Sunshine Coast Regional District

Revised Solid Waste Management Plan

January 2005

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EXECUTIVE SUMMARY

The Sunshine Coast Regional District has created a revised Solid Waste Management Plan. This updates the Plan that was developed and adopted by the Sunshine Coast Regional District (SCRD), and approved by the Ministry of Environment, Lands and Parks in 1996. The revision process was based on extensive input from the general public, local governments, businesses, institutions and First Nations. A Public Task Force was created, which met three times, and hosted three Open Houses. This document represents the integration of the ideas, information and input from the Task Force and general public, as well as SCRD staff members.

The SCRD's vision for solid waste management was amended during the plan revision process. The new vision is as follows:

> Solid waste services in the Sunshine Coast Regional District are environmentally sound, sustainable and financially stable. Services encompass a broad range of reduction, reuse and recycling programs as well as collection and disposal programs
>
> Programs are developed using past experience, education, innovation and new ideas.
>
> Services are user pay, accessible, responsive, flexible, convenient and affordable. Services are designed in anticipation of and in response to customer needs.
>
> The ultimate goal is zero waste.

In order to lend structure to the revision process, the SCRD adopted a strategic planning model. By carefully following the model throughout the planning process, the SCRD can be confident that all critical issues have been addressed. The model adopted by the SCRD identified focus areas, goals and strategies, as follows:

- Focus areas: indicate service areas or priority functions of the SCRD
- Goals: topics within the focus areas that require specific actions
- Strategies: set within each goal to direct the formulation of action items/tasks

The five key focus areas and their associated goals are:

1. Public Health and Environment
   1.1. Minimize public health risks
   1.2. Reduce illegal dumping
   1.3. Minimize the need for bear destruction and relocation
   1.4. Minimize greenhouse gas emissions that may be generated by processing, disposal or transportation of solid waste, by prioritizing diversion and disposal options based on life cycle analysis.

2. Waste Reduction
   2.1. Continue or enhance education programs to enable residents to make sound choices, and promote community involvement
   2.2. Enhance residential organics management programs
   2.3. Optimize recycling services offered to residential customers
   2.4. Minimize ICI waste

3. Waste disposal capacity
   3.1. Minimize waste disposed of in landfills
   3.2. Create additional disposal capacity

4. Economic affordability
   4.1. Maintain costs of SWM at economically sustainable level

5. Corporate and community leadership
   5.1. Demonstrate corporate and community leadership

Strategies are listed in the text of the main document.

Since the SCRD's desire was to use the solid waste management plan as a strategic planning tool, a timetable and budget for action items was not completed as part of this SWMP. The Task Force and general public were asked to propose action items that they felt would be necessary to address the issues identified. These proposed action items will be used by the SCRD in an annual planning process, which will also take into consideration available budget, time, human resources, and current priorities.

By keeping the plan at a strategic level, the SCRD has left opportunities for private businesses to play a role in managing the solid waste in the region. The SCRD's roles will be as a facilitator and leader, providing the information and resources necessary to achieving environmentally and economically sustainable waste management services.

This plan will be reviewed and updated again in five years.

1 INTRODUCTION

This document is a revision to the Solid Waste Management Plan that was developed and adopted by the Sunshine Coast Regional District (SCRD), and approved by the Ministry of Environment, Lands and Parks in 1996.

The SCRD achieved a significant reduction in the amount of waste being landfilled over the Plan period (1996-2003). Approximately 75% of recommendations contained in the Plan were implemented. Notable initiatives include:

- 1995 – Environmental upgrades at Pender Harbour Landfill
- 1997 – Comprehensive Tipping Fees introduced at regional landfill sites
- 1997 – One Can Program for residential garbage collection resulted in 20% reduction in waste from collection customers
- 1996/99 – Focus on Public Education
- 2001/2 – Use of alternate daily cover implemented at both landfill sites
- 1996/2003 – Expansion of landfill diversion programs (i.e.- bans, drop off for residential recycling, share sheds, resource recovery for woodwaste, recycling of roofing material, garden waste chipping program)

The Plan Monitoring Advisory Committee noted that most initiatives were directed at the residential sector. They recommended that:

- Commercial waste be addressed with education, recycling and organics programs targeting the ICI sector
- Education & promotion programs be given more emphasis
- User fees be further refined
- A purchasing policy be developed and implemented by the SCRD as an example for the ICI sector

Included in this revised solid waste management plan are the results of the planning process conducted by the SCRD in October and November 2003. This revision was performed in accordance with the requirements of the Waste Management Act under the Ministry of Water, Land and Air Protection (MWLAP).

1.1 Background

The policies and programs contained in this report are the results of extensive public consultation and input from the SCRD. While the original plan was consulted in the revision process, the revised plan was developed from the

ground up, with the input from former and new participants, and takes into consideration the achievements of the original plan.

1.2 Guiding Principles and Plan Objectives

The following environmental guiding principles were identified during the plan revision process and played a large role in setting the tone and direction of the proposed strategies:

- The solid waste management system must be environmentally sound. The SCRD has set an internal target of reducing waste sent to landfill over the life of this plan by a minimum of 50% per capita, compared to the 1991 baseline figure. Ultimately, the SCRD will strive to achieve Zero Waste. The SCRD supports the definition of Zero Waste put forward by the Zero Waste International Alliance: Zero Waste is a goal that is both pragmatic and visionary, to guide people to emulate sustainable natural cycles, where all discarded materials are resources for others to use.

- The system must be financially affordable, and provide sufficient long-term disposal capacity. The SCRD will strive to divert as much waste as possible from disposal, within the available budget.

- The system must be operated in accordance with the "user pay" principle. In terms of this plan, this principle requires a system of cost recovery whereby the more waste a generator produces, the greater the cost to that generator.

- The system must be responsive and flexible to the needs of the residents. Although this plan provides the direction for the next five years and provides strategic planning for the next 20 years, it must incorporate elements of flexibility that will allow it to respond to changing priorities and goals.

The plan objectives are to provide clear information on strategies and programs to reduce solid waste, according to the hierarchy of reduce, reuse, recycle, recovery, and residual management. The SCRD is targeting a 50% reduction per capita in solid waste disposal within 5 years (2010). At that time, this plan will be reviewed again, and new interim targets on the route to Zero Waste will be identified. The new targets will take into consideration the achievements from 2005-2010. The SCRD is committed to implementing the best possible practices that will facilitate meeting or exceeding this target in an economically affordable fashion.

1.3 Vision Statement

The vision of the SCRD waste management system has been revised to reflect the Plans' new strategies. The vision is upheld in this plan. The vision is:

> Solid waste services in the Sunshine Coast Regional District are environmentally sound, sustainable and financially stable. Services

encompass a broad range of reduction, reuse and recycling programs as well as collection and disposal programs

Programs are developed using past experience, education, innovation and new ideas.

Services are user pay, accessible, responsive, flexible, convenient and affordable. Services are designed in anticipation of and in response to customer needs.

The ultimate goal is zero waste.

1.4 Public Process

In addition to the extensive consultation that occurred in the development of the original Plan, the SCRD formed a Task Force specifically assigned to the role of providing input to the plan revision. The composition of the Task Force was as follows:

- Chambers of Commerce – 3 representatives / 1 from each chamber
- Plan Monitoring Advisory Committee – 4 representatives
- GRIPS/SCRAPS – 2 representatives
- Local Government:
  - Town of Gibsons – 2
  - District of Sechelt –2
  - Sechelt Indian Government District (SIGD) – 1
  - SCRD—3
  - Islands' Trust - 1
- Earth Tech Consultants—2

The task force met 3 times to provide input to the revision prior to the presentation of the draft report to the general public at a series of Open Houses. Open Houses were held in Sechelt, Pender Harbour and Gibsons. The members of the task force had the opportunity to discuss comments made by the general public at their wrap up meeting held Dec. 4, 2003.

A separate report summarizing the output from the consultation sessions has been prepared under separate cover.

1.5 Timeframe

The focus of this plan is on setting directions for the next 5 years, and strategic directions for up to 20 years. Specific action items, schedules and budgets will be developed by the SCRD on an annual basis, in accordance with the goals and

strategies outlined in this plan. The action items will be prioritized annually by SCRD, in conjunction with the Plan Monitoring Advisory Committee (PMAC), and in accordance with the plan's and the SCRD's priorities, available budgets, and desired timelines.

