



INFRASTRUCTURE SERVICES COMMITTEE

Thursday, January 18, 2018
SCRD Boardroom, 1975 Field Road, Sechelt, B.C.

AGENDA

CALL TO ORDER: 9:30 a.m.

AGENDA

1. Adoption of Agenda

PETITIONS AND DELEGATIONS

2. Robert Waldron, North Thormanby Community Association
Regarding Vaucroft Dock Annex A
pp 1 – 2

REPORTS

3. General Manager, Planning and Community Development
SCRD Ports - Long-term Outlook
(Ports Services) (Voting – B, D, E, F) Annex B
pp 3 – 26
4. General Manager, Planning and Community Development
Parks Master Plan Debenture Rate Reset
(Community Parks) (Voting – A, B, D, E, F) Annex C
pp 27 – 28
5. General Manager, Planning and Community Development
Granthams Hall Rehabilitation Project Funding Plan
(Voting – A, B, D, E, F) Annex D
pp 29 – 31
6. Manager, Solid Waste Services
Regional Organics Diversion Strategy – Adoption
(Voting – All) Annex E
pp 32 – 69
7. 2017 Q4 – Quarterly Report – Infrastructure
(Voting – All) Annex F
pp 70 – 80

COMMUNICATIONS

8. Minister George Heyman, Ministry of Environment, December 8, 2017
Regarding Recycling Depot Services
(Voting – All) Annex G
p 81
9. WildSafeBC,
Regarding WildSafeBC Annual Report 2017 – Sunshine Coast
(Voting – All) Annex H
pp 82 – 94

10. District of Sechelt, dated December 22, 2017
Regarding Water Supply

Annex I
pp 95

NEW BUSINESS

IN CAMERA

THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (k) of the *Community Charter* – “negotiations and related discussions respecting the proposed provision of a municipal service...”.

ADJOURNMENT

Submission to the Sunshine Coast Regional District**Subject: Vaucroft Wharf Rehabilitation**

I have been asked to represent the residents/property owners on North Thormanby Island (the “Island”) regarding the condition of the wharf at Vaucroft.

The residents and property owners on the Island believe that the wharf is in poor condition and has been neglected for too long. Simply put, we believe that the current condition of the wharf is unsafe and unacceptable. There is no doubt that the wharf requires upgrading. The SCRD is aware of the poor condition confirmed by a report prepared by Pelagic Technologies dated December 23, 2015.

It is our understanding that funds were allocated for the necessary upgrades. It has been rumoured that these funds may be allocated to other projects in the SCRD, putting the wharf rehabilitation project at risk. We don’t know if there is any substance to these rumours, but we hope not.

As a result, the residents/owners on the Island are very concerned about the future of the wharf and that the deficiencies identified in the Pelagic Report will not be dealt with. The residents/owners firmly believe that there are compelling reasons why a safe, functioning wharf is essential. These reasons include:

Accessibility

The Vaucroft wharf is the only ingress and egress point for everybody who owns property or visits the Island, and as such, is considered essential.

As one would expect, the use of the wharf is maximized between Easter and Thanksgiving. Many people rely on a 24/7 water taxi service which is provided by two competing companies. Without a safe wharf, the water taxis would be unable to operate, severely reducing the accessibility of the Island for many people.

Use of the Wharf

Obviously, the wharf is heavily used to move goods and services required to build, renovate and service et cetera homes on the Island. Large household items and building materials are moved from the wharf on a constant basis. The residents/owners require that the wharf continue to accommodate pick-up trucks as much of the material arriving on the Island cannot be moved by wheel barrows.

A wharf that is provided must allow arrival and departure of people and their belongings, whether they arrive by water taxi or private vessels. There are children, disabled persons, and/or elderly people who travel back and forth who must have access to a safe wharf.

During the summer months, children are often present on the wharf, fishing, et cetera. They must have a safe facility.

We are sure that the SCRD is aware of the potential liability issues if the approach to the wharf, and the wharf itself, are unsafe and result in injury.

Water Taxi Service

At present, water taxi service is provided 24/7 and is a primary method of access to the Island. This service requires a functioning wharf.

Of major concern is a safety issue during the off season. As we all know, the weather can be extremely bad during the winter and most people, myself included, put their boats away for the season and use the water taxis, simply because it is often too dangerous to come from the mainland in a small boat, and dangerous to offload during heavy wind conditions.

An often overlooked advantage of the wharf and water taxi services is medical evacuation. There have been instances where people need emergency evacuation and the wharf and water taxis played essential roles.

Taxation and Finances

Thormanby Island has been a ‘cash cow’ for the SCRD. The owners pay significant taxes without the benefit of water, sewers, fire protection, et cetera. The only tangible benefits are the wharf and the once per year garbage barge.

The property taxes continue to escalate with time and as the properties/houses are upgraded. For example, I own property on the “top” of the Island where the lots are a minimum of 10 acres. I own one property with waterfront and another non waterfront. I reviewed the property taxes for the last ten years and found that I had paid approximately \$52,000.00 in taxes. This year’s assessment increased 54% with a property that has a small cabin (assessed at \$114,000.00).

The owners on the Island deserve a decent wharf for the tax burden imposed upon them. There are approximately 80 taxable lots on the Island, most with structures of significant value.

Wish list

The residents/owners on the Island are reasonably optimistic that the SCRD will recognize the necessity for a safe functioning wharf at Vaucroft. While this is the fundamental issue, some have requested that the upgrade include the following:

1. A small shelter be provided for a place to wait during poor weather until transportation arrives;
2. Increased capacity to tie up dinghies.

We believe these are reasonable requests and ask that the SCRD give them proper consideration. We look forward to confirmation that the deficiencies identified in the Pelagic Report will be dealt with as soon as it is practical. Thank you for your consideration.

Respectfully submitted on behalf of the residents/property owners on North Thormanby Island.

Dr. R.J. Waldron (P. Eng. Retired)

Email: bobatepsom@aol.com

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Infrastructure Services Committee – January 11, 2018

AUTHOR: Ian Hall, General Manager, Planning and Community Development

SUBJECT: SCRD PORTS – LONG-TERM OUTLOOK

RECOMMENDATION(S)

THAT the report titled SCRD Ports – Long-term Outlook be received for information.

BACKGROUND

On February 23, 2017 the Board directed Staff to:

- 089/17 THAT staff report to a Q3 Committee meeting to present:
- A 20-year capital plan for SCRD docks and analysis of financial implications;
 - A community perspective on the present and future of SCRD ports
 - A review of options to enhance fiscal sustainability of ports including but not limited to: new funding approaches, alternative capital strategies, partnerships and divestment.

This report provides information on these areas of research for the Committee's information prior to 2018 budget deliberations.

DISCUSSION

Overview of the SCRD Ports Service

SCRD currently owns and operates nine ports through the Ports [345] service at:

- | | |
|-------------------|-----------------|
| • Halkett Bay | • Eastbourne |
| • Port Graves | • Keats Landing |
| • West Bay | • Halfmoon Bay |
| • Gambier Harbour | • Vaucroft |
| • Hopkins Landing | |

As well, SCRD leases access to a portion of BC Ferries' float at Langdale through a separate service [346].

0.28 FTE is currently allocated to this service.

Maintenance and repairs for ports are delivered primarily through contracted services (marine engineers or marine construction companies), with limited/occasional service provided by SCRD Building Maintenance when cost or time efficiencies make such support practical. Community members/users occasionally conduct minor maintenance.

In general, activity for the Ports [345] service is structured as:

1. Routine preventative maintenance and visual inspections, conducted 2-3 times annually
2. One major capital projects package/bundle annually. Usually include items from more than one port
3. Minor capital repairs provided on an as-needed basis; triaged based on safety, impacts to service and, when possible, batched together with maintenance visits
4. Major inspections conducted on a rotating 5-year schedule
5. Beginning in 2017, engagement with Ports Monitors (POMO) Committee, including:
 - a. Semi-annual in-person planning and advisory meetings of the entire committee
 - b. Regular email or phone contact to report issues, discuss solutions or communicate upcoming SCRD work/changes

History of SCRD Ports Planning

In October 2000, a Ports Service was established through Bylaw No. 1038.

Nine ports were divested to SCRD by the federal government in 2000 (eight) and 2004 (one). A one-time payment of \$1.2 million accompanied the divestment, which SCRD placed in reserves at the time.

Key historical planning timeline items are:

- 1997: Ference Weiker and Company completed a Ports Transfer Proposal for the initial 8 Ports which included 10-year financial projections and an SCRD governance model.
- 2006: Ference Weiker and Company developed a strategic business plan on behalf of the SCRD.
- 2007: Service Review of the Ports function is carried out at the request of the Town of Gibsons.
- 2011: Dock Divestiture Public Consultation process is initiated. The concept of divestiture of one or more of the SCRD docks was first raised in the service review and during 2009 SCRD budget discussions. Working with the Public Wharves Advisory Committee (PWAC) four docks were evaluated for potential divestiture over a two-year period and an extensive public consultation process followed resulting in none of the docks being divested.
- 2014: Town of Gibsons formally withdraws from the Ports Function and the Ports Bylaw is amended with a new funding structure.

Community Perspectives on SCRD Ports

The diverse geography of SCRD, especially the islands, makes establishing a single perspective on the present and future of ports challenging. From the time of the service establishment referendum and throughout the history of the service there have been great differences of opinion on the value and necessity of local government-maintained port facilities.

In 2017, community perspectives were gathered through:

1. Community Dialogues: The Ports service had a dedicated display at all Community Dialogue sessions, and a more fulsome dialogue took place at Community Dialogue sessions on Gambier and Keats Islands.
2. POMO (Ports Monitors) Committee: This advisory committee was established in 2017 to provide semi-annual planning and operating advice as well as ongoing “eyes on the dock” to communicate facility issues and observations. In addition to a fall meeting of the Committee, staff have met one-on-one with most members at or near their respective docks to discuss past, current and future issues and opportunities. The input of volunteers in providing this assistance to SCRD is valued.

Staff observe that there are several consistent themes to community perspectives:

- Ports are considered critical infrastructure. Users note their role in emergency/medical response and goods movement. Many ports serve areas without any (or any practical) overland road connection to another major dock.
- Ports are more than a place to get on and off boats, but are a focal point for family and community. Recreation, views, culture and heritage are often mentioned in dialogue about the role of ports.
- Ports are viewed as a key service that provides a direct benefit to islands; there is a perception of service/tax equity challenges between islands and mainland.
- Some mainlanders see ports as providing service to relatively few people who are mostly private land owners or primarily to church camps; public or community use of ports is very limited.
- Maintenance provided by contractors has generally been acceptable but is perceived to occasionally lack the timeliness that internal SCRD staff were able to provide.
- Enforcement of regulations including moorage time limits has been and will likely continue to be a challenge. Minor vandalism (e.g. signs) and littering are ongoing nuisance issues.

Community perspectives on ports as expressed through Official Community Plans (OCPs) can be summarized as follows:

- The Halfmoon Bay OCP recognizes existing marine transportation facilities and supports community docks as a strategy to reduce individual moorage facilities. A marine transportation landuse area is designated around the port at Halfmoon Bay.

- The Roberts Creek OCP notes environmental and social challenges related to intense private dock development (e.g. shellfish and eelgrass impacts).
- The Elphinstone OCP is silent on community docks.
- The West Howe Sound OCP notes community docks as community character elements. The OCP states SCRD will continue to operate Hopkins Landing Wharf for regional recreation and public transportation purposes.
- The Gambier Island OCP (Islands Trust) supports the maintenance of dock facilities on Gambier in order to provide adequate transportation and access to waterfront and interior properties. As well it recognizes the need for public docks to prevent an increase in the development of private docks.
- The Keats Island OCP (Islands Trust) notes the role of public docks in the island's transportation network and encourages the use of communal or shared docks to limit the need for dock development.
- The Gambier Associated Islands OCP (Islands Trust), which applies to North Thormanby Island, supports community docks and suggests regulations should limit the proliferation of additional individual or private docks.

Considerations in Forecasting Financial Figures Used in this Report

Reliably estimating maintenance costs for marine facilities is challenging because:

- Timbers can suffer from internal rot, making visual inspection challenging;
- Docks are structural systems where the failure of one component can rapidly lead to the failure of other components;
- The marine environment is harsh; exacerbated by more variable and extreme weather;
- Marine construction requires specialized skills and equipment – mobilization/demobilization costs are high and there are relatively few firms in the local and regional market.

Financial Background to SCRD Ports

The nine ports have an estimated replacement value (2017 dollars) of \$9.18M based on data compiled for the SCRD Corporate Asset Management Plan.

Historical taxation, operating expenses, capital expenditure and reserve contributions and balance are detailed in Attachment A. Historical figures have not been adjusted to current year dollars.

- The 16-year average operating expenditure is \$157,405.
- The 16-year average capital expenditure is \$59,079.

- The \$1.2 million received in 2001 as part of the federal government divestment was primarily used to fund operating maintenance and capital repairs. In some years it was used to reduce or eliminate taxation which is contrary to the SCRD current Financial Sustainability Policy.
- The capital reserve has a current uncommitted balance of \$190,000, which is below the recommended floor of \$300,000 set in 2014. The (2015-2016) budgeted building of reserves of \$50,000 annually to fund critical repairs and for being able to respond to a major storm or other event that causes extensive damage to a port facility has been further depleted by recent contract award escalations and cost pressures.
- Past staff reports have noted that actual taxation and investment has been less than was planned or required, resulting in substantial accumulated deferred maintenance.

Taxation and contribution to reserves have been quite variable. Causes may include some of the costing complexities noted above, short-horizon planning (5 years or less), change in functional funding apportionment process, and a planning perspective that did not include asset management. Deferred maintenance (required capital work not completed) that results in additional costs may have further exacerbated this variability in certain years.

As discussed below, a longer-horizon plan that leverages asset management approaches and benefits from financial modelling and monitoring can help to address this challenge.

20-Year Capital Plan for SCRD Ports

Working with SCRD's contracted asset management consultant, staff have prepared a preliminary financial outlook for ports. This outlook is built on component-by-component (e.g. each pile, each cross brace) information on condition, estimated useful life, installation date/remaining life and replacement cost. To date, four ports have been completed: Halkett Bay, Port Graves, West Bay and Vaucroft. These ports were analyzed first based on quality of data available. The age and replacement value of these ports is typical for SCRD port facilities.

Work continues on the remaining five ports. For the purposes of this report, an extrapolation of costs to 9 ports has been made.

A summary of anticipated annual capital costs is included as Attachment B.

The qualifications on cost figures noted above should be applied to this information. As well, at this stage work has not been grouped into work packages that would take advantage of scale.

The 2017 figure includes all deferred maintenance (at or beyond end of life), hence it appears large in the context of future years. The 2018 Budget Proposals for Capital repairs (\$130,000) and Vaucroft works (\$450,000) relate to this work.

Including the 2017 figure, the recommended annual average capital funding requirement is estimated at \$279,145. This is approximately 3% of total asset value. Some 2017 requirements (about \$300,000 of hard costs) will be addressed through planned 2017 work undertaken through Canada 150 grant. Project soft costs (engineering, construction administration, environmental monitoring) of approximately 10% should be added, and a budget contingency should be applied (staff have recently been using 20% for costs derived from detailed engineering inspections; this should be monitored for sufficiency going forward).

Taking into account the factors above, an average annual capital investment of \$370,000, adjusted for inflation going forward, is estimated to be required to sustain SCRD ports. This figure will be refined as further asset management work is completed.

Proposals prepared for 2018 Budget would address this need for the current year.

Operating Plan for SCRD Ports

The key operating lines in the base budget for Ports [345] have been relatively stable for the last few years since SCRD transitioned to contracted maintenance. An operating reserve is in place to deal with unexpected or one-time operating expenses (which could include minor repairs or proactively addressing maintenance concerns). The 2017 base budget for Ports was approximately \$170,000, which included a \$50,000 contribution to reserve.

Historically, little time was allocated to planning for ports repairs and documentation was basic compared to what is required to sustain accurate asset management planning. As well, the complexity of contract administration is such that some dedicated resourcing is required. Meeting current project quality standards while communicating and engaging effectively with the community through 0.28FTE may not be sustainable. Staff will monitor this issue in 2018.

Considering a recommended doubling of contributions to capital reserves and the need for regular additional funding for major inspections, an average annual operating investment of \$240,000 is estimated to be required to sustain SCRD ports. This would mean an increase of approximately \$70,000 per year to maintain the service.

The proposal prepared for 2018 Budget would make appropriate use of operating reserve funds to address operating needs for the current year.

Options to Enhance Fiscal Sustainability

While the preliminary assessment above indicates an estimated annual increase of \$440,000 required to appropriately maintain the ports assets and sustainably fund the current service level, Staff are not recommending anything further to the 2018 Budget Proposals at this time. This will allow for more community dialogue, continue to evolve maintenance and capital plans for the ports as well as exploration of funding alternatives.

New funding approaches

A review of past staff reports, strategic plans and of other community docks suggests that mandatory moorage fees are not a practical revenue source for SCRD due to remote location of many ports, inability to enforce, lack of on-the-ground staff, etc. Recent changes in electronic payment technology may address some of these issues. A voluntary suggested donation approach (perhaps focused on non-residents/tourists) using only electronic payment could be explored. Staff would not expect this approach to yield substantial revenue.

Commercial use of SCRD ports and hence wharfage revenue received has historically been quite limited. Rates could be reviewed for potential increase, though an increase in rates is likely to be passed on to users and may alienate current and potential commercial operators.

Community fundraising and donations can also be explored (and Ports are proposed to be included in the scope of the SCRD Legacy Program currently in the planning stage). This may be effective for value-add or service enhancement opportunities. Staff understand that the community perspective on ports is that taxation and grants should be sufficient revenue to sustain the service without seeking further donations.

Staff constantly monitor grant opportunities to leverage local resources.

Alternative capital strategies

In general, a proactive planning approach based on appropriate use of taxation, reserves, grants, and in some cases borrowing can reduce the variability of taxation. All of these strategies will be contemplated as a more fulsome plan evolves for the service.

Partnerships

SCRD has benefitted from informal partnerships with community members, dock users and commercial operators who have provided feedback, advice, timely observations of issues and some volunteer service (for example, setting nails, lubricating davits or removing sinking dinghies). Some of these relationships have been formalized and strengthened through POMO.

Some docks are closely associated with and provide non-exclusive use to church camps (e.g. Camp Fircom at Halkett Bay, Camp Artaban at Port Graves and Keats Camp at Keats Landing). The consent of these camps is required for SCRD to maintain water lot leases (adjacent upland owners).

Divestment

The 2011 divestiture exploration process extended from the 2009 budget process through to July 2011. The process included a significant public consultation and involved the Public Wharves Advisory Committee. A structured, criteria-based approach was applied. Resulting directives were:

288/11 Dock Divestiture

- 1) That the SCRD declares that it is committed to retaining ownership of all nine docks currently owns and managed by the SCRD;
- 2) THAT the divestiture issue will not be revisited for at least 10 years.

The June 10, 2011 Staff Report on the matter is provided as Attachment C.

Notwithstanding the 2011 directive, staff have reviewed the process, findings and conclusions of the 2011 consultation and observe that little has changed in terms of development patterns or community perspectives on the necessity of docks. What is new is the availability of a more detailed and complete financial outlook for SCRD ports. This information could prompt communities to consider divestment in a new light.

Communications Strategy

This report will be circulated to POMO and Islands Trust as information.

STRATEGIC PLAN AND RELATED POLICIES

A review of financial requirements and funding strategies support the Strategic Priority of Ensure Fiscal Sustainability. Incorporating community perspectives and considering partnership opportunities supports the Strategic Priority of Facilitate Community Development.

CONCLUSION

This report provides information on the financial history, community perspective, preliminary 20-year capital plan and possible funding strategies and opportunities related to SCRD Ports. Asset management planning for Ports continues and is expected to provide more accurate financial information going forward.

In general, the proactive asset management and planning approach initiated in 2017, supported by appropriate use of taxation, reserves, grants, and in some cases borrowing is expected to reduce the variability of taxation. Community partnerships will continue to be an important part of efficient and effective management and could provide an additional source of support.

2018 Budget proposals will address capital and operating needs for the Ports [345] service this year.

Attachments:

Attachment A: Historical Ports Finance (2001-2017)

Attachment B: Ports 20-Year Capital Outlook (2017-2037)

Attachment C: SCRD Staff Report June 10, 2011 – Dock Divestiture Public Consultation

Reviewed by:			
Manager		CFO/Finance	X-T.Perreault
GM	X-I.Hall	Legislative	
CAO	X-J.Loveys	Other	

SCRD Ports Service
Historical Financial Information (2001-2017)

Attachment A

Account Name	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Grant Fed Govt.