economy hub.

Support Local Start-ups

The SCRD and the regional municipalities will support circular innovation through the funding of skills programs designed to drive innovation and mentor start-ups. There are non-profit organizations on the West Coast of BC that offer programs to help businesses develop and implement circular economy concepts through the start-up phases of projects.

The SCRD wants to support suitable business organizations, such as the local Chamber of Commerce, to pursue circular economy education and training to the business community.

Encourage Circular Economy Through Procurement

The SCRD and its regional municipalities purchase significant volumes of products every year and they want to use their procurement policies to encourage local circular economy opportunities.

Many local governments in Canada use their purchasing powers to promote reduction and reuse of waste materials and encourage circular economy principles, with increased use of recycled materials required in purchased products (see Figure 12). During regular review of procurement policies, the SCRD will look at including circular economy aspects, and look for alignment across all regional municipalities.

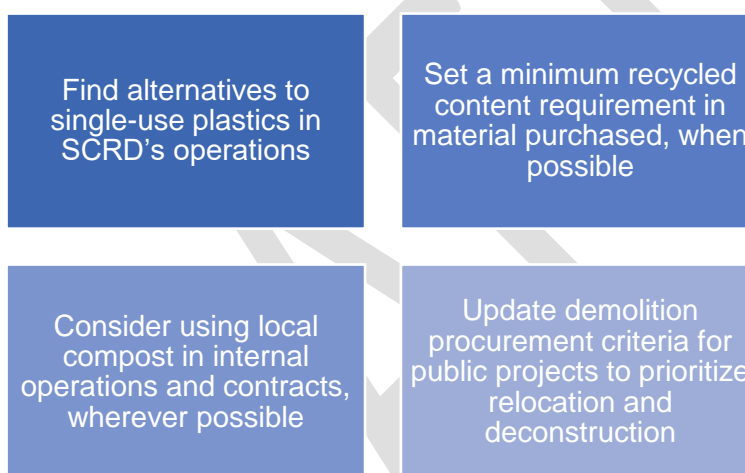


Figure 12: Possible aspects of encouraging a circular economy through procurement.

Grant Funding

The current “Waste Reduction Initiative Program” (WRIP), offered by the SCRD, funds community groups, non-profit societies, registered charitable organizations and school groups for projects that contribute to waste reduction or that divert materials from the landfill.¹⁵ The goal of WRIP is to fund reduction and reuse initiatives, not to specifically support recycling.

There is an opportunity for the SCRD to expand its funding program (currently limited to \$7,500 per year) using a circular economy lens. The SCRD will consider the expansion of the WRIP to also include support for circular economy efforts across more sectors where possible. Funding can help to create jobs, divert waste from landfilling, and circulate products / materials that currently are landfilled. The SCRD will consider the most suitable way to support local businesses when undertaking the five-year effectiveness review. Section 273 of the Local Government Act prohibits local governments from providing assistance to businesses, with some exceptions.

¹⁵ [WRIP | Let's Talk SCRD](#)

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
2A: Support suitable business organizations to pursue circular innovation through education	Year 1-5	\$10,000 ¹⁶	100 hrs
2B: Revisit procurement policies to better include circular economy aspects, and encourage alignment across regional municipalities	Year 1-5	-	100 hrs ¹⁷
2C: Expand current grant funding program to support local innovations in the circular economy	Year 5-10	\$20,000 ¹⁸	150 hrs

Implementation by: SCRD

GHG reduction potential: 6,066 tonnes CO₂e¹⁹

Annual diversion potential: 245 tonnes per year
(2% of landfilled waste)

The annual waste diversion potentials from the proposed actions depend on the specific recycling activities supported by grant funding, the success of other actions relating to procurement, partnerships with the regional municipalities, and circular economy training for start-ups.

As an example, the Vancouver Island Coast Economic Developers Association (VICEDA) in partnership with Synergy Foundation piloted the Circular Economy Accelerator Program and took 16 businesses through circularity assessments, identifying 714 circular opportunities - which, when adopted, can divert 288,844 kg of waste from landfill²⁰. This is equivalent to 18 tonnes diverted per business.

Diversion outcomes will depend on specific activities undertaken by local businesses supported through this strategy. A 2% reduction in the amount of waste requiring landfill disposal is anticipated. We have assumed that approximately ten local businesses or start ups, who focus on circular economy and recycling, would participate.

¹⁶ Assumes that a total of \$10,000 per year helps to fund local businesses to participate in a circular economy training program provided by a non-profit organization.

¹⁷ Assumes that staffing is also available at a corporate level.

¹⁸ Assumes that a total of \$20,000 is allocated annually in addition to the WRIP.

¹⁹ The GHG emission reduction estimates are based on the reduction in landfill disposal of textiles and paper products. Both generate GHG emissions in landfills.

²⁰ More information via URL: <https://www.viceda.com/accelerator>

STRATEGY 3: Lobby for Better and More Provincial Product Stewardship Programs

There are currently over 20 regulated provincial Extended Producer Responsibility (EPR) programs covering a wide range of material categories. Current EPR programs mainly focus on the residential sector and not the ICI sector.

For existing EPR programs, there is a need to move up the pollution prevention hierarchy with reduced packaging, better products and more re-useable products (e.g., beverage containers). Product stewards, who are responsible for the EPR programs, are required to demonstrate that a program achieves a 75% recovery rate or another Recovery Rate²¹. Recycling targets should not be a disincentive to reducing the use of, reusing, repairing, remanufacturing or refurbishing end-of-life products, if the potential exists. In future advocacy the SCRD wants to stress the importance of the pollution prevention hierarchy when the MOE is updating the Recycling Regulation and requirements on EPR programs.

New product categories are continually being evaluated for inclusion in the Recycling Regulation. The MOE's Five-Year Action Plan 2021-2026 for EPR²² identifies electric-vehicle batteries and chargers, mattresses, single-use fuel canisters, fire extinguishers, electronic products (e.g., solar panels, and e-cigarettes) as materials that will be regulated under the Recycling Regulation as EPR initiatives.

By 2025, the MOE will evaluate options to ensure improved recovery and recycling of ICI packaging and paper products (PPP). ICI PPP materials have limited diversion options within the region and material management could be simplified, made more efficient and more economical if PPP from the ICI sector is managed together with residential sources, which are currently regulated and managed by Recycle BC. The ICI sector, including small businesses, schools, hospitals, municipal offices, care homes, and tourism resorts are sometimes left with no viable option for recycling resulting in recyclables ending up in the landfill.

There are still many common waste materials not identified in the MOE's Five-Year Action Plan that the SCRD is finding in landfilled waste and that are potential EPR materials (refer to the list on the right).

The 2022 solid waste composition study found an average of 9% of the landfilled waste was furniture, 7% textiles and 4% of the municipal waste was rigid plastic packaging (e.g., outdoor furniture). Although not detected in the landfilled waste during the waste composition study, the SCRD has noted that retired/abandoned vehicles and boats are particularly challenging to manage.

Materials the SCRD would like to see included under the BC Recycling Regulation:

- ICI packaging and paper products
- Used furniture (e.g., couches)
- Textiles (e.g., clothing)
- Rigid/durable plastics
- Books
- Drywall
- Boats

In the SCRD, the cost of managing EPR material collection is not fully covered by the financial incentives paid by the stewardship agencies and must be supported through taxation. If this

²¹ Recovery Rate is defined as the amount of product collected in the year divided by the amount sold in the year.

²² [Extended Producer Responsibility 5-Year Action Plan 2021 to 2026 \(gov.bc.ca\)](https://www2.gov.bc.ca/gov/content/soc/industry/epa/epa-2021-2026)

becomes a particular concern, the SCRDR will review the true cost of EPR material management and lobby for increased cost recovery by EPR programs.

The SCRDR is a member of the BC Product Stewardship Council, a body that advocates on behalf of local government for effective EPR programs. SCRDR staff also regularly engage with stewardship agencies to discuss how access to their programs can be improved in the region. The BC Product Stewardship Council has been successful in advocating for more products to be regulated under the Recycling Regulation (e.g., mattresses).

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
3A: Continue to advocate for increased focus on reduce, reuse and repair efforts amongst existing EPR programs rather than collection and recycling	Year 1-5	-	20 hrs
3B: Advocate for inclusion of new materials, under the Recycling Regulation, and for increased cost recovery by EPR programs	Year 1-10	-	20 hrs

Implementation by: SCRDR

GHG reduction potential: 26,820 tonnes CO₂e²³

Annual diversion potential: 884 tonnes per year
(7% of landfilled waste)

The diversion potential depends on which products are regulated under the Recycling Regulation and the success of a specific program.

If the Province regulates ICI PPP, the region can anticipate achieving significantly more diversion. The 2022 waste composition showed that 27% of the commercial loads taken to the active face of Sechelt Landfill were divertible PPP recyclables. The impacts on disposal were estimated by assuming that 50% of these PPP recyclables would be diverted from landfilling.

STRATEGY 4: Improve Recycling and Organics Diversion Opportunities for Residents

This strategy includes actions to improve recycling and organics diversion (composting) services.

Curbside Recycling

Curbside recycling collection options are limited or not available in some areas of the region and residents are required to self-haul materials to a depot or transfer station. Refer to Section 3.2.3 for a description of the curbside collection services.

²³ The GHG emission reduction estimates are based on the reduction in landfill disposal of paper products.

The SCRDR undertook a Curbside Recycling Questionnaire in 2021 to understand if residents within SCRDR Areas B, D, E and F are interested in a curbside collection service. At a cost of approximately \$30 - \$70 per household, which would depend on Recycle BC subsidies, over 70% of respondents were interested in receiving a curbside recycling service through a manual blue bin collection program.

The cost to provide curbside collection services in the Electoral Areas have risen since the Regional District assessed costs ahead of the 2021 survey. Over the last year, Recycle BC has begun to issue fines in communities (e.g., Kamloops and West Kelowna) for unacceptable contamination in curbside recyclables, while the SCRDR has not received any in the depot model it should be taken into consideration for curbside service. The opportunity to partner with regional municipalities can help to assist the SCRDR in learning about addressing contamination issues before the service starts based on the experience of the District of Sechelt and shíshálh Nation Government District. High contamination drives up costs for increased sorting to maintain the bale quality and marketability of the collected recyclables. Recycle BC has also piloted other curbside collected materials in other communities that if successful could be of interest to SCRDR residents.

The SCRDR wants to re-assess curbside recycling costs and improve access to curbside recycling collection. Potential synergies and partnerships with regional municipalities will be assessed as this can provide economies of scale and reduce costs of a curbside collection. Efforts to increase diversion from the residential sector through expanding curbside collection will be weighed against the program cost and the additional diversion that can be achieved.

Improve Community Recycling

The SCRDR will improve recycling opportunities within communities through the following initiatives:

- Increase access to waste diversion services through expanded cleanup events. For example, the SCRDR wants to improve the Islands Clean Up program and partner with product stewardship agencies to offset collection costs and to be able to collect a wider range of materials and/or more frequently.
- Pilot a recycling program for bulky items, such as used furniture, with a suitable local community non-profit organization. A model to pilot can include a bulky item pick up collection, or collection days in a suitable area. Items in good working condition are important to reuse, if possible.

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
4A: Re-assess curbside recycling costs and provide better access to curbside recycling collection	Year 1-5	\$100,000 ²⁴	150 hrs

²⁴ Assumes \$100,000 as the cost review of a curbside collection in year 1 and a survey in year 2 (\$50,000 each year).

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
4B: Increase access to waste diversion services through expanded cleanup events	Year 1-5	\$100,000 ²⁵	100 hrs
4C: Pilot recycling program with a suitable partner organization, either through a bulky item pick up collection, or collection days in a suitable area and expand if deemed feasible	Year 5-10	\$100,000 ²⁶	150 hrs

Implementation by: SCRD

GHG reduction potential: 3,183 tonnes CO₂e²⁷

Annual diversion potential: 97 tonnes per year
(1% of landfilled waste)

Even without having curbside recycling collection in all areas, the SCRD already has one of the highest kg per capita of collected recyclables (PPP) in the Province. This demonstrates residents' commitment to recycling and managing waste well given the high usage of the depots.

This was also demonstrated by the 2022 waste composition study, which showed that communities relying on recycling depots (e.g., Gibsons) had a similar waste composition to the District of Sechelt with a residential curbside collection for recycling. Both garbage from Sechelt and Gibsons residents contained 27% of curbside and depot PPP recyclables. Electoral area B residents who rely on self-hauling waste also had 28% of the garbage containing PPP recyclables, and Electoral Areas D & E and F residents were not dissimilar (22 - 23% of garbage was PPP recyclables).

In summary, a relatively small potential reduction in waste disposal was assumed for this strategy. Based on curbside recycling being implemented in areas B, D, E and F, only a modest reduction in landfilled PPP recyclables (5%) is anticipated for serviced residents in these targeted areas.

STRATEGY 5: Improve Compliance and Regulatory Requirements to Enhance Diversion

Section 3.2.3 describes the SCRD bylaws in place to encourage recycling and diversion. The SCRD wants to focus on education and compliance monitoring of the existing solid-waste related bylaws as well as improvement of bylaws to encourage waste diversion, if needed.

Apart from the scale attendant at a landfill/transfer station who cannot write bylaw enforcement notices, the SCRD has no specific staff dedicated to compliance monitoring relating to solid waste bylaws and has not been able to focus on bylaw education to residents and businesses.

²⁵ Assumes \$100,000 for cleanup events every three years to manage HHW and non-EPR materials. These costs may be lower if stewards provide funding.

²⁶ Assumes \$100,000 assumed in year 5 for pilot, not including costs if deemed feasible to continue.

²⁷ The GHG emission reduction estimates are based on the reduction in landfill disposal of paper products.

The SCRD will have a dedicated solid waste compliance officer to monitor compliance at SCRD facilities, as well as educate the public on compliance, related to bylaws and other programs.

The SCRD wants to focus on compliance of commercial users. Commercial waste comprises a significant percent of the total waste generated in the region (54% of total landfilled waste in 2022 as outlined in Section 3.4).

The launch of new education and compliance efforts will benefit from up-front collaboration with waste haulers, as they are a key part to successful education. The SCRD wants to partner with:

- haulers and depot operators to provide better education to residents and businesses on existing diversion opportunities, and
- business organizations (e.g., SCREDO, the local Chamber of Commerce, tourism networks) to reach out to the business community about bylaw requirements. Education to business members can cover a range of waste management topics, including new compliance monitoring efforts, new bylaws and provide an opportunity to educate businesses on waste prevention and diversion opportunities (aligns with Strategy 1).

In the first 2-3 years of Plan implementation, the SCRD will focus on increasing the education and compliance monitoring of existing bylaws. The SCRD wants to work with regional municipalities to harmonize collection bylaws across the region to ensure that waste diversion is consistently encouraged and enforced, and that similar terminology is used. The SCRD will also look for opportunities to align bylaw requirements to reduce wildlife interactions relating to curbside collection bins (this also relates to Strategy 8).

SCRD Priorities for Regulations:

Short term: Assess suitability of a disposal ban

Long-term: Assess suitability of other options

The SCRD will also assess the need for other regulatory options if current incentive-based tipping fees seem ineffective. The SCRD wants to assess the suitability of having a disposal ban for recyclable materials. Additional regulatory tools may be seen as necessary to conserve valuable landfill capacity.

Variable Tipping Fees

- Materials that can be diverted from the landfill through other programs (e.g. EPR) are charged a higher tipping fee than materials that are destined for the landfill.
- This can incentivize source separation to divert materials due to higher fees for divertable materials.

Disposal Ban

- Waste is banned or restricted from disposal at the landfill.
- The hauler must communicate with waste generators that banned materials cannot be collected.
- If banned materials are collected and delivered by the hauler, a surcharge is charged on those materials.

Mid-way through the SWMP implementation (after 5 years at the time of an effectiveness review), the SCRD will assess the suitability of using other regulatory tools, including:

- Bylaw for waste sorting (mandatory waste source separation),
- Waste hauler licensing
- Requirement for the use of transparent bags for garbage destined for landfill, which would simplify inspection with less staff time needed for enforcement of landfill bans and easier management for waste haulers.

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
5A: Increase bylaw enforcement capacity beyond current 2024 levels	Year 1-5		1 FTE ²⁸
5B: Work with haulers, depot operators and other business organizations to provide uniform education and communication on existing diversion opportunities	Year 1-5	\$5,000 ²⁹	200 hrs
5C: Work with local governments to harmonize waste collection bylaws to effectively and more consistently encourage waste diversion across the Region	Year 1-5	-	150 hrs
5D: Investigate suitability of other regulatory options and develop regulations, if deemed necessary to conserve landfill space	Year 1-10	\$50,000 ³⁰	150 hrs

Implementation by: SCRD

GHG reduction potential: 52,756 tonnes CO₂e³¹

Annual diversion potential: 1,403 tonnes per year
(11% of landfilled waste)

This strategy will have impacts on both ICI and residential waste diversion.

The diversion of ICI recyclables is accounted for in Strategy 3 if ICI PPP is regulated by the Province under the Recycling Regulation. The ICI sector is likely to achieve improvements in organics diversion as result of Strategy 5. ICI waste typically contains 23% organics and a 50% reduction in landfilled organics is assumed in the ICI sector.

²⁸ Assumes that the SCRD require a new FTE for bylaw enforcement for solid waste related bylaws.

²⁹ Assumes cost of communications material in year 1.

³⁰ Assumes two separate studies on regulatory options (\$25,000 each): the suitability of disposal bans in year 3, and a review of other regulatory options, such as waste sorting and waste hauler licensing in year 5 at the time of an SWMP effectiveness review.

³¹ The GHG emission reduction estimates are based on the reduction in landfill disposal of organics.

Based on improved education to residents, collection bylaw harmonization and enforcement, more residential PPP and organics are likely to be diverted. In 2022, a total of 53% of the residential landfilled waste contained materials which can be diverted through existing programs. A 25% reduction of divertible materials being landfilled is assumed in the residential sector.

STRATEGY 6: Encourage CDR Waste Prevention and Diversion

A range of source separated CDR materials are accepted for recycling at Sechelt Salish Soils Depot or at SCRCD’s facilities (refer to Section 3.2.3). However, waste composition studies show that there are still some divertible CDR materials that are sent for landfilling.

The SCRCD will establish a CDR working group with representatives from local municipalities, contractors, and other CDR industry parties. This group can be beneficial for developing and dispersing educational resources and developing new resources for municipalities. Education is needed about the impact of CDR materials on the environment (e.g., asbestos) and the benefits from avoiding landfilling and keeping CDR materials within the local economy.

There are many CDR materials that currently cannot be recycled or diverted through energy recovery, although options are available nearby. The SCRCD will continue to research and pilot options for CDR material recycling, such as carpet or asphalt shingles. The SCRCD will assess whether it is feasible to enable sorting of mixed loads at one of SCRCD’s facilities. A mixed load would still need to be accepted at a higher tipping fee than segregated materials (yet lower than landfill disposal).

The *BC Local Government Act* gives authority to local governments to regulate construction, alteration, repair, and demolition of buildings. The municipal permitting process can encourage home relocation, and CDR separation and recycling. Instead of demolishing a building, homes can also be relocated to a new location where the structure is reused and upgraded or deconstructed so as to better allow for the reuse of materials.

The SCRCD wants to partner with regional municipalities to support their developments of salvage, recycling, and/or deconstruction bylaws, or municipal permitting processes aimed to encourage home relocation. The Regional District can support in developing and educating residents and businesses about new regulations. Municipalities will need to administer and enforce new regulations.

The SCRCD will also advocate to the Province for changes to the Building Code that better support building relocation, salvage and reuse of CDR materials.

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
6A: Develop a CDR working group for developing and dispersing resource,	Year 1-5	\$5,000 ³²	500 hrs

³² Assumes cost of printing resources in year 2.

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
education, and develop new resources as a group			
6B: Research recycling options for additional CDR materials and implement pilot for suitable options	Year 1-10	\$100,000 ³³	50 hrs
6C: Collaborate with regional municipalities to support bylaw developments and implementation that support home relocation, salvage, recycling, and/or deconstruction	Year 1-10	- ³⁴	200 hrs
6D: Advocate for changes to the Building Code that better support building relocation, salvage and reuse of CDR materials	Year 1-10	-	50 hrs

Implementation by: SCRD

GHG reduction potential: 522 tonnes CO₂e

Annual diversion potential: 167 tonnes per year³⁵

(1.4% of landfilled waste)

The 2022 composition study showed residential self-haul and commercial waste contained 4% wood and metal building materials, whereas the residential curbside waste stream contained 6%. With more focus on education and bylaws to support CDR segregation, a 30% reduction may be likely from less landfill disposal of wood and metal.

STRATEGY 7: Encourage Tourist, Seasonal Resident and Event Waste Reduction and Diversion

Regional population growth and seasonal population changes influence the amount of waste and recyclables managed and disposed of in the region. The PTAC has brought up concerns about the amount of waste resulting from tourists and seasonal residents.

This waste is typically be managed as part of ICI waste when visitors and seasonals residents use hotels, motels or RV parks, or as residential waste when they stay at short-term rentals or seasonal dwellings and use curbside collection services or when they bring waste to the depots, landfill, or transfer station. Visitors and residents use SCRD waste and recycling bins in regional parks and municipal bins in the streetscapes.

The SCRD will support organizers of public events in preventing waste and enhancing diversion by providing resources, such as a waste management plan guide and through continued offering of the WRIP grant.

³³ Assumes costs of 1-2 pilots (\$50,000 each year) in year 2 and 6

³⁴ Assumes no cost to SCRD. However, there will be municipal costs to administer and enforce new regulations, which have not been identified.

³⁵ The GHG emission reduction estimates are based on the reduction in landfill disposal of wood waste.

The SCRД wants to collaborate with relevant organizations such as Sunshine Coast Tourism, Destination BC, and BC Ferries to improve waste diversion opportunities to reduce waste coming to the Sechelt Landfill.

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
7A: Provide educational resources (e.g. waste reduction guide, signage templates) that can help event organizers prevent waste and enhance diversion	Year 1-10	\$2,000 ³⁶	150
7B: Support relevant parties in developing educational materials for high-tourist areas to inform tourists of local recycling practices	Year 5-10	\$5,000 ³⁷	100 hrs

Implementation by: SCRД

GHG reduction potential: 3,234 tonnes CO₂e³⁸

Annual diversion potential: 122 tonnes per year
(1% of landfilled waste)

The overall waste disposal is assumed to reduce by 1%. A large part of this is assumed to relate to efforts targeting high-tourist areas and events, which may reduce the disposal of food waste and PPP materials.

STRATEGY 8: Improve Wildlife Management related to Waste Management

Odorous waste can be a significant attractant for wildlife on the Sunshine Coast. Interactions can range from pests, birds, dogs, and raccoons tipping over containers scattering garbage, to bears accessing improperly stored or set-out containers and becoming habituated to garbage or organics. This can be dangerous for both residents and wildlife.

The overall management of our bears and other wildlife is the responsibility of the Province and the Conservation Officer Service (COS) can serve fines for the intentional or unintentional feeding of bears or any wildlife.

³⁶ Assumes an annual cost of \$2,000 to fund various resources for events.

³⁷ Assumes printing or signage costs in year 6.

³⁸ The GHG emission reduction estimates are based on the reduction in landfill disposal of food waste.

The SCRDR wants to collaborate with regional municipalities, WildSafeBC and the BC Conservation Officer Service, and community groups and will continue supporting WildsafeBC's education and outreach to local communities (residents and businesses).

Collection bylaws of the SCRDR and regional municipalities include requirements for setting out curbside bins and, in some bylaws, wildlife attractants clauses to reduce conflicts between bears and humans in the community.

The SCRDR wants to revise the SCRDR Waste Collection Bylaw No. 431 to improve requirements around wildlife attractants and increase enforcement efforts. The SCRDR will review the need for revising its collection bylaw and increasing enforcement capacity as part of the five-year effectiveness review.



Figure 13: Photo from the Town of Gibsons's website with information on the Wildlife Attractant Bylaw

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
8A: Collaborate with relevant parties to support existing educational campaigns	Year 1-10	-	100 hrs
8B: Revise the SCRDR Waste Collection Bylaw No. 431 to integrate requirements relating to wildlife attractants in curbside collection	Year 5-10	-	100 hrs

Implementation by: SCRDR with regional municipalities

GHG reduction potential: 0

Annual diversion potential: 0 tonnes per year

No significant additional diversion is anticipated as result of this strategy.

4.3 Energy Recovery

Energy Recovery



Strategy 9: Assess Potential for Recovery of Energy from Residual Waste

- **Action 9A:** Collaborate with other related parties to discuss opportunities for energy recovery for non-recyclable materials

Strategy 9: Assess Potential for Recovery of Energy from Residual Waste

Energy recovery refers to the capture of the energy embodied in non-recyclable waste. In the SCRD's 2021 study on Future Waste Disposal Options, the option to build a large-scale waste-to-energy facility was considered with other disposal options. The waste-to-energy option was the most expensive option reviewed and for this reason, has been regarded as cost-prohibitive for the size of the region.

Instead, the SCRD wants to continue to assess small-scale recovery options (local and out-of-region) for certain non-recyclable waste materials, which are currently being landfilled. Energy recovery may be an option to help reduce airspace consumption and preserve the lifespan of a landfill. The SCRD will continue taking part in discussions with other regional districts related to energy recovery and long-term disposal for coastal communities (e.g. via the Coast Waste Management Association).

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
9A: Collaborate with other related parties to discuss opportunities for energy recovery for non-recyclable materials	5-10	-	5 hrs

Implementation by: SCRD

GHG reduction potential: 0

Annual diversion potential: 0 tonnes per year

No significant additional diversion is anticipated as result of this strategy since the segregation of mixed loads of waste have not been proven to be realistic options at this point.

4.4 Residual Waste Management

The following four strategies relate to issues that involve residual waste management. The first strategy (Strategy 10) will be formulated once the SCRD has completed the feasibility study of disposal options for the region and this strategy is included as a placeholder strategy at this point.

Strategies 11 to 14 cover the management of littering, illegal dumping and marine debris, as well as management of invasive species and debris waste related to natural disasters.

Residual Waste Management



Strategy 10: Secure Short- and Long-term Disposal Options for the Region

- **Action 10A:** TBC
- **Action 10B:** TBC
- **Action 10C:** TBC

Strategy 11: Prevent and Address Littering, Illegal Dumping and Marine Debris

- **Action 11A:** Expand current Good Samaritan Program to support community lead initiatives
- **Action 11B:** Develop education materials and awareness campaign to prevent and reduce litter and abandoned materials
- **Action 11C:** Continue supporting initiatives that address marine debris and the removal of abandoned boats
- **Action 11D:** Partner with organizations and federal agencies in improving reporting and removal of abandoned boats, and advocate for the Province to provide more support
- **Action 11E:** Develop an illegal dumping strategy aimed to improve tracking and reduce the number of illegal dumping incidents

Strategy 12: Improve Invasive Species Management

- **Action 12A:** Develop and implement an Invasive Plant Management Strategy
- **Action 12B:** Continue and improve education on invasive plant disposal

Strategy 13: Improve Debris Waste Management

- **Action 13A:** Develop a debris waste management plan and emergency response plans for SCRD facilities to manage unpredictable surges in waste materials from natural disasters

STRATEGY 10: Secure Short- and Long-term Disposal Options for the Region

This strategy and related actions, costs and staffing impacts will be developed during the first half of 2025 when the SCRCD has completed the disposal studies that will determine the feasibility of various short and long-term disposal options.

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
		TBC	TBC
		TBC	TBC
		TBC	TBC

Implementation by: SCRCD

GHG reduction potential: 0

Annual diversion potential: 0 tonnes per year

No significant additional diversion is anticipated as result of this strategy.

STRATEGY 11: Prevent and Address Littering, Illegal Dumping and Marine Debris

Environmental protection has been a key priority for the SCRCD and is emphasized in the guiding principle 7 of the updated SWMP. The SCRCD has many initiatives to discourage illegal dumping and promote proper disposal (refer to Section 3.2.4).

Illegal Dumping and Littering

The SCRCD has no ability to issue fines to residents for illegal dumping. The public is encouraged to report illegal dumping to the BC Conservation Services via the Report All Poachers and Polluters (RAPP) hotline. BC Conservation Services can issue fines as well as the regional municipalities with bylaw provisions.

The Good Samaritan Program is available to support community led initiatives, but it only supports by covering tipping fees at the landfill for cleanups. The SCRCD will expand the program to have the option to provide funding to cover costs to rent equipment (trail cameras, roll-off bins) to enable difficult cleanups and assist community groups with monitoring. The program expansion will benefit local community groups and Conservation Officer initiatives.

The SCRCD will develop an education and awareness campaign around illegal dumping to ensure residents are aware of how to report illegal dump sites. Transfer station and landfill users can be educated on the requirements to secure waste loads (BC's Motor Vehicle Act Regulations relating to cargo securement).

When the SCRCD undertakes the five-year effectiveness review after five-years of Plan implementation, the issue of illegal dumping can be assessed. If deemed necessary, the SCRCD will develop an Illegal Dumping Strategy to identify specific problem areas, mitigation strategies,

improve tracking, outreach, and resourcing. The SCRDR can lead the initiative but will benefit from seeking input from relevant parties, such as regional municipalities and electoral areas, local Conservation Officers, community groups involved with clean-ups and the RCMP.

Marine Debris

The Ministry of Water, Land and Resource Stewardship is responsible for marine debris management. The SCRDR will advocate for more provincial marine debris management support, such as education and funding opportunities available to organizations and non-profit organizations involved in cleanups.

The SCRDR will continue to support initiatives that address marine debris and the removal of abandoned boats and wants to partner with relevant organizations and federal agencies (e.g., Canadian Coast Guard) in improving reporting and removal of abandoned and derelict boats. The SCRDR will advocate to the Province that increased support is needed for regional districts to address the issue of marine debris and abandoned boats.

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
11A: Expand current Good Samaritan Program to support community lead initiatives	Years 1-5	\$10,000 ³⁹	50 hrs
11B: Develop education materials and awareness campaign to prevent and reduce litter and abandoned materials	Year 1-10	\$5,000 ⁴⁰	100 hrs
11C: Continue supporting initiatives that address marine debris and the removal of abandoned boats	Year 1-10	-	50 hrs
11D: Partner with organizations and federal agencies in improving reporting and removal of abandoned boats, and advocate for the Province to provide more support	Year 1-10	-	50 hrs
11E: Develop an illegal dumping strategy aimed to improve tracking and reduce the number of illegal dumping incidents	Year 5-10	-	150 hrs

Implementation by: SCRDR

GHG reduction potential: 0

Annual diversion potential: 0 tonnes per year

No significant additional diversion is anticipated from this strategy.

³⁹ Costs of \$10,000 per year assumed as funding or equipment costs to support community groups in year 1-5.

⁴⁰ Costs assumed in year 2 and 4 to cover education and outreach materials.

STRATEGY 12: Improve Invasive Species Management

The SCRDR provides links to relevant resources for information on the types of invasive plant species found on the Sunshine Coast and how community members can report them to the appropriate organizations.

There are limited disposal options for some invasive species in the region. The SCRDR will collaborate with local partners (e.g. regional municipalities, neighbouring regional districts and the private sector) to develop an Invasive Plant Management Strategy. If deemed suitable, the SCRDR will procure or pilot equipment that can destroy invasive species (e.g., a portable air curtain burning technology unit). The SCRDR will continue improve the education on how invasive species are managed.

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
12A: Develop and implement an Invasive Plant Management Strategy	Year 1-5	\$20,000 ⁴¹	150 hrs
12B: Continue and improve education on invasive plant disposal	Year 1-10	\$2,000 ⁴²	100 hrs

Implementation by: SCRDR

GHG reduction potential: 0

Annual diversion potential: 0 tonnes per year

No significant additional diversion is anticipated as result of this strategy.

STRATEGY 13: Improve Debris Waste Management

As BC is experiencing more frequent extreme weather events and natural disasters leading to emergencies, including forest fires and flooding, the SCRDR has identified the need to develop a debris management plan to manage unpredictable surges in waste materials. Emergencies can also include an animal epidemic, human pandemic, dam failures or earthquakes.



The SCRDR is part of a joint program, the Sunshine Coast Emergency Program (SCEP). The associated bylaws and regulations are currently under review which manage this program will determine the services provided by the SCEP and local authorities.

The Province developed a Debris Waste Management Guidance (DWMG) document in response to the atmospheric river event in the fall of 2021.⁴³ The planning for management of large volumes of

⁴¹ Assumed costs of invasive species pilot in year 3.

⁴² Assumed costs of educational materials in year 2.

⁴³ [Debris Management Guidelines \(gov.bc.ca\)](https://www2.gov.bc.ca)

waste materials needs to consider aspects including methods for transporting and sorting debris as well as material storage and final disposal of materials. The DWMG provides information on debris clean up, including safety, working in a watercourse, creating a temporary waste management plan, sorting and handling the waste, transporting the waste, and where you can go for additional help. The SCRD wants to collaborate with the regional municipalities to add a waste plan component to the SCEP, using the DWMG to provide guidance.

When developing a debris waste management plan, the SCRD will also consider the suitability to develop:

- Debris waste management guidance for residents to educate them on best practices in the event of extreme weather. The goal is to equip residents with the knowledge and information needed to respond in the best way to these events.
- Emergency response plans for operating waste sites. For example, a Coastal forest fire may result in disaster related waste and the Sechelt Landfill may also be impacted. The facility may be challenging to access, and significant volumes of debris can consume already limited airspace at the landfill.

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
13A: Develop a debris waste management plan and emergency response plans for SCRD facilities to manage unpredictable surges in waste materials from natural disasters	Year 1-10	\$50,000 ⁴⁴	150 hrs

Implementation by: SCRD

GHG reduction potential: 0

Annual diversion potential: 0 tonnes per year

No significant additional diversion is anticipated as result of this strategy.

4.5 Cost Recovery, System Efficiency and Financial Sustainability

The SCRD wants to include one strategy which relates to ensuring an efficient solid waste management system and a funding model that is sustainable in the long-term to fund landfill liabilities and closure costs as well as costs of future disposal options.

⁴⁴ Assumes that the debris waste management plan and supporting documents are developed by a third-party in Year 2 and 3 (\$25,000 each year).

Cost Recovery, System Efficiency and Financial Sustainability



Strategy 14: Ensure Cost-Effective Waste Management and Long-Term Cost Recovery

- **Action 14A:** Assess options to improve cost effectiveness in service delivery (landfill operations, or other services), and implement if deemed feasible
- **Action 14B:** Assess cost recovery model to implement tipping fees and taxation that fully funds the solid waste management system

STRATEGY 14: Ensure Cost-Effective Waste Management and Long-Term Cost Recovery

Opportunity to Reduce Operating Costs

In recent years the landfill operating costs using a contractor have significantly increased. The value of the 2022 landfill operation's contract more than doubled compared to the previous contracted value.

The SCRD wants to review the cost-benefit of operating Sechelt Landfill using all in-house staff instead of contractors. The review would include the need to purchase heavy equipment, where these are currently provided by the contractor.

On the other hand, the SCRD also wants to investigate options for services provided by the SCRD, where the Regional District could divest their involvement where private sector solutions exist or could be facilitated. This could involve a cost-benefit or business case analysis of services provided to seek out opportunities to reduce operating costs.

Long-Term System Cost Forecasting & Cost Recovery

The SCRD is anticipating significant future costs associated with the Sechelt Landfill liabilities and closure, and the development of future disposal options. It will be important to look for cost reduction opportunities and at the overall revenue required for the system over the long term.

In 2023, XCG reported on the Sechelt Landfill Closure Liability and noted that the cost estimate of landfill and post closure liability is significant. The SCRD has so far allocated approximately \$900,000 per year in funding for ongoing closure costs (additional to costs with new disposal options, such as a new landfill). The current unfunded liability is \$2.7M, and future contributions and interest income are expected to reduce the liability further. However, overall, the SCRD will require additional funding to fully close the landfill based on current estimates of unfunded liability.

The SCRD's future costs related to landfill liabilities and closure, and the development of future disposal options will result in a significant funding gap that cannot be filled by current reserves. Given this funding gap over the next 5-10 years, it is imperative that the SCRD undertakes an

in-depth review of solid waste system funding. The Regional District will either need to lower its costs and/or increase the revenue to fund the future waste management system.

The SCRDR wants to assess its cost recovery model to identify tipping fees and taxation that fully funds the solid waste management system. Cost recovery policy varies between regional districts due to differences in population, economies, and environmental standards at receiving landfills.

If solid waste services are mainly funded via tipping fees, increased waste diversion can result in increased costs and decreased revenues, which results in a long-term financial shortfall.

The SCRDR wants to assess its long-term cost recovery model for solid waste management and develop a long-term financial model to inform the necessary tipping fees and taxation needed to pay for the solid waste system over time.

A summary of the new actions is shown in the table below:

New Actions	Timeframe	Additional Costs	Additional Staffing Needs
14A: Assess options to improve cost effectiveness in service delivery (landfill operations, or other services), and implement if deemed feasible	Year 1-5	\$60,000 ⁴⁵	50 hrs
14B: Assess cost recovery model to implement tipping fees and taxation that fully funds the solid waste management system	Year 1-5	\$50,000 ⁴⁶	100 hrs

Implementation by: SCRDR

GHG reduction potential: 0

Annual diversion potential: 0 tonnes per year

No significant additional diversion is anticipated as result of this strategy in the short-term. A review may show that the use of well-designed incentives can help divert waste, but no available data is available at this point.

5 ESTIMATED IMPACTS FROM SWMP STRATEGIES AND NEW ACTIONS

The overall impacts from the new strategies are discussed below in terms of overall impacts on SCRDR costs, resourcing (SCRDR staffing), waste diversion potential, GHG reductions and impacts on local employment. These were all important aspects which PTAC had agreed to at the start of the planning process when guiding principles were established.

⁴⁵ Assumes two cost-benefit assessments (\$30,000 each) by a third-party in year 2 and year 6. Costs does not include any implementation costs based on assessment findings.

⁴⁶ Assumes a cost recovery model is developed by a third-party in year 2.

5.1 Cost Impact

Capital and operating costs have been identified for each strategy with information on the approximate timing of the expenditures (refer to Schedule D). The additional annual costs to deliver the strategies and new actions outlined in Section 4 varies between \$23,000 to \$335,000 per year as shown in Schedule D. The expenditures associated with landfill disposal are not included.

Once the disposal costs are identified, the SWMP will identify the cost impacts to each household.

Costs provided in this Plan are estimated in 2024 dollars and may not reflect actual costs at the time of implementation. Strategies involving municipal costs will need to be defined and approved by each municipality.

The Plan includes several feasibility assessments and reviews that will take place during the Plan implementation period. These reviews may result in new capital costs if the assessments deem a specific initiative as feasible. The capital costs will be identified as part of the reviews, and these can be included as part of the five-year effectiveness review or as part of the next SWMP update. Where suitable, the SCRD may decide to obtain approval for capital spending as part of the annual budgets process and proceed with the new initiative within the current five-year period.

5.2 SCRD Staffing Impact

The 2024 staffing structure consists of 8.10 managerial, technical, strategic, or supervisory full-time equivalents (FTE), and approximately 4.80 FTEs associated with site attendants at the Sechelt Landfill and Pender Harbour Transfer Station.

Figure 14 shows the SCRD staffing to administer the SCRD solid waste system. The chart is limited to SCRD staff and does not present municipal staff involved with curbside collection or bylaw education and enforcement.

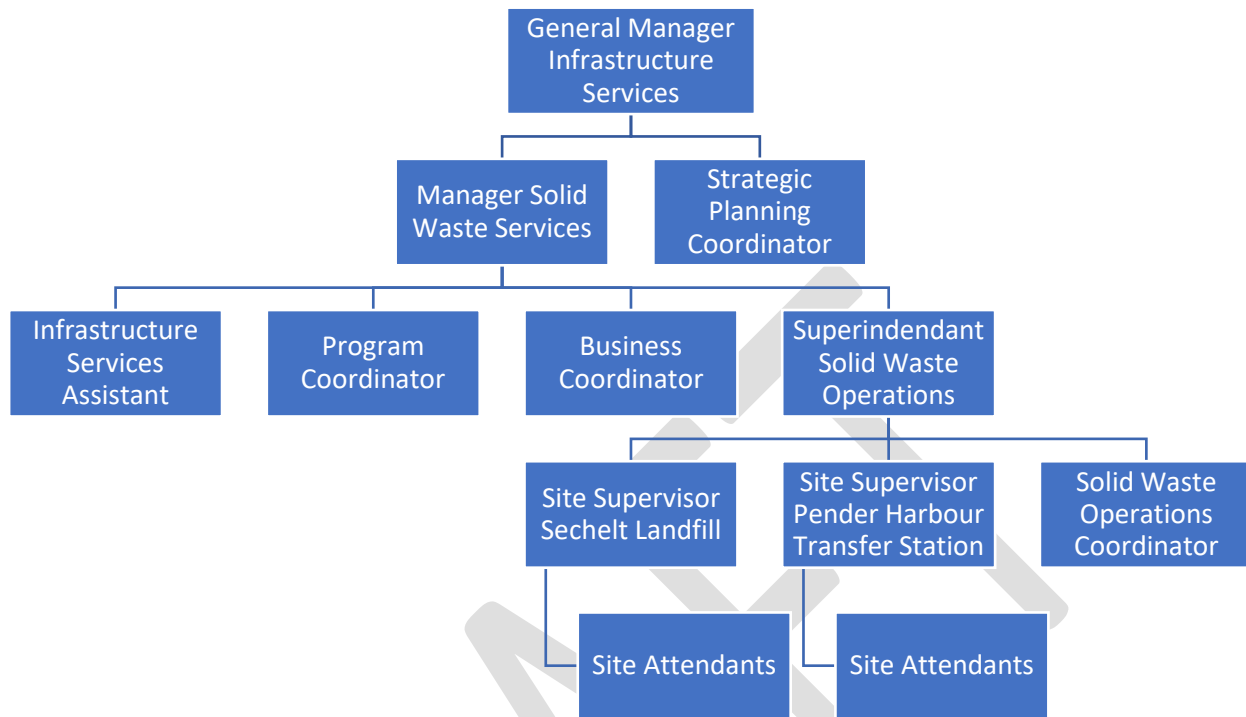


Figure 14: SCRD Solid Waste Services Organization Chart

Staff are distributed between the Refuse Collection (Service function 355), and the Regional Solid Waste (Service functions 350, 351, 352).

All new strategies and actions associated with the updated SWMP will require additional staff resources to implement. Section 4 identifies the estimated expected annual effort required by SCRD staff for each strategy. Figure 15 provides an overview of additional SCRD's staffing needs based on the estimated efforts to implement each strategy and new actions. These staffing needs are in addition to the existing resources.

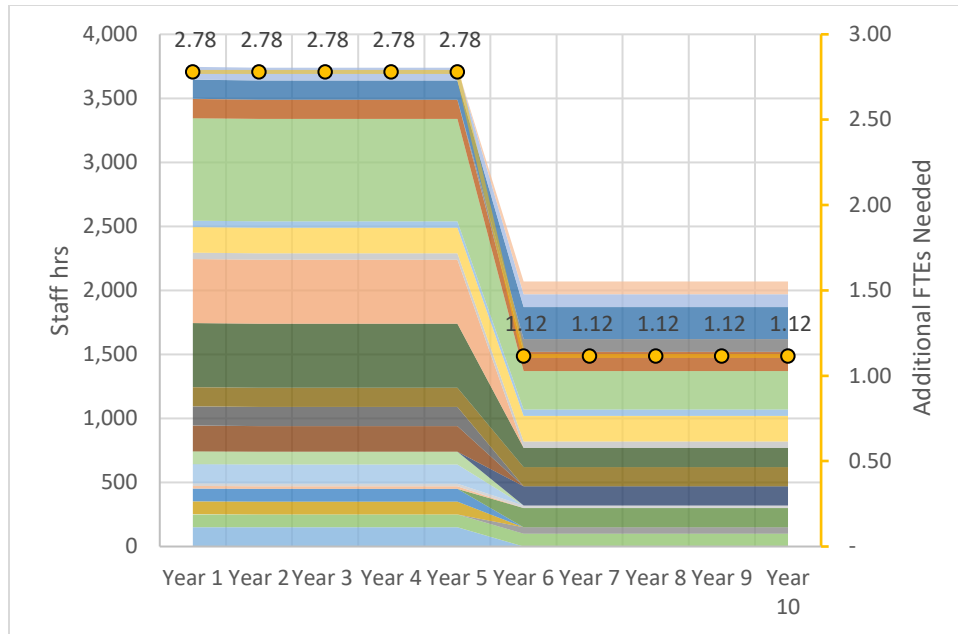


Figure 15: Additional SCRD Staffing Needs from Proposed Strategies (excluding strategy 10)

Adequate resourcing is essential for a successful Plan implementation. The SCRD will need to hire approximately 2.5 additional full time equivalent (FTE) dedicated to strategies and new actions over the first five year of Plan implementation. Beyond year 5, the Regional District will only require one FTE in addition to the current staff level.

Strategy 5 will require one new FTE focused on compliance monitoring of bylaws relating to solid waste issues, as well as education on regulatory requirements and waste diversion programs. A second FTE is required to increase current efforts relating to new communications initiatives that are part of new actions (e.g., CDR waste prevention and diversion (strategy 6), management of invasive species and (Strategy 12) and work with other departments relating to debris waste management (Strategy 13). These additional staffing resources are not necessarily located in the solid waste department, and resourcing can also be spread amongst multiple staff and be included as new responsibilities for existing staff.

5.3 Waste Diversion and GHG Impacts

The diversion impact has been identified for each strategy in terms of how a strategy may decrease the region's annual disposal rate in terms of tonnes. This was estimated based on the waste materials targeted, current waste composition data and a best guess as to how successful the proposed strategy will be to divert waste.

The GHG reduction potential was only estimated for strategies that are expected to reduce the quantities of landfilled organic waste, including food, yard waste, paper products, textiles and wood waste. The emission reductions were calculated by using a GHG calculator developed by Environment and Climate Change Canada for organic waste management to help users estimate the impact on GHG emissions of different organic waste management approaches⁴⁷.

⁴⁷ For more information, refer to URL: <https://www.canada.ca/en/environment-climate-change/services/managing-reducing-waste/municipal-solid/waste-greenhouse-gases-canada-actions/calculator.html>

The reported GHG emissions would be generated from the degradation of the waste over the span of 30 years. This is the lifespan used in the GHG calculator. GHG emissions were calculated by selecting the applicable British Columbia's parameters and by assuming that no landfill gas collection or recovery is taking place at the disposal facility (Sechelt Landfill).

There is currently no Canadian GHG calculator available to estimate indirect GHG impacts from increased reuse and recycling activities.

The strategies identified in this report are estimated to reduce the GHG emissions by 100,050 tonnes CO₂e, provided a successful Plan implementation.

Impact from disposal options (e.g. sending waste to an engineered landfill with landfill gas capture abilities) have not been considered.

5.4 Local Employment Impact

There are many strategies that are likely to have a positive impact on local jobs. In particular, strategies relating to waste reduction, reuse, repair and supporting circular economy and local recycling opportunities (Strategy 1 and 2), as well as strategies involving potential staff increases, such as curbside recycling collection in targeted areas, enhanced bylaw enforcement.

6 PLAN IMPLEMENTATION

6.1 Cost Recovery

The SCRD's solid waste management services are funded through:

- Tax requisition
- User fees and service charges (e.g., tipping fees at the landfill or curbside collection service charges)
- Sale of recyclables (e.g., scrap metal)
- Financial incentives paid by stewardship organizations (e.g., Recycle BC)
- Grants for capital expenditures (occasionally)
- Reserves
- Borrowing

In 2023, all costs associated with the Regional Solid Waste Service function were primarily funded through tax requisition (57% of total revenue) user fees and service charges (32%), and other revenue (11%).

This section will be further developed once there is a better understand the disposal costs and financing needs.

6.2 Monitoring and Measurements

The monitoring of SCRD's Plan implementation and effectiveness will be supported by a Plan Monitoring and Advisory Committee (PMAC), made up of representatives from various stakeholders, similar to the PTAC, which was established for the plan development process.

The SCRD will develop a Terms of Reference for the committee and recruit regional who will be selected and approved by the Board.

The PMAC will provide input to the SCRD staff and the Board as appropriate, monitor the implementation progress and effectiveness of the Plan, and identify concerns and issues that may arise in the implementation process.

Annual progress will be assessed annually using the report card structure included in Schedule F. The per capita disposal will be measured using the quantity (in tonnes) of waste sent for disposal. This quantity will be divided by the estimated or known population as defined by BC Stats Census data and population projections.

Regional district staff will prepare information in annual reports which will be made available for PMAC consideration and the public through the website. The SCRD also provides disposal data for the Province's waste disposal calculator.

After five years of Plan implementation, the SCRD will undertake an effectiveness review and report on the Plan's implementation and effectiveness to date. Schedule D includes the estimated cost to engage a third party to undertake the review on behalf of the Regional District. The review requirements are set by the MoE Guide to Solid Waste Management Planning (September 2016). The review process can identify if there is a need to amend any parts of the SWMP.

6.3 Plan Flexibility

The SWMP represents the current understanding and approach to the solid waste management and issues and opportunities identified on the Coast. The formally adopted SWMP will be considered a "living document" that may be amended to reflect new considerations, technologies, and issues as they develop.

Costs provided in this SWMP are estimates and may not reflect actual costs at the time of implementation. Significant programs and infrastructure projects may undergo further assessment prior to implementation, including an assessment of costs and continued community support.

The implementation schedule included in Schedule E is intended to be flexible to allow for changes in the SCRD's response to fluctuating markets, regional priorities and available funding. Notwithstanding, the contents of this Plan are subject to legal requirements and, as a result, guidance and the direction from the MoE will be sought with respect to level of flexibility, as appropriate.

If any of the information in the schedules to the SWMP needs to be amended during the 10-year implementation timeframe, approval from the MoE may be required and engagement with the

public may be necessary. The requirements depend on the type of change. Unless the change is considered major, in accordance with the MoE Guide to Solid Waste Management Planning, a change to a schedule should not require submission of the entire SWMP for review and approval.

6.4 Dispute Resolution

There is a possibility that disputes may occur during implementation of the Plan, given the number of stakeholders and the varying interests addressed in the SCRD's SWMP. Disputes may also arise through the process of Plan amendments in future.

This section establishes a dispute resolution procedure for addressing such issues as disputes arising from administrative decisions made by the SCRD, interpretations of plan activities and services, economics, land tenure, jurisdictional responsibility, or other issues. The structure presented below is intended to resolve disputes in a timely and cost-effective manner.

- The parties having a dispute must make all reasonable effort to come to an equitable agreement without outside intervention, before proceeding to the next step.
- Should the parties determine that an agreement is not within reach, the PMAC will be utilized as a mediator between the parties. Any PMAC member directly involved with the parties or in a relationship that may be perceived to be a conflict of interest regarding the dispute will not be granted voting/motioning privileges but will remain an active participant in all discussions. All attempts will be made to reach an agreement.
- Should an agreement still not be achievable, the Board will be called upon to act as a mediator. The disputing parties must both agree with referring the dispute to the Board and agree that the Board's decision will be binding.
- Should the SCRD Board be unable to resolve the dispute, an arbitrator may be assigned, the cost to be shared equally between the disputing parties. The reporting materials provided to the PMAC, and the Board shall be provided to the arbitrator, who will review the report and make any inquiries he/she feels necessary to resolve the dispute. The arbitrator's decision shall be submitted to the Board in writing, and the dispute will be considered resolved when the arbitrator's decision is approved by the Board and the dissenting parties.

7 IMPLEMENTATION

A timeframe for implementing each plan strategy is included in Schedule E.

8 PLAN APPROVAL

This plan was approved by the SCRD Board of Directors by the following resolution on (add date and resolution number).

SCHEDULE A: LIST OF SCRD FACILITIES

SCHEDULE A – LIST OF SCRD FACILITIES

Recycling Facilities¹

Facility	Ownership	Location
Gibsons Recycling Depot	Private	1018 Venture Way, Gibsons, BC V0N 1V7
Salish Soils Depot	Private	5646 Schetxwen Rd, Sechelt, BC, V7Z 0V3
Green Recycling in Pender Society (GRIPS)	Private	13136B Sunshine Coast Hwy, Madeira Park, BC V0N 2H1
Sechelt Return-It Depot (Caps Off Bottle Depot)	Private	5755 Cowrie St, Sechelt, BC V0N 3A0
Gibsons Bottle Depot	Private	1035 Venture Way, Gibsons, BC V0N 1V7

Composting Facilities

Facility	Ownership	Location
Salish Soils Depot	Private	5646 Schetxwen Rd, Sechelt, BC, V7Z 0V3

Waste Management and Disposal Facilities

Facility	Ownership	Location
Sechelt Landfill	SCRD	4901 Dusty Rd, Sechelt, BC V0N 3A3
Pender Harbour Transfer Station	SCRD	5545 Garden Bay Rd, Garden Bay, BC V0N 1S1
South Coast Residential Green Waste Drop-off Depot	SCRD	915 Henry Rd, Gibsons, BC V0N 1V2

¹ EPR products are also collected at producer-led return-to-retailer programs (i.e. Shaw, Telus, Bell, London Drugs), which are not included in the list of recycling facilities.

SCHEDULE B: LIST OF CLOSED DISPOSAL SITES

SCHEDULE B – LIST OF CLOSED DISPOSAL FACILITIES

The following closed waste disposal sites are known to the SCR D.

Facility	Ownership	Location
Halfmoon Bay Landfill	SCR D	Trout Lake Road Halfmoon Bay
Gibsons Landfill	SCR D	1235 Stewart Rd, Gibsons, BC, V0N 1V7
Pender Harbour Landfill	SCR D	5545 Garden Bay Rd, Garden Bay, BC V0N 1S1

**SCHEDULE C: LIST OF EXISTING SOLID WASTE
BYLAWS**

SCHEDULE C – SOLID WASTE BYLAWS IN THE REGION

The following is a list of the current bylaws that govern solid waste management activities within the SCRD, as of November, 2024:

Jurisdiction	Bylaw
SCRD	Sunshine Coast Regional District Sanitary Landfill Site Bylaw No. 405
SCRD	Sunshine Coast Regional District Waste Collection Bylaw No. 431
District of Sechelt	District of Sechelt Garbage Control, Collection and Disposal Bylaw No. 47
District of Sechelt	District of Sechelt Solid Waste Collection, Control, and Disposal Bylaw No. 548
District of Sechelt	District of Sechelt Solid Waste Collection, Control, and Disposal Bylaw No. 598
District of Sechelt	District of Sechelt Backyard Burning Prohibition Bylaw No. 446
District of Sechelt	District of Sechelt Open Air Burning Bylaw No. 486
shíshálh Nation Government District	shíshálh Nation Government District Unsightly Premises Bylaw 2010-03
Town of Gibsons	Town of Gibsons Garbage and Organics Collection and Disposal Bylaw No. 1252
Town of Gibsons	Town of Gibsons Rates, Fees, and Charges Bylaw No. 1196
Town of Gibsons	Town of Gibsons Residential Backyard Burning Bylaw No. 971

**SCHEDULE D: EXPENDITURES FOR PLAN
IMPLEMENTATION**

Costs of New Strategies		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1 STRATEGY 1: Provide More Waste Reduction, Reuse, and Repair Opportunities											
A	Encourage businesses to reduce food waste and single-use items and packaging materials	\$5,000									
B	Pilot reuse model, such as community swap days or similar, and expand if deemed feasible					\$15,000					
C	Promote household waste reduction through communication campaigns targeting residents	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
2 STRATEGY 2: Improve Circular Economy and Recycling Opportunities for Local Businesses											
A	Support suitable business organizations to pursue circular innovation through education	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000					
B	Revisit procurement policies to better include circular economy aspects, and encourage alignment across regional municipalities										
C	Expand current grant funding program to support local innovations in the circular economy						\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
3 STRATEGY 3: Lobby for Better and More Provincial Product Stewardship Programs											
A	Continue to advocate for increased focus on reduce, reuse and repair efforts amongst existing EPR programs rather than collection and recycling										
B	Advocate for inclusion of new materials, under the Recycling Regulation, and for increased cost recovery by EPR programs										
4 STRATEGY 4: Improve Recycling and Organics Diversion Opportunities for Residents											
A	Re-assess curbside recycling costs and provide better access to curbside recycling collection	\$50,000	\$50,000								
B	Increase access to waste diversion services through expanded cleanup events		\$100,000			\$100,000			\$100,000		
C	Pilot recycling program with a suitable partner organization, either through a bulky item pick up collection, or collection days in a suitable area and expand if deemed feasible					\$100,000					
5 STRATEGY 5: Improve Regulatory Requirements to Enhance Recycling											
A	Increase enforcement capacity beyond current 2023 levels										
B	Partner with haulers, depot operators and other business organizations to provide better education on existing diversion opportunities	\$5,000									
C	Harmonize waste collection bylaws to effectively encourage waste diversion across the region										
D	Investigate suitability of other regulatory options and develop regulations, if deemed necessary to conserve landfill space			\$25,000		\$25,000					
6 STRATEGY 6: Encourage CDR Waste Prevention and Diversion											
A	Develop a CDR working group for developing and dispersing resource, education, and develop new resources as a group										
B	Research recycling options for additional CDR materials and implement pilot for suitable options.		\$50,000				\$50,000				
C	Collaborate with regional municipalities to support bylaw developments and implementation that support home relocation, salvage, recycling, and/or deconstruction										
D	Advocate for changes to the Building Code that better support building relocation, salvage and reuse of CDR materials										
7 STRATEGY 7: Reduce Tourist and Event Waste and Increase Waste Diversion											
A	Provide educational resources (e.g. waste reduction guide, signage templates) that can help event organizers prevent waste and enhance diversion	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
B	Support relevant parties in developing educational materials for high-tourist areas to inform tourists of local recycling practices						\$5,000				
8 STRATEGY 8: Improve Wildlife Management related to Waste Management											
A	Collaborate with relevant parties to support existing educational campaigns										
B	Revise the SCRD Waste Collection Bylaw No. 431 to integrate requirements relating to wildlife attractants in curbside collection										
9 STRATEGY 9: Assess Potential for Recovery of Energy from Residual Waste											
A	Collaborate with other related parties to discuss opportunities for energy recovery for non-recyclable materials										
10 STRATEGY 10: Secure Short- and Long-term Disposal Options for the Region											
A	Vertical Expansion of Sechelt Landfill										
B	Waste Export										
C	Siting of new landfill										
11 STRATEGY 11: Prevent and Address Littering and Illegal Dumping											
A	Expand current Good Samaritan Program to support community lead initiatives	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000					
B	Develop education materials and awareness campaign to prevent and reduce litter and abandoned materials		\$5,000		\$5,000						
C	Continue supporting initiatives that address marine debris and the removal of abandoned boats										
D	Partner with organizations and federal agencies in improving reporting and removal of abandoned boats, and advocate for the Province to provide more support										
E	Develop an illegal dumping strategy aimed to improve tracking and reduce the number of illegal dumping incidents										
12 STRATEGY 12: Improve Invasive Species Management											
A	Develop and implement an Invasive Plant Management Strategy			\$20,000							
B	Continue and improve education on invasive plant disposal		\$2,000								
13 STRATEGY 13: Prevent and Address Marine Debris											
A	Develop a debris waste management plan and emergency response plans for SCRD facilities to manage unpredictable surges in waste materials from natural disasters		\$25,000	\$25,000							
14 STRATEGY 14: Maximize Disposal Capacity											
A	Assess options to improve cost effectiveness in service delivery (landfill operations, or other services), and implement if deemed feasible		\$30,000				\$30,000				
B	Assess cost recovery model to implement tipping fees and taxation that fully funds the solid waste management system		\$50,000								
NA	Five-year effectiveness review					\$30,000					
Total Expenditure (New Strategies)		\$ 83,000	\$335,000	\$93,000	\$28,000	\$293,000	\$108,000	\$23,000	\$123,000	\$23,000	\$23,000

SCHEDULE E: IMPLEMENTATION SCHEDULE

Implementation - New Strategies (excluding strategy 10)		Implementation Year									
		1	2	3	4	5	6	7	8	9	10
1	STRATEGY 1: Provide More Waste Reduction, Reuse, and Repair Opportunities										
A	Encourage businesses to reduce food waste and single-use items and packaging materials										
B	Pilot reuse model, such as community swap days or similar, and expand if deemed feasible										
C	Promote household waste reduction through communication campaigns targeting residents										
2	STRATEGY 2: Improve Circular Economy and Recycling Opportunities for Local Businesses										
A	Support suitable business organizations to pursue circular innovation through education										
B	Revisit procurement policies to better include circular economy aspects, and encourage alignment across regional municipalities										
C	Expand current grant funding program to support local innovations in the circular economy										
3	STRATEGY 3: Lobby for Better and More Provincial Product Stewardship Programs										
A	Continue to advocate for increased focus on reduce, reuse and repair efforts amongst existing EPR programs rather than collection and recycling										
B	Advocate for inclusion of new materials, under the Recycling Regulation, and for increased cost recovery by EPR programs										
4	STRATEGY 4: Improve Recycling and Organics Diversion Opportunities for Residents										
A	Re-assess curbside recycling costs and provide better access to curbside recycling collection										
B	Increase access to waste diversion services through expanded cleanup events										
C	Pilot recycling program with a suitable partner organization, either through a bulky item pick up collection, or collection days in a suitable area and expand if deemed feasible										
5	STRATEGY 5: Improve Regulatory Requirements to Enhance Recycling										
A	Increase enforcement capacity beyond current 2023 levels										
B	Partner with haulers, depot operators and other business organizations to provide better education on existing diversion opportunities										
C	Harmonize waste collection bylaws to effectively encourage waste diversion across the Region										
D	Investigate suitability of other regulatory options and develop regulations, if deemed necessary to conserve landfill space										

6	STRATEGY 6: Encourage CDR Waste Prevention and Diversion											
A	Develop a CDR working group for developing and dispersing resource, education, and develop new resources as a group											
B	Research recycling options for additional CDR materials and implement pilot for suitable options.											
C	Collaborate with regional municipalities to support bylaw developments and implementation that support home relocation, salvage, recycling, and/or deconstruction											
D	Advocate for changes to the Building Code that better support building relocation, salvage and reuse of CDR materials											
7	STRATEGY 7: Reduce Tourist and Event Waste and Increase Waste Diversion											
A	Provide educational resources (e.g. waste reduction guide, signage templates) that can help event organizers prevent waste and enhance diversion											
B	Support relevant parties in developing educational materials for high-tourist areas to inform tourists of local recycling practices											
8	STRATEGY 8: Improve Wildlife Management related to Waste Management											
A	Collaborate with relevant parties to support existing educational campaigns											
B	Revise the SCRD Waste Collection Bylaw No. 431 to integrate requirements relating to wildlife attractants in curbside collection											
9	STRATEGY 9: Assess Potential for Recovery of Energy from Residual Waste											
A	Collaborate with other related parties to discuss opportunities for energy recovery for non-recyclable materials											
10	STRATEGY 10: Secure Short- and Long-term Disposal Options for the Region											
11	STRATEGY 11: Prevent and Address Littering and Illegal Dumping											
A	Expand current Good Samaritan Program to support community lead initiatives											
B	Develop education materials and awareness campaign to prevent and reduce litter and abandoned materials											
C	Continue supporting initiatives that address marine debris and the removal of abandoned boats											
D	Partner with organizations and federal agencies in improving reporting and removal of abandoned boats, and advocate for the Province to provide more support											
E	Develop an illegal dumping strategy aimed to improve tracking and reduce the number of illegal dumping incidents											
12	STRATEGY 12: Improve Invasive Species Management											
A	Develop and implement an Invasive Plant Management Strategy											
B	Continue and improve education on invasive plant disposal											
13	STRATEGY 13: Prevent and Address Marine Debris											
A	Develop a debris waste management plan and emergency response plans for SCRD facilities to manage unpredictable surges in waste materials from natural disasters											

14	STRATEGY 14: Maximize Disposal Capacity									
A	Assess options to improve cost effectiveness in service delivery (landfill operations, or other services), and implement if deemed feasible									
B	Assess cost recovery model to implement tipping fees and taxation that fully funds the solid waste management system									
N/A	Five-year effectiveness review									

SCHEDULE F: ANNUAL REPORT CARD

SCHEDULE F – REPORT CARD TEMPLATE



2023 Regional Solid Waste Management Plan Progress Report, YEAR

What is the Solid Waste Management Plan?

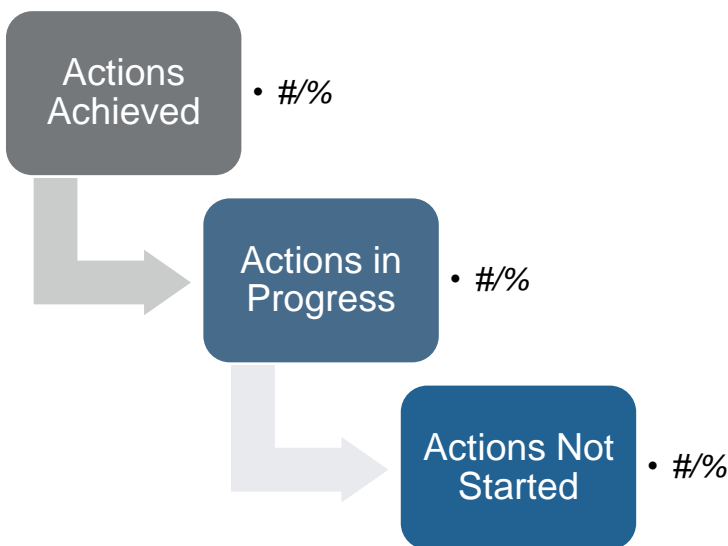
The SCRD first developed a SMWP in 1995, which was updated in 2005, 2011, and 2025. The plan outlines how the SCRD will manage garbage, recycling, green waste, and food waste programs.

SCRD developed the 2025 SWMP in partnership with the public, Indigenous communities, interested parties and stakeholders.

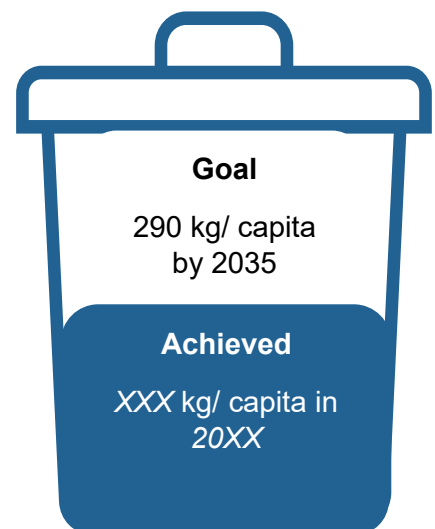
The SCRD is working towards maximizing waste prevention and diversion by prioritizing the first three levels of the pollution prevention hierarchy, reduce, reuse, and repair. The Plan is simple: create less waste! Monitoring the implementation progress and effectiveness of the strategies and actions is important for reaching our goals.




This report outlines the annual progress on the strategies and actions from the 2025 SWMP.



Progress on Strategy Actions







Per Capital Disposal






Value	Strategy	Action	Progress	Involvement	Status
	Provide More Waste Reduction, Reuse, and Repair Opportunities	1A:	(enter one of the three visuals in footer)	(Who is involved? Region, Munis, non-profits, etc.?)	(Is there anything to report on? E.g., x amount of dollars provided through grants)
		1B:			
		1C:			
	Improve Circular Economy and Recycling Opportunities for Local Businesses	2A:	(enter one of the three visuals in footer)	(Who is involved? Region, Munis, non-profits, etc.?)	(Is there anything to report on? E.g., x amount of dollars provided through grants)
		2B:			
		2C:			
	Lobby for Better and More Provincial Product Stewardship Programs	3A:	(enter one of the three visuals in footer)	(Who is involved? Region, Munis, non-profits, etc.?)	(Is there anything to report on? E.g., x amount of dollars provided through grants)
		3B:			
		3C:			
	Improve Recycling and Organics Diversion Opportunities for Residents	4A:	(enter one of the three visuals in footer)	(Who is involved? Region, Munis, non-profits, etc.?)	(Is there anything to report on? E.g., x amount of dollars provided through grants)
		4B:			
		4C:			


Value						Progress		
								
Reduce, Reuse, Repair	Recycle	Recovery	Residual Management	Cost Recovery	Not started	In progress	Complete	

Value	Strategy	Action	Progress	Involvement	Status
	Improve Regulatory Enforcement and Requirements to Enhance Recycling	5A:	<i>(enter one of the three visuals in footer)</i>	<i>(Who is involved? Region, Munis, non-profits, etc.?)</i>	<i>(Is there anything to report on? E.g., x amount of dollars provided through grants)</i>
		5B:			
		5C:			
		5D:			
	Encourage CDR Waste Prevention and Diversion	6A:	<i>(enter one of the three visuals in footer)</i>	<i>(Who is involved? Region, Munis, non-profits, etc.?)</i>	<i>(Is there anything to report on? E.g., x amount of dollars provided through grants)</i>
		6B:			
		6C:			
		6D:			
	Improve Regulatory Enforcement and Requirements to Enhance Recycling	7A:	<i>(enter one of the three visuals in footer)</i>	<i>(Who is involved? Region, Munis, non-profits, etc.?)</i>	<i>(Is there anything to report on? E.g., x amount of dollars provided through grants)</i>
		7B:			
	Encourage CDR Waste Prevention and Diversion	8A:	<i>(enter one of the three visuals in footer)</i>	<i>(Who is involved? Region, Munis, non-profits, etc.?)</i>	<i>(Is there anything to report on? E.g., x amount of dollars provided through grants)</i>
		8B:			

Value						Progress		
								
Reduce, Reuse, Repair		Recycle	Recovery	Residual Management	Cost Recovery	Not started	In progress	Complete

Value	Strategy	Action	Progress	Involvement	Status
	Assess Potential for Recovery of Energy from Residual Waste	9A:	<i>(enter one of the three visuals in footer)</i>	<i>(Who is involved? Region, Munis, non-profits, etc.?)</i>	<i>(Is there anything to report on? E.g., x amount of dollars provided through grants)</i>
	Improve Circular Economy and Recycling Opportunities for Local Businesses	10A:	<i>(enter one of the three visuals in footer)</i>	<i>(Who is involved? Region, Munis, non-profits, etc.?)</i>	<i>(Is there anything to report on? E.g., x amount of dollars provided through grants)</i>
		10B:			
		10C:			
	Lobby for Better and More Provincial Product Stewardship Programs	11A:	<i>(enter one of the three visuals in footer)</i>	<i>(Who is involved? Region, Munis, non-profits, etc.?)</i>	<i>(Is there anything to report on? E.g., x amount of dollars provided through grants)</i>
		11B:			
		11C:			
		11D:			
		11D:			
	Improve Recycling and Organics Diversion Opportunities for Residents	12A:	<i>(enter one of the three visuals in footer)</i>	<i>(Who is involved? Region, Munis, non-profits, etc.?)</i>	<i>(Is there anything to report on? E.g., x amount of dollars provided through grants)</i>
		12B:			

Value						Progress		
								
Reduce, Reuse, Repair	Recycle	Recycle	Recovery	Residual Management	Cost Recovery	Not started	In progress	Complete

Value	Strategy	Action	Progress	Involvement	Status
	Improve Regulatory Enforcement and Requirements to Enhance Recycling	13A:	<i>(enter one of the three visuals in footer)</i>	<i>(Who is involved? Region, Munis, non-profits, etc.?)</i>	<i>(Is there anything to report on? E.g., x amount of dollars provided through grants)</i>
\$	Ensure Cost-Effective Waste Management and Long-Term Cost Recovery	14A:	<i>(enter one of the three visuals in footer)</i>	<i>(Who is involved? Region, Munis, non-profits, etc.?)</i>	<i>(Is there anything to report on? E.g., x amount of dollars provided through grants)</i>
		14B:			

Value						Progress		
								
Reduce, Reuse, Repair	Recycle	Recycle	Recovery	Residual Management	Cost Recovery	Not started	In progress	Complete



Staff Report For Information

TO: Committee of the Whole – March 27, 2025
AUTHOR: Alex Taylor, Manager, Budgeting and Grants
SUBJECT: **Grants Status Update**

OVERVIEW

Purpose of Report:

The purpose of this report is to update the committee on grant application notifications, status of pending applications, grants in progress as well as grants that completed since the last grant status update. This report is for information. No staff recommendation accompanies this report and Committee or Board action is not required.

BACKGROUND

The Sunshine Coast Regional District (SCRD) applies regularly for grants available to undertake projects each year. Staff search for new grant opportunities and alignment where possible with the Board's Strategic Plan, Corporate Plans, currently approved projects, or emerging opportunities. The last grants status update was presented at the September 26, 2024 Committee of the Whole meeting.

DISCUSSION

Information on recent grant application notifications, pending applications, grants received and in progress and completed grants are detailed in the tables that follow:

Grant Application Notifications

Program Name	Administered By	Project	Funding Requested / Received	Status	Area(s) Affected
Disaster Resilience and Innovation Funding Program	Union of British Columbia Municipalities	Eastbourne Groundwater Development	\$1,500,000	Denied	Area F
Community Emergency Preparedness Fund	Union of British Columbia Municipalities	Fire Department Equipment & Training	\$160,000	Denied	A,B,D,E,F, ToG

The SCRD also partnered with the shíshálh Nation toward the application to the Disaster Mitigation and Adaptation Fund (DMAF) where the lead applicant was the shíshálh Nation. On January 16, 2025, the Federal Government announced the approval of just over \$117 million. The SCRD's portion of the project is toward the Chapman Water Treatment Plant upgrade in the amount of approximately \$24 million.

Pending Grant Applications

There are currently no pending grant applications for which the SCRD is awaiting response.

Grants Received and in Progress

The table below summarizes approved grant funding for project works and programs which are currently planned or in progress or which are substantially complete pending submission of a final grant claim and report:

Program Name	Administered By	Project	Approved Funding	Project Completion Deadline	Area(s) Affected
COVID-19 Safe Restart Grant for Local Governments	BC Ministry of Municipal Affairs and Housing	Allocated to various projects	\$762,000	Dec. 31, 2025	All
Community Emergency Preparedness Fund- Fire Department Equipment & Training	Union of British Columbia Municipalities	SCRD Fire Department Continuous Improvement	\$120,000	March 31, 2025	A,B,D,E,F, ToG
Infrastructure Planning Grant Program	BC Ministry of Municipal Affairs and Housing	Hopkins Landing Waterworks District Takeover	\$10,000	December 31, 2025	Area F
Canada Community Building Fund- Strategic Priorities Fund	Union of British Columbia Municipalities	Universal Water Metering-Phase 3	6,000,000	December 31, 2025	DoS
Indigenous Engagement Requirement Funding Program	Province of BC	Various	\$48,000 (Note 1)	March 31, 2025	Regional
Local Government Development Approvals Program	Union of British Columbia Municipalities	Development Approval Process Implementation	\$150,000	April 29, 2026	A,B,D,E,F
Community Resiliency Investment Program	Union of British Columbia Municipalities	SCRD Wildfire Preparedness and Prevention	\$746,345	June 30, 2025	A,B,D,E,F ToG
Community Emergency Preparedness Fund	Union of British Columbia Municipalities	EOC Tower Equipment & Training	\$28,095	July 31, 2025	Regional
Community Emergency Preparedness Fund	Union of British Columbia Municipalities	Evacuation Route Plan	\$119,570	August 29, 2025	Regional

Community Emergency Preparedness Fund	Union of British Columbia Municipalities	Coastal Flood Mapping	\$510,000	Nov. 15, 2025	Regional
Infrastructure Planning Grant Program	BC Ministry of Municipal Affairs and Housing	Square Bay Waste Water Collection System Upgrade Planning Study	\$10,000	December 31, 2025	Area B
Capacity Funding for Local government implementation of Housing Legislation	Province of BC	Various Projects	\$174,383	December 31, 2025	A,B,D,E,F
Next Generation 911 Program	Union of British Columbia Municipalities	Next Generation 911 Upgrades	\$45,000	August 2, 2026	Regional
Community Resiliency Investment Program	Union of British Columbia Municipalities	FireSmart Community Funding and Support (2024-2026)	\$1,500,000	August 14, 2026	A,B,D,E,F ToG
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Woodcreek Park Wastewater Treatment Plant System Upgrade	\$769,000	Dec. 31, 2026	Area E
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Halfmoon Bay Hall Replacement	\$2,013,641	March 31, 2027	Area B
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Langdale Waste Water Upgrade Project	\$751,997	March 31, 2028	Area F

Note 1-Included in todays agenda is a report seeking approval of a second year of Indigenous Engagement Requirements funding which would allow the SCRD to receive an additional \$48,000 and extend the project completion deadline to March 31, 2026.

Completed Grants

The table below is a summary of recently completed grants:

Program Name	Administered By	Project	Funding Received	Completion Date	Area(s) Affected
Community Emergency Preparedness Fund	Union of British Columbia Municipalities	Fire Department Equipment Modernization and Enhancements	\$117,743	September 27, 2024	A, B, D, E, ToG
Community Emergency Preparedness Fund	Union of British Columbia Municipalities	ESS Improvements	\$30,000	February 13, 2025	Regional

Upcoming Opportunities

Staff continuously seek out and monitor grant funding opportunities that align with approved or future planned projects identified in long-term capital plans. Various grant programs and funding streams are tracked on an ongoing basis.

At present, there are several open intakes under separate funding streams. Staff are currently reviewing opportunities that align with grant program guidelines and will bring forward a subsequent report to the Committee with recommended projects to proceed to the application stage.

There are currently two opportunities that SCRD staff are further investigating to determine if any planned projects are suitable.

- Local Community Accessibility Grant Program-This is one-time funding up to \$25,000 to support the implementation of projects or priorities identified in a local government's Accessibility Plan.
- FireSmart Pilot Program for Regional District Cooperative Community Wildfire Response Organizations-This program provides funding to Regional Districts in BC to increase community resiliency and a pathway for wildfire response. This program will allow for training and the purchase of personal protective equipment for local community members located outside of fire protection areas.

Given that the scope of these projects is yet to be determined and approved by the board, these opportunities have not been included in the 2025-2029 Financial Plan.

FINANCIAL IMPLICATIONS

Grants received and in progress have been incorporated into the 2025-2029 Financial Plan. Staff will bring forward a report detailing the financial implications if the SCRD is successful in receiving funding for any of the pending grant applications.

STRATEGIC PLAN IMPLICATIONS

Reviewing grant opportunities for projects identified in the Strategic Plan or capital plans is consistent with the Financial Sustainability Policy.

TIMELINE

Staff are continuously monitoring for grant funding opportunities that align with the Board's Strategic Plan and departmental work plans and will bring forward further reports with details on any new application intakes and opportunities as program details are announced.

SUMMARY AND CONCLUSION

The SCRD applies regularly for grants available to undertake projects in every department each year that align with the Financial Plan and/or the Board's Strategic Plan.

Details on recent application notifications, pending grant applications, grants received and in

progress and completed grants are provided for information.

Staff are continuously monitoring for new funding opportunities and will report back on new application intakes and opportunities as program details are announced.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X - T. Perreault	Other	