1.6 Plan Ownership and Responsibilities

This Solid Waste Management Plan has been approved by the SCRD board, and represents the board's commitment to executing affordable and effective solid waste management strategies. The plan is implemented by SCRD staff, and monitored by staff and the PMAC. PMAC membership may vary during the plan implementation period, but generally consists of representative of local governments, local private businesses, and the general public. The PMAC is not responsible for implementation of the plan. The terms of reference for the PMAC are included in the Appendices.

The following organizational chart illustrates the chain of responsibilities.

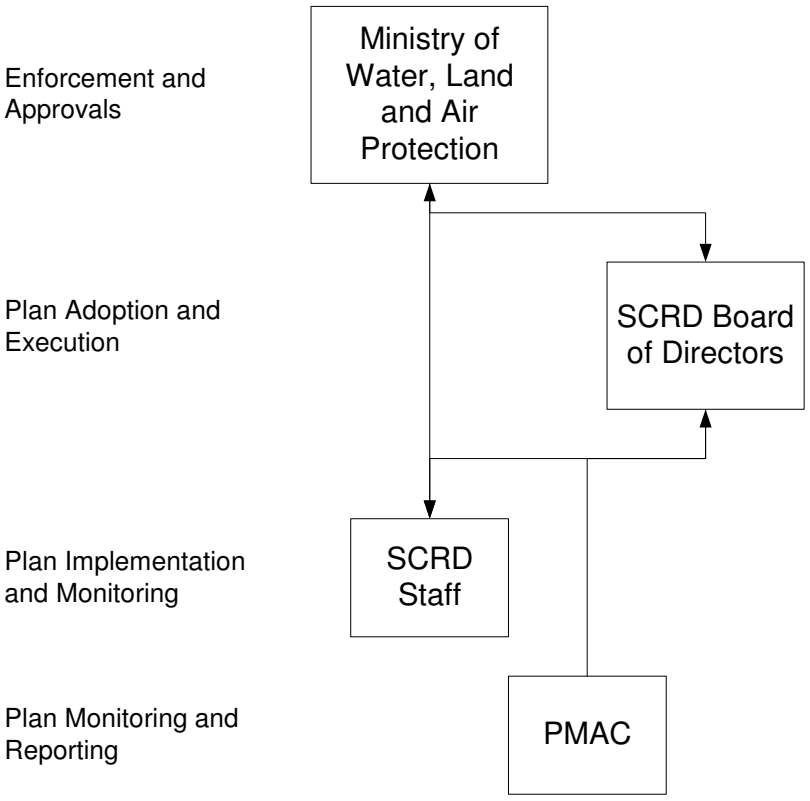

Figure 1.1 Chain of Responsibilities

Figure 2.1 Sunshine Coast Regional District Solid Waste Management Plan Area

2 CURRENT CONDITIONS

2.1 Area

This Plan covers the entire area within the SCRD, including member municipalities, electoral areas and the Sechelt Government District. The area includes:

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

A map of the area is provided as Figure 2.1. The total area of the SCRD is 3,778.17 km2.

2.2 Populations

Projections of the SCRD's population are provided in Table 2.1. The population of the Sunshine Coast grew 2.7% between 1996 and 2001, and an approximate rate of 3% for each 5-year period has been used to calculate the projected population.

Table 2.1 Sunshine Coast Population

Year	2001	2006	2011	2016	2021
Population[1]	25,599	28,715	32,891	37,284	41,710

2.3 Waste Characteristics

In 2004, 12,627 tonnes of waste were disposed of at the Sechelt Landfill and 1,448 tonnes were disposed of at the Pender Harbour Landfill, for a total of 14,075 tonnes disposed. Waste composition for both landfills is provided below.

[1] Source: British Columbia Regional District Population Projections, P.E.O.P.L.E Projection Run 27, August 2002 http://www.bcstats.gov.bc.ca/data/pop/pop/rd/rdproj2.htm

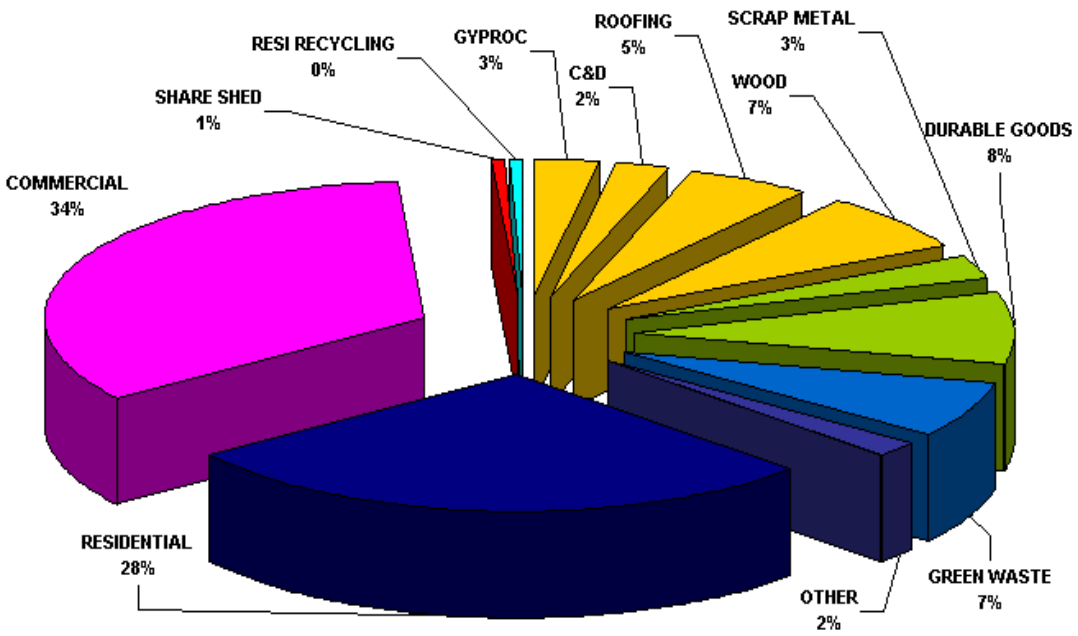

Figure 2.2 Inbound materials at the Sechelt Landfill, 2004

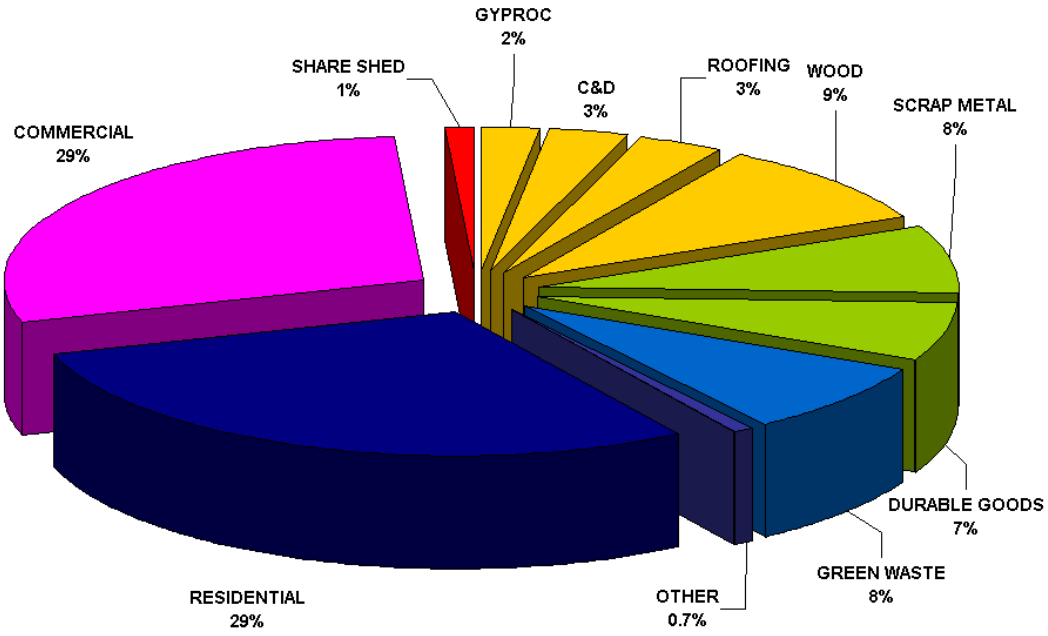

Figure 2.3 Inbound materials at the Pender Harbour Landfill, 2004

In 2004, 3,956 tonnes were diverted at the Sechelt Landfill, and 466 tonnes were diverted at the Pender Harbour Landfill, for a total of 4,422 tonnes diverted at the landfills. These tonnages include greenwaste that was chipped at the landfill for use on site or given to residents.

1,800 tonnes of recyclable materials were collected by the Sunshine Coast Regional District's recycling program, and 200 tonnes were collected by the Garbage and Recycling in Pender Society (GRIPS), for a total of 2,000 tonnes of recyclables collected. The total diversion (collection plus diversion at landfill) was therefore 6,422 tonnes.

In 1990, the disposal rate was 2.20kg/person/day. By 2004, the diversion and waste reduction programs had resulted in an average 33% reduction in the disposal rate. At the Sechelt Landfill, the 2004 disposal rate was 1.454 kg/person/day and at the Pender Harbour Landfill, the 2004 disposal rate was 1.630/kg/person/day.

2.4 Current Solid Waste Management System

2.4.1 Waste Reduction and Reuse

There are a number of thrift stores, second-hand stores, and consignment stores on the Sunshine Coast. Share Sheds for diversion of reusable items are located at both the Sechelt and Pender Harbour landfill sites. Landfill customers dropping off items at the Share Shed are charged only a portion of the tipping fee, and those removing items are charged a nominal fee.

In November 2003 the Greenstar School Waste challenge was launched in all the School District #46 schools. This represents a renewed commitment to public education.

2.4.2 Recycling

The SCRD contracts with the non-profit Garbage Recycling in Pender Society (GRIPS), for recycling services in the Pender Harbour area. GRIPS operates one staffed depot located between Madeira Park and Garden Bay, and one unstaffed depot in Egmont. They process and broker the materials they collect. Recyclables are accepted from all sectors. They offer a recycling program for resorts and seasonal accommodations and help local businesses and institutions (i.e. schools) with the start up and maintenance of site specific recycling programs.

Prior to October 2003, the SCRD contracted with the non-profit Sunshine Coast Recycling and Processing Society (SCRAPS) for recycling services for the Secret Cove to Port Mellon area. Unfortunately as of late October 2003, SCRAPS was no longer able to provide recycling services. On October 31st 2003, the SCRD opened three temporary unstaffed recycling depots located in downtown Sechelt, Wilson Creek, and in upper Gibsons. A small range of materials was accepted at these depots.

A request for proposals was issued in December 2003 for a new recycling contractor to provide recycling services for the area formerly serviced by SCRAPS. None of the submissions received was approved by the Board, and the SCRD continued to operate the temporary depots.

The SCRD's temporary depot program was modified on September 1, 2004. The modified program consisted of the use of Haul-All depots and the acceptance of the full suite of materials that was previously accepted by SCRAPS. The purpose of using the Haul-All containers was to test the containers on the cost and performance and provide the residents with the level of service to which they were accustomed.

In September 2004, a revised request for proposals was issued. Proposals were received in November. The PMAC and SCRD staff reviewed the proposals and presented the pros and cons associated with each proposal to the Board in January 2005. The Board decided that the SCRD should continue operating the depots as they had been operated since September. The SCRD will operate the depots for 2 years, at which time a decision will be made regarding operation. In the long term, the SCRD envisions having a depot in every major shopping centre on the Coast.

The private sector provides residential curbside collection and collection from commercial establishments of recyclables on a fee-for-service basis. The SCRD will continue to encourage these initiatives. Private sector operators also offer some processing services.

2.4.3 Open Landfills

Two municipal solid waste (MSW) landfills are operated by the SCRD. Both sites are staffed and have weigh scales, electrified bear fences and comprehensive fees. A broad range of recycling, reuse and waste reduction programs are offered on-site. Alternate daily cover and compactors are used at both landfills to conserve landfill space.

The Sechelt Landfill is 5 minutes from downtown Sechelt. It handles approximately 90% of the waste stream on the Sunshine Coast. There is sufficient capacity until at least 2029. Closure and operating plans for this site are in place. The 2002 technical assessment of this site recommends pursuing an exemption to the BC MSW Landfill Criteria since it is an unlined site. It also recommends a landfill gas monitoring and management program, and resolution of two setback issues.

The Pender Harbour Landfill is 10 minutes from the Garden Bay exit on the Sunshine Coast Highway. It handles 10% of the waste stream on the Sunshine Coast. There is sufficient capacity until 2010 on the existing footprint. A small expansion to the northwest (recommended in the original SWMP approved in 1996) could extend the site life until at least 2016. Closure and operating plans for this site are in place. The 2003 assessment of this site recommends pursuing exemptions to the BC MSW Landfill Criteria related to setbacks and the unlined nature of the site. It also recommends a landfill gas monitoring program.

2.4.4 Closed Landfills

The SCRD is responsible for two closed MSW landfills: Halfmoon Bay Landfill and Gibsons Landfill. Both sites were closed in 1987/8. Closure plans have been implemented for both sites. Annual inspections and litter clean ups are performed for both sites.

2.4.5 Waste Collection

Working cooperatively to ensure similar service levels and programs, each local government contracts separately for residential waste collection services within their jurisdiction. Residential garbage collection is mandatory in Gibsons, Sechelt, the SGID, and within the SCRD's specified collection areas (from Twin Creeks road in West Howe Sound to Secret Cove in Halfmoon Bay). Government sponsored residential collection is not available to the Egmont/Pender Harbour residents or to islands' residents.

In 1996 the costs for government sponsored residential garbage collection were shifted from taxation to user fees. Collection is now funded solely by user fees.

Collection services for the commercial sector are arranged privately on a fee for service basis.

2.4.6 Demolition, Land Clearing and Construction (DLC) Waste

Demolition and construction woodwaste that complies with landfill regulations is accepted at both landfills. Clean wood waste is then chipped and sent to the cogeneration facility at Howe Sound Pulp and Paper Ltd. Contaminated woodwaste is chipped and used on site. Woodchips that are used on site at landfills are not included in SCRD diversion calculations.

Land clearing debris is not accepted at regional landfills. It is handled either on the property of origin, or trucked to a private marshaling facility. Fiedler Bros. Contracting Ltd in Elphinstone (Electoral Area E) is a plan-recognized facility that accepts landclearing debris for processing. Open burning of this debris remains a community issue.

2.4.7 Yard and Garden Waste

Yard and garden waste is accepted at both regional landfills where it is chipped in made available for reuse by the public. Yard waste is also accepted at the Gibsons Public Works Yard where it is shipped to Sechelt landfill. This material is also chipped at the landfill and made available for reuse by the public.

2.4.8 Household Hazardous Waste

The SCRD supports current initiatives and stewardship programs for household hazardous waste. The Sechelt landfill hosts Paint and Product Care Depots under contract. There is also a Paint Care Depot at the GRIPS depot in Pender Harbour. Although attempts have been made to relocate the Paint Care Depot

that was previously hosted by SCRAPS in Gibsons, a new host has not yet been found. The SCRD will continue to attempt to locate the facility.

In the SCRD, the stewardship agency pays the regional district a monthly rental fee, and a monthly fee for service based on the quantity of material handled.

3 STRATEGIC PLAN

In order to lend structure to the revision process, the SCRD adopted a business plan model. This model emphasizes the application of strategic planning principles. By carefully following the model throughout the planning process, the SCRD can be confident that all critical issues have been addressed. The model is described below.

3.1 Explanation of Structure

The original model used to generate the content of this plan involved the identification of global, corporate, business and functional strategies, all of which supported the revised vision. This structure is shown below.

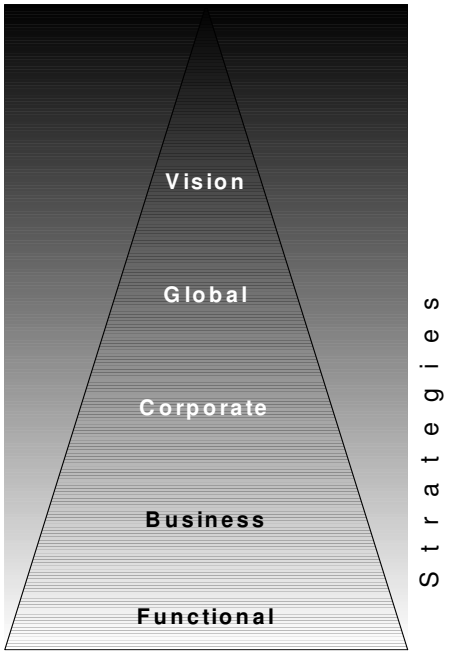

Figure 3.1 Strategic Plan Structure.

The *vision* provides the overall direction for the Solid Waste Management Plan. The vision has been revised in consultation with the Task Force, and reflects the group's desire to emphasize diversion, rather than disposal (see Section 1.3 for the Vision).

The *global* strategies set the direction that the SCRD must take at a global level to achieve its vision. This includes an integration of local directions and existing

and evolving strategies with the directions being taken at the provincial, national, and global levels.

Corporate strategies support the global strategies, and focus on what the SCRD, through implementation of the plan, wants to achieve at the local level. The corporate strategies developed during the planning process take into account what was learned from the SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), as well as the SCRD's resources, capabilities, and core competencies in its functional areas.

The *business* strategies support the goals and provide meaningful parameters for implementation of tasks and the achievement of goals. Business strategies also take into consideration political aspects such as setting bylaws and creating the environment for the execution of the functional strategies.

At the most basic level, the *functional* strategies involve the development and coordination of resources for the efficient and effective execution of the objectives. All functional strategies are based on the Plan's global, corporate and business strategies, which are translated into discrete action-plans that each department or division must accomplish for the Plan to succeed.

The format of the global, corporate, business and functional strategies was then adapted to better suit the planning structure of the SCRD, as follows:

- Focus areas: indicate service areas or priority functions of the SCRD
- Goals: topics within the focus areas that require specific actions
- Strategies: set within each goal to direct the formulation of action items/tasks

3.2 Focus Areas, Goals, and Strategies

The following focus areas, goals and strategies have been developed out of the global, corporate and business strategies identified by the Task Force and the SCRD. A list of recommended tasks for each focus area is provided in the Appendix. The following format has been used to present the information:

1. Focus Area
1.1. Goals
1.1.1. Strategies

1. Public Health and Environment
1.1. Minimize public health risks
1.1.1. Maintain access to disposal facilities and services
1.1.2. Comply with provincial disposal regulations

1.2. Reduce illegal dumping
1.2.1. Deliver public education programs
1.2.2. Investigate regulatory options

1.3. Minimize the need for bear destruction and relocation
- 1.3.1. Manage waste effectively
- 1.3.2. Deliver public education programs

1.4. Minimize greenhouse gas emissions that may be generated by processing, disposal or transportation of solid waste, by prioritizing diversion and disposal options based on life cycle analysis.
- 1.4.1. Investigate the development of 1 primary landfill site with a network of transfer stations
- 1.4.2. Examine potential of landfill gas management or bioreactor
- 1.4.3. Periodically look at new, emerging and innovative technologies for waste processing and disposal
- 1.4.4. Develop or adopt a model to measure GHG emissions

2. Waste Reduction

2.1. Continue or enhance education programs to enable residents to make sound choices, and promote community involvement
- 2.1.1. Maintain and support PMAC structure
- 2.1.2. Continue public information program
- 2.1.3. Investigate expansion of stewardship programs

2.2. Enhance residential organics management programs
- 2.2.1. Expand yard waste program
- 2.2.2. Investigate food waste programs for residential food waste
- 2.2.3. Investigate biosolids management with SWM

2.3. Optimize recycling services offered to residential customers
- 2.3.1. Embody concepts such as flexibility, responsiveness, customer choice etc in the new recycling contract

2.4. Minimize ICI waste
- 2.4.1. Explore feasibility of regulating ICI waste stream
- 2.4.2. Investigate additional wood waste industrial uses
- 2.4.3. Investigate food waste programs for ICI food waste
- 2.4.4. Encourage private operators to provide services to ICI sector
- 2.4.5. Consider financial instruments to encourage waste minimization (e.g. differential tipping fees)
- 2.4.6. Provide education to ICI and DLC waste generators

3. Waste disposal capacity

3.1. Minimize waste disposed of in landfills
- 3.1.1. See Focus Area 2
- 3.1.2. Continue alternate cover program
- 3.1.3. Expand material bans
- 3.1.4. Increase diversion at the landfills

3.2. Create additional disposal capacity
- 3.2.1. Increase operational efficiency
- 3.2.2. Expand current landfill boundaries
- 3.2.3. Explore bioreactor technology

3.2.4. Identify potential long term disposal opportunities
3.2.5. Consider dry disposal site for non-putrescibles

4. Economic affordability

4.1. Maintain costs of SWM at economically affordable level
4.1.1. Establish and update full cost accounting to include the triple bottom line for SCRD operations
4.1.2. Implement and maintain a user pay system for materials that are not recycled
4.1.3. Continue to maintain a closure and post-closure/reserve account
4.1.4. Maintain a 5 year financial and service plan
4.1.5. Investigate outside sources of funding such as Green Municipal Enabling Funds or funding from Environment Canada for special projects

5. Corporate and community leadership

5.1. Demonstrate corporate and community leadership
5.1.1. Develop a sustainable community policy and include SWM issues
5.1.2. Incorporate sustainability concepts in SCRD operating programs
5.1.3. Develop a Zero Waste action plan for SCRD operations
5.1.4. Share experiences and cooperate with other local governments
5.1.5. Monitor operations and compare with other jurisdictions

As described above, the tasks, or the Action Plan, will be developed by the SCRD on an annual basis. All tasks will be directly linked to one or more strategies, which means that the tasks will follow the directions established by the Task Force and the SCRD during the consultation phase. By keeping the Plan at a higher, strategic level, the SCRD will be able to keep its task list flexible and responsive to the changing solid waste management needs of its residents. Figure 3.2 shows the process that will be used to generate and monitor the Action Plan.

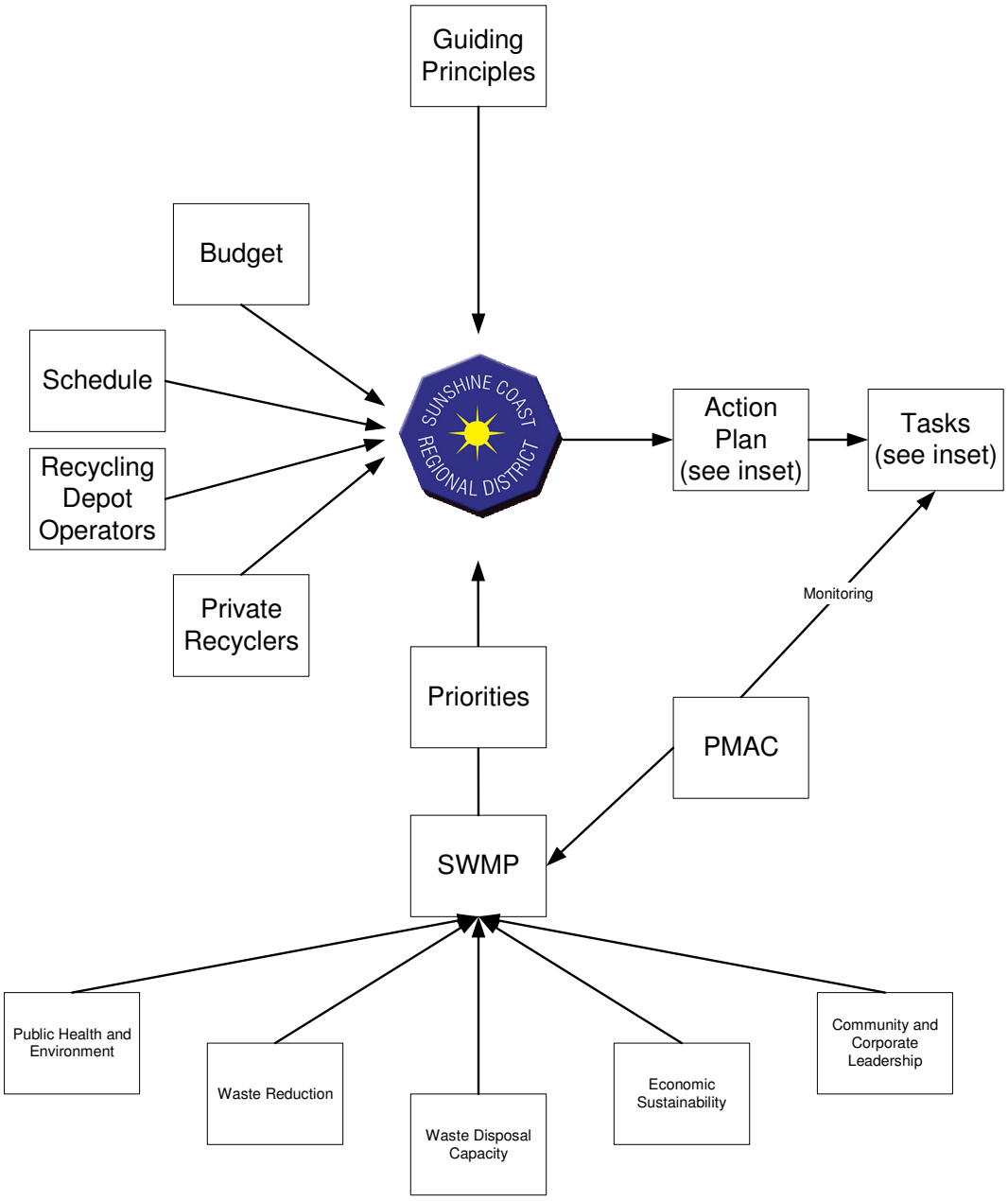

Figure 3.2 Action Planning.

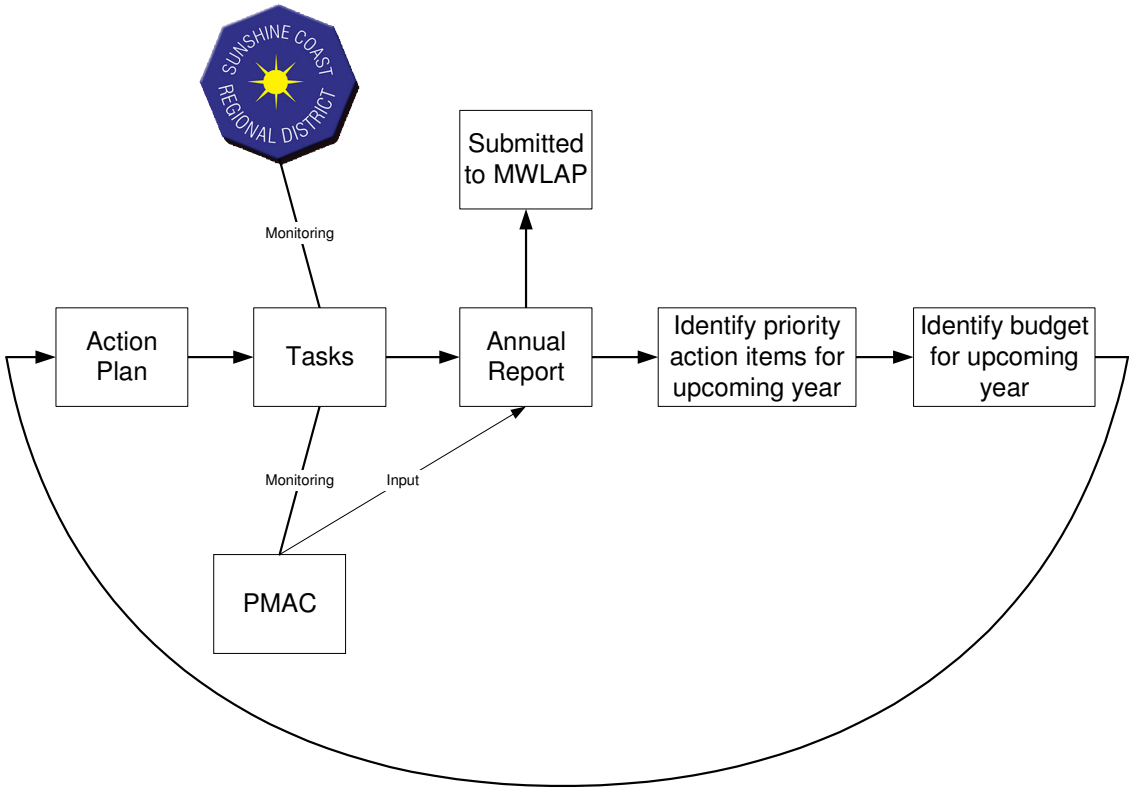

Figure 3.3 Reporting and Planning for subsequent years

A preliminary list of recommended action items has been drafted and is included in the Appendix.

3.3 Role of Education

The SCRD recognizes that education plays a key role in achieving the goals described in this solid waste management plan. Although specific tasks are not yet set, this section identifies the areas for which the SCRD will rely on education to play a primary role to achieve increased waste diversion. The following is a list of educational programs that the SCRD will include in the annual planning process:

- Illegal dumping
- Recycling opportunities (types of materials and details of services)
- Backyard composting
- Greenhouse gas generation and garbage disposal

3.4 Adaptive Management

Although the execution of all of the above goals and objectives will be required to achieve the ultimate goal of zero waste, the SCRD recognizes that certain items will play a larger role in achieving the more immediate target of 50% per capita reduction in waste disposal. The key items are those that address organics management and ICI waste.

In the event that the SCRD is unable to implement key items, the PMAC will be consulted and alternate plans will be developed.

3.5 Member Municipalities and First Nations Participation

Representatives from the Town of Gibsons, the District of Sechelt and the Sechelt Indian Government District participated on the Task Force. All local governments provide waste collection services to their residents, and will support the region-wide initiatives within the Plan.

3.6 Sharing Programs and Facilities

The SCRD does not currently have any plans to share programs or facilities with other regional districts. Should the need or opportunity arise, the SCRD will issue a minor or major plan amendment, depending on the nature of the opportunity (see Section 4.3 for a description of minor and major plan amendments).

3.7 Costs

Due to the Action Plan development model utilized in this plan, it is not possible to provide precise costs for the programs that will be implemented. The SCRD has committed to keeping taxation at similar level to past few years, with increases for inflation and new initiatives as described in this plan. Any large initiative with more financial impact will go out to public consultation prior to implementation.

4 PLAN MONITORING AND REPORTING, FACILITIES AUTHORIZATION, AMENDMENT AND DISPUTE RESOLUTION

4.1 Plan Monitoring Advisory Committee

The SCRD has in place a Plan Monitoring Advisory Committee (PMAC), made up of interested local residents who are committed to a yearly review of the SCRD's progress in implementing the SWMP. The terms of reference of the PMAC and its size and composition may be altered if the current PMAC members and the SCRD believe that it is necessary in order to improve the effectiveness of the PMAC. (see Appendix A – PMAC Terms of Reference)

4.2 Annual Reporting

The SCRD will submit an annual report to the Ministry outlining the activities that were carried out in the past year and indicating the programs for the coming year. The reports will highlight achievements and failures, and will form the basis for the next plan review in 2010.

4.3 Addition or Changes of Facilities

The SCRD will conduct an annual review of its progress towards the goals laid out in this plan. It is anticipated that some solid waste management system elements will require modification as conditions change, new opportunities arise, new technologies become available or additional programs evolve to help meet the diversion goals. In order to accommodate the need for plan amendments without always triggering a lengthy and expensive amendment process, the SCRD has defined a two-part amendment process:

- Changes that enhance or substitute system elements will be made according to the authorization procedure laid out below in Section 4.3.1

- Major changes in disposal facilities (opening and closing landfills, waste export etc), lowering diversion goals or reductions in programs supporting diversion will require a formal amendment to the SWMP, which involves the PMAC, the MWLAP and the public, as well as adoption by the SCRD board, as described in Section 4.3.2

4.3.1 Authorization Procedure

The authorization of new facilities or the modification of existing facilities may be done without undergoing a formal major change plan amendment process as described in Section 4.3.2 below, provided that the changes are being implemented to fulfill the mandate of the Solid Waste Management Plan. Such changes are subject to the successful completion of the procedure outlined below.

New facilities covered by this procedure are sites, structures or activities used or carried out for the purpose of managing solid waste or recyclable materials as required by the Solid Waste Management Plan, but do not include landfills.

1. Any party wishing to establish a new or modified waste management facility shall present an application to the SCRD board. This application must contain sufficient information for the board to be able to evaluate the proposal and recommend its acceptance or rejection. The application will be assessed based on the project's potential impact on the community from an environmental, social, and economic perspective. The SCRD may request further information as required for evaluation purposes. The SCRD shall review the proposal for compliance to the Solid Waste Management Plan, and assess the potential impacts on the community

2. If the SCRD decides that the proposal will enhance solid waste management practices, the board will contact the Ministry by letter. The

letter must explain the proposed project, and seek advice from the Ministry regarding the suitability of this authorization procedure for this particular proposed project. .

3. The Ministry of Water, Land and Air Protection must confirm that the proposed project does not require a Plan amendment, and that this authorization process may be used, rather than a full-blown plan amendment. The Ministry will also dictate the level of public consultation required. At a minimum, the public consultation will be required to include the PMAC and the host municipality. The Ministry may also voice any other concerns at this time.

4. Upon receipt of the letter from the Ministry, the SCRD must inform the proponent of the proposed project of the Ministry's decisions. The SCRD and proponent must negotiate who is to carry out and finance the public consultation. The proponent must also address any technical issues identified by the Ministry and SCRD staff.

5. Upon successful completion of the public consultation, and the resolution of any technical issues, the SCRD will write back to the Ministry with the results of the process. The Ministry will reply with a positive or negative response.

6. SCRD staff will then write a report to the board with a recommendation on the future of the project. The board must then pass a resolution.

7. Upon passage of the resolution, the facility is considered to be part of the Solid Waste Management plan, and a copy of the resolution shall be forwarded to the Minister.

4.3.2 Plan Amendment Procedure

The plan amendment procedure applies to changes to the solid waste management system not covered by 4.3.1, and includes but is not limited to:

- A change in the boundary of the plan which would significantly change the amount of solid waste to be managed under the plan or significantly change the population of the plan area,

- The addition, deletion or revision of policies or strategies which in the opinion of the manager will adversely affect adjacent regional districts,

- The opening or changing the location of a site or facility for the disposal of municipal solid waste

The SCRD must develop and have approved by the Ministry a Public Review and Consultation Process, which includes consultation with a Public Advisory Committee and Technical Advisory Committee. The board must submit a revised plan to the Minister for approval, along with a consultation report that details the public consultation procedure followed.

4.4 Dispute Resolution

It is recognized that disputes may arise among stakeholders during Plan implementation. Disputes will first be presented to the PMAC for review, consideration and recommendation to the SCRD Board of Directors. Parties involved in the dispute will be given the opportunity to speak to the PMAC, and to the Regional Board to present their viewpoint. Disputes may be settled by the Regional Board.

The dispute resolution is limited to the following types of disputes:

- Administrative decisions made by SCRD staff
- Interpretation of a statement or provision in the Plan
- Any other matter not related to a proposed change to the actual wording of the Plan or an Operational Certificate.

Disputes that cannot be resolved at the Regional Board level or that are beyond the scope of the disputes described above may be referred to an independent arbitrator, who will make a final, binding decision.

5 CONCLUSION

The use of a strategic plan model in a solid waste management plan keeps the plan at a higher level, and does not include a detailed task list with associated schedule and budget information. This approach will allow the SCRD to remain flexible in developing its programs, while the residents of the SCRD can remain confident that their voices have been heard and that their efforts have been fully integrated into the planning process.

The SCRD has adopted five focus areas that will help it become a leader in sustainable solid waste management. These focus areas and their associated goals and strategies emphasize waste diversion above disposal, and leave many opportunities for private businesses to play a role in managing the solid waste in the region. The SCRD's roles will be as a facilitator and leader, providing the information and resources necessary to achieving environmentally and economically sustainable waste management services.

SUNSHINE COAST SOLID WASTE MANAGEMENT PLAN
PLAN MONITORING ADVISORY COMMITTEE
TERMS OF REFERENCE

SUNSHINE COAST REGIONAL DISTRICT FACILITIES

Operating MSW Landfills:

- Sechelt Landfill, PR 2547
  Dusty Road, Sechelt

- Pender Harbour Landfill, PR 1461
  Garden Bay Road, Pender Harbour

Closed MSW Landfills:

- Gibsons Landfill, PR 2548
  Stewart Road, Gibsons

- Halfmoon Bay Landfill, PR 503
  Trout Lake Road, Halfmoon Bay

Recycling Facilities:

- Garbage Recycling In Pender Society Facility
  Pender Harbour Collection Depot
  Menacher Road & Hwy 101 (Kleindale), Pender Harbour

- SCRD Recycling Depots
  - Extra Foods Mall, Sechelt
  - Gibsons Park Plaza, Gibsons

DLC Processing Facility:

- Fiedler Bros Contracting Ltd Facility, PA 12736
  Land Clearing Disposal & Processing Site
  Gilmour Road, Elphinstone

Yard Waste Transfer Station:

- Town of Gibsons Public Works Yard
  Reid and Henry Road, Gibsons

Transfer Stations:

- Gibsons Disposal
  Industrial Way, Gibsons

- Direct Disposal
  Porpoise Bay Road, Sechelt

ACRONYMS

BYC	Backyard Composting
CCME	Canadian Council of Ministers of the Environment
CSA	Canadian Standards Association
DLC	Demolition, Land Clearing and Construction
Fe	Ferrous metal
FTE	Full time equivalent
GRIPS	Garbage Recycling in Pender Society
HDPE #2	High-density polyethylene
HHW	Household hazardous waste
HSPP	Howe Sound Pulp and Paper
IC&I	Industrial, Commercial and Institutional
LCA	Life Cycle Analysis
MRF	Materials recovery facility
MSW	Municipal solid waste
MWLAP	Ministry of Water, Land and Air Protection
NAPP	National Packaging Protocol
OCC	Old corrugated cardboard
OMG	Old magazines
ONP	Old newsprint
PETE#1	Polyethylene terephthalate
PMAC	Plan Monitoring Advisory Committee
SCRAPS	Sunshine Coast Recycling and Processing Society
SCRD	Sunshine Coast Regional District
SIGD	Sechelt Indian Government District
SWAC	Solid Waste Advisory Committee
SWMP	Solid Waste Management Plan
SWSC	Solid Waste Steering Committee
3R's	Reduce, Reuse, Recycle
5R's	Reduce, Reuse, Recycle, Resource Recovery, Residual Management
CWMA	Coast Waste Management Association

GLOSSARY

This list includes terms used in the Plan and also provides a reference for terms that readers may find in other solid waste management documents.

Ban	The forbidding of the disposal of certain recyclable materials from waste disposal facilities. This is usually enforced through municipal or regional bylaws.
Biosolids	Residual sludge from wastewater treatment plant operations.
Bylaws	A law passed by a municipality or regional district.
Capture	The percentage of available material collected from customers provided with a solid waste management service (e.g., bluebox recycling, organics waste collection, backyard composting).
Closed- Loop	Refers to the highest form of recycling, whereby the material content of used products is recycled into new products of the same type, i.e., glass cullet used to produce new glass bottles
Composting	The process of controlled biological decomposition of organic wastes that are separated from the waste stream either at the source or in the initial stages of a recovery process. This includes backyard, neighbourhood, and regional facilities.
Coverage	The percentage of housing units that are being provided with a solid waste management service.
Cradle-to-Cradle	Refers to the waste management concept that manufacturers of consumer products should be responsible for the full life-cycle of their products, from original manufacture to final recycling.
Demolition, Land-clearing and Construction (DLC)	The sector of the waste stream originating from the construction and demolition industry and from waste left after land clearing operations.
Design for Environment (DfE)	Refers to the concept that a consumer product should be designed so as to minimize the use of toxic components and maximize its reuse and recyclability
Deposit/Refund System	A system of purchase whereby a deposit is added to the retail price of the item or product which is refunded upon return of that item or product to point-of-purchase after use.
Disposable	Any product or material that is designated to be thrown away
Disposal Fee	The fee charges at designated disposal and recovery facilities for the disposal of waste. These are usually applied as “dollars per tonne" of waste disposed.
Diversion	The reuse, recycling or composting of materials that would have otherwise been disposed of in a landfill.
Dry Recyclables	Recyclable materials, excluding organics and food.

Ferrous Metal	Metal containing iron.
Full Cost Accounting (FCA)	All monetary transactions are accounted for regardless of payer. The present value of future costs such as closure and post-closure costs are included. Non-monetary social, environmental costs may also be included in FCA.
Generators	Sources of waste generation, typically used to refer to the residential or the Industrial, Commercial, and Institutional (IC&I) sectors.
Hotline	A special telephone answering service that allows people to quickly get information on waste reduction and recycling issues.
Household Hazardous Waste (HHW)	A substance and any products used to contain it, which is explosive, corrosive, flammable, reactive, and/or toxic. This waste originates from residential, commercial, institutional, and industrial, and industrial sources in quantities of less than 5 kg or 5 litres over 30 days.
Industrial, Commercial, and Institutional (ICI)	The sector of the total solid waste stream that originates from small manufacturing and processing and transportation industries, small and large private businesses and institutions, such as government, hospitals, educational institutions.
Intermediate Processor	Firms that receive recyclable materials from the collection infrastructure and perform a cleaning, sorting, consolidation and/or baling function.
In-Vessel Composting	Composting in an enclosed facility so that the biological decomposition of organic materials can be controlled, thereby accelerating the decomposition process and capturing gases to reduce odours.
Island Communities	The communities of Gambier Island, Keats Island, Nelson Island, Hardy Island and Thormanby Island.
Leachate	The liquid effluent produced by the percolation of liquid through a landfill. May contain traces of any materials disposed of in the landfill
Legislation	Laws passed by the Federal or Provincial Governments.
Life-Cycle Assessment	The life-cycle assessment is an objective process to evaluate the environmental burdens associated with a product, process, or activity by identifying and quantifying energy and material usage and environmental releases; to assess the impact of those energy and materials used and released to the environment; and to evaluate and implement opportunities to effect environmental improvements. The assessment includes the entire life-cycle of the product, process, or activity, encompassing extracting and processing raw materials; manufacturing, transportation and distribution; use, reuse, and maintenance; recycling; and final disposal.
Industry Responsibility	Industry responsibility refers to the principle in which manufacturers as well as consumers of products and packages are responsible for the costs of managing those products and packages throughout their entire life cycle.
Materials Recovery Facility	A facility at which recyclable materials are separated into individual commodities using varying combinations of mechanized- and hand-sorting.

Municipal Solid Waste	The discarded materials, substances, or objects which originate from residential, light industrial, commercial and institutional sources, including semi-solid sludges, household hazardous wastes and any other substances which are typically disposed of in municipal-type landfills, but not including special waste or biomedical waste. MSW also includes DLC waste.
Non-Ferrous Metal	A metal not containing iron.
Organic Waste	The part of the waste stream that is comprised solely of animal or vegetable matter and typically from which compost can be created.
Polluter-Pay Principle	In SWM terms, this means that the cost of management a product at end of life is borne by the generator of the waste not general taxpayers. The best way of achieving this is to ensure that the cost of end-of-life management is included in the prices of products.
Post-Consumer Material	Any material produced for consumption that has served its intended use and that has been separated from municipal solid waste for the purpose of recycling.
Potential Generation	Projected quantity of waste generated in the absence of any efforts to reduce waste.
Problem Waste	Any material product which presents a problem in its recycling, recovery, or disposal. Present examples include gypsum wallboard. automobile tires, batteries, household appliances.
Processing	The receiving, sorting, cleaning, consolidating and packaging of recyclables so that they are ready for shipment to end markets
Processor	Firms that accept recyclable wastes from intermediate processors or directly from waste generators, reclaim the usable portion, and provide these materials to remanufacturers or use them in their own manufacturing process.
Procurement Policy	Policy that guides the purchasing of services and materials. It is a mechanism that can be used to favour the purchase of materials that contain a recycled content.
Recyclable Material (Recyclable)	Material for which appropriate processing technology exists to create a product which has market value as a beneficial end-use and a stable market.
Recycle	The process of source separating from the solid waste stream products that are no longer usable in their present form and that can be used in the manufacture of new products. This includes composting at the neighbourhood or regional level.
Reduce	The decreasing of the volume, weight, or toxicity of materials that enter the solid waste stream. This includes activities that result in greater ease of efficiency of reuse of a product or recycling of materials and includes back yard composting.
Re-manufacturers	Firms that use materials reclaimed from waste to manufacture new products with recycled content. Few of these products are 100 percent recycled material; most contain a mixture of reclaimed and virgin material.

Residuals	Waste that requires handling in a disposal facility (i.e., incinerator or landfill). This may be non-recyclable waste materials from a recycling processing or composting operation.
Residual Management	The disposal, in an environmentally safe manner, of what remains of the solid waste stream after reduction, reuse, recycling and recovery activities have occurred.
Reuse	The repeated use of a product in the same form but not necessarily for the same purpose.
Secondary Materials	Material that technically can be reused as a raw material in the manufacture of a new product
Solid Waste Stream	The aggregate of all solid waste components, and also the process through which they move from point of generation to ultimate disposal.
Source Separation	The separation of recyclables from the solid waste stream at the source of generation (typically in the home or workplace) so that recyclable material is kept clean and marketability is improved
Hazardous Waste	Dangerous goods, as defined in the Transportation of Dangerous Goods Regulations of Canada, that are wastes intended for treatment, disposal, or storage. Does not include sewage or refuse collected on behalf of a municipality from residential premises. Previously termed "special waste".
Tax Incentive	The tax credit allowed in return for specific expenditures incurred in waste reduction and recycling activities.
Tipping Fee	The same as disposal fee.
Toxic	A substance that tends to destroy life or impair health.
Transfer Station	An intermediate facility in the waste system where local waste collection vehicles deliver their loads for further trans-shipment in larger waste hauling vehicles to final disposal.
Triple Bottom Line	A method of accounting that includes social and environmental costs and benefits in addition to traditional economic measures.
User-pay Principle	A system of cost recovery that moves towards the concept whereby the more waste a generator produces, the greater the cost to that generator.
Waste Audit	A statistical analysis of the waste flow in the disposal system, the amount and rate of recycling, and the composition of the waste stream.
Waste Composition	The characterization and qualification of the substances and materials that make up the waste stream.
Waste Exchange	A service whereby people can list, leave, or pick-up materials and products without a charge.

Waste Minimization	Reducing the quantity of waste requiring disposal through waste reduction, reuse, or recycling. Also referred to in this strategy as the sum total of reduction, reuse, and recycling as a percentage of potential generation.
Waste Product	A material or product that is discarded and enters the waste stream.
White Goods	A generic term for large household appliances such as refrigerators, freezers, washers, dryers and dishwashers.
Zero Waste	The Sunshine Coast Regional District defines zero waste as that state in which 100% of the waste stream generated on the Sunshine Cost is diverted from the landfill and processed for resource recovery or for beneficial use while minimizing greenhouse gas production.

USEFUL WEBSITES

British Columbia Water and Waste Association http://www.bcwwa.org/

Canadian Association of Recycling Industries http://www.cari-acir.org/

Coast Waste Management Association http://www.cwma.bc.ca/

Composting Council of Canada http://www.compost.org/

MSW Management Magazine http://www.forester.net/msw.html

Municipal Solid Waste home page, Ministry of Water, Land and Air Protection
http://wlapwww.gov.bc.ca/epd/epdpa/mpp/solid_waste_index.html

Product Care (Stewardship programs) http://www.productcare.org/

Recycling Council of BC http://rcbc.bc.ca

Solid Waste Association of North America http://www.swana.org/

Solid Waste & Recycling Magazine http://www.solidwastemag.com/

Sunshine Coast Regional District http://scrd.bc.ca

Waste Management Association of BC http://www.wma.bc.ca/index.html

Tasks for each focus area are shown below. Tasks should be applied as appropriate to local governments of each urban area or electoral district. Tasks shown in italics are not prioritized for initiation in 2005.

Focus Areas	Goals	Strategies	Tasks	Performance Indicators
1. Public Health and Environment	1.1. Minimize public health risks	1.1.1. Maintain access to disposal facilities and services	• Provide waste collection services • Provide waste drop off services at the landfill	• Disposal contracts are in place • Reported incidents of illegal dumping
		1.1.2. Comply with provincial disposal regulations	• Operate landfills in compliance with Permits and the relevant legislation • Respond to requests for accepting and treating local contaminated soil at Sechelt landfill	• Non compliance reports
	1.2. Reduce illegal dumping	1.2.1. Deliver public education programs	• Develop and implement an education program • Maintain "Good Samaritan" reporting program • Work towards limiting access to common illegal dumping areas • *Contact other regional districts for ideas about community involvement*	• Increased level of participation in "Good Samaritan" program
		1.2.2. Investigate regulatory options	• Develop and enforce penalties for illegal dumping • Collect and dispose of illegally dumped materials in environmentally sensitive areas, near landfills and in known problem areas • Track quantities and locations of illegally dumped material	• Quantity of illegally dumped material • Implementation of changes to ticketing bylaw to include provision for illegal dumping

Focus Areas	Goals	Strategies	Tasks	Performance Indicators
	1.3. Minimize the need for bear destruction and relocation	1.3.1. Manage waste effectively	• Maintain bear fence at landfills • Apply daily cover at landfills	• Are fences well maintained and effective? • Is daily cover being used?
		1.3.2. Deliver public education programs	• Coordinate with conservation officer • Develop and conduct education programs (inserts, billboards etc)	• Is the number of incidents decreasing? • Are education programs in place?
	1.4. Minimize greenhouse gas emissions that may be generated by processing, disposal or transportation of solid waste, by prioritizing diversion and disposal options based on life cycle analysis.	1.4.1. Investigate the development of 1 primary landfill site with a network of transfer stations	• Continue examining means of expanding life of Sechelt landfill • Identify potential transfer station sites • Determine feasibility of establishing a transfer station based system • Address issue of burning barrels: quantify/qualify sources of air pollution	• Did we do studies? • Net greenhouse gas reduction
		1.4.2. Examine potential of landfill gas management or bioreactor	• Routinely monitor new literature related to new technologies • Apply to Federation of Canadian Municipalities for grant for feasibility study and field tests of landfill gas collection and flaring system and bioreactor.	• Application submitted • Grant approved • Feasibility study and field tests completed and recommendations for next steps made
		1.4.3. Periodically look at new, emerging and innovative technologies for waste processing and disposal	• Routinely monitor new literature related to new technologies	• N/A
		1.4.4. Develop or adopt a model to measure GHG emissions	• Research existing greenhouse gas emissions models • Adopt or adapt a model to suit the SCRD's circumstances • Apply the model to policy decisions regarding solid waste processing and disposal	• N/A

Focus Areas	Goals	Strategies	Tasks	Performance Indicators
2. Waste Reduction	2.1. Continue or enhance education programs to enable residents to make sound choices, and promote community involvement	2.1.1. Maintain and support PMAC structure	• Check that PMAC is still representative. Update membership as necessary • Review PMAC TOR and revise as necessary	• Is PMAC active? • Is PMAC membership still representative? • Is there a full complement of members on the committee?
		2.1.2. Continue public information program	• Develop, market and promote education package for residents • Include information on composter availability and vermiculture programs • Utilize a variety of media (internet, newspaper, radio etc.) • Focus education efforts on school children	• # of programs delivered • # of participants in programs • Individual school specific programs
		2.1.3. Support new stewardship programs as they come on line	• *Discuss stewardship programs with provincial counterparts and industry representatives* • *Lobby senior levels of government for expanded stewardship programs*	• Any changes as a result of lobbying?
	2.2. Enhance residential organics management programs	2.2.1. Expand yard waste program	• Survey urban areas to determine demand for yard waste collection • Review existing waste composition data to assist in making decisions on future programs • Identify appropriate technologies for handling source separated yard waste • Do a cost benefit analysis • Proceed with pilot if results indicate a positive cost/benefit ratio	• Quantity collected/processed • Quantity of processed material taken/sold

Focus Areas	Goals	Strategies	Tasks	Performance Indicators
		2.2.2. Investigate food waste programs for residential food waste	• *Continue home composting education programs* • *Audit residential waste to assess organics types and volumes* • *Survey urban areas to determine demand for kitchen waste collection* • *Do a waste composition study to determine impact of kitchen waste collection on waste disposal quantities* • *Identify appropriate technologies for handling source separated kitchen waste or commingled yard and kitchen waste* • *Do a cost benefit analysis* • *Proceed with pilot if results indicate a positive cost/benefit ratio*	• Have studies been done?
		2.2.3. Investigate biosolids management with SWM	• Conduct a review of technologies and techniques appropriate for co-composting biosolids and yard waste • Apply to Federation of Canadian Municipalities for grant for feasibility study and field tests of landfill gas collection and flaring system and bioreactor.	• Application submitted • Grant approved • Feasibility study and field tests completed and recommendations for next steps made • Working with local partners
	2.3. Optimize recycling services offered to residential customers	2.3.1. Embody concepts such as flexibility, responsiveness, customer choice etc in the new recycling contract in order to be able to take advantage of new recycling markets/processes/ opportunities	• Write new recycling contract to include these principles • Monitor contractor performance	• Build reporting into contract: - Collected volume - Sold volume - Volume landfilled - Cost - (see current GRIPS contract)

Focus Areas	Goals	Strategies	Tasks	Performance Indicators
	2.4. Minimize ICI waste	2.4.1. Explore feasibility of regulating ICI waste stream	• Determine ICI waste volumes and characteristics, including school waste • Survey current ICI waste generators about current collection services provided	• Report on ICI waste volumes • Measure and record actual tonnes diverted by any programs implemented
		2.4.2. Investigate wood waste industrial uses	• Initiate contact at Port Mellon facility. Identify woodwaste requirements (quantity and quality).	
		2.4.3. Investigate food waste programs for ICI food waste	• *Research successful ICI food waste composting models* • *Consult with ICI sector* • *Conduct a feasibility study* • *Determine incentives to encourage ICI stewardship of program* • *Proceed with pilot if results indicate potential for success*	
		2.4.4. Encourage private operators to provide services to ICI sector	• *Survey current ICI waste generators about current collection services provided* • *Develop incentives for ICI sector to take stewardship of diversion programs*	
		2.4.5. Consider financial instruments to encourage waste minimization	• Use bylaws and regulations • Apply differential tipping fees • Explore other incentives	
		2.4.6. Provide education to ICI and DLC waste generators	• Deliver information to ICI and DLC waste generators on waste minimization strategies and recycling options • Implement school programs and adapt successful programs for commercial businesses	• # of programs delivered • # of participants in programs • Individual business specific programs

Focus Areas	Goals	Strategies	Tasks	Performance Indicators
3. Waste disposal capacity	3.1. Minimize waste disposed of in landfills	3.1.1. See Focus Area 2	• See Focus Area 2 tasks	• See Focus Area 2 indicators
		3.1.2. Continue alternate cover program	• Maintain relationship with supplier of alternative cover, and investigate additional alternatives	• Is alternative cover being used?
		3.1.3. Expand material bans	• *Research material bans in place elsewhere in North America and the programs that have been developed to provide alternatives to disposal for these materials.* • *Implement bans and supporting programs in priority order based on waste composition and cost*	• Are additional bans in place? • Reduction in banned materials brought to landfill • Increase in illegal dumping of banned materials
		3.1.4. Increase diversion at the landfills	• Continue operation staff education programs • Solicit feedback from operations staff on increasing diversion at landfills • Maintain/expand landfill diversion programs	• Quantity diverted • Air space created by all programs
	3.2. Create additional disposal capacity	3.2.1. Increase operational efficiency	• Strive for the optimum compaction rate	• Rate to be set by SCRD; once set, check for compliance
		3.2.2. Expand current landfill boundaries	• Identify prime areas for expansion • Investigate current ownership of land • Conduct feasibility and design studies	• Tasks have been completed • Landfill boundary has been expanded
		3.2.3. Explore bioreactor technology	• Maintain current knowledge of bioreactor technology and applications • See 1.4.2	• Continue to investigate as needed • See 1.4.2
		3.2.4. Identify potential long term disposal opportunities	• Investigate new potential landfill sites • Investigate waste export options	• Continue to investigate as needed
		3.2.5. Consider dry disposal site for non-putrescibles	• Investigate potential for dry disposal site at closed landfill	• Continue to investigate as needed

Focus Areas	Goals	Strategies	Tasks	Performance Indicators
4. Economic affordability	4.1. Maintain costs of SWM at economically affordable level	4.1.1. Establish and update full cost accounting of operations to include the triple bottom line of SCRD operations	• Implement full cost accounting procedures	• Are full cost accounting principles applied, utilizing the triple bottom line?
		4.1.2. Implement and maintain a user pay system for materials that are not recycled	• Continue to maintain current system • Investigate potential additional user fees	• % of budget covered by user fees
		4.1.3. Continue to maintain a closure and post-closure/reserve account	• Invest a portion of each year's budget into the account	• Track yearly investment
		4.1.4. Maintain a 5 year financial and service plan	• Plan according to strategic directions and budget allocations • Determine full cost of system, including capital reserves for future programs (waste processing, landfill etc…)	• Is the 5 year plan based on the triple bottom line? • Are budgets adequate to meet desired service levels? • Cost per tonne/tipping fee • Cost per tonne vs service level
		4.1.5. Investigate outside sources of funding such as Green Municipal Enabling Funds or funding from Environment Canada for special projects	• Contact Federation of Canadian Municipalities • Contact Environment Canada • Contact provincial government	• Ensure contact is made, funding options investigated
5. Corporate and community leadership	5.1. Demonstrate corporate and community leadership	5.1.1. Develop a sustainable community policy and include SWM issues	• Work with other department heads in sustainable community policy development	• Bring policy to PMAC • Is policy complete?

Focus Areas	Goals	Strategies	Tasks	Performance Indicators
		5.1.2. Incorporate sustainability concepts in operating programs	• Share results of strategic planning with operations group	• Has operations group been consulted?
		5.1.3. Develop a Zero Waste action plan for SCRD operations	• Identify areas for increased waste reduction • Consult with SCRD staff on actions that can be taken • Obtain approval for actions from SCRD board	• Implementation of action plan • Reduction in waste from SCRD operations
		5.1.4. Share experiences and cooperate with other local governments	• Maintain or increase involvement in local government forums	• Comparison of diversion rates and costs with similar jurisdictions
		5.1.5. Monitor operations and compare with other jurisdictions	• Develop list of performance indicators and gather data on an annual basis • Find comparable jurisdictions in terms of population, size and urbanization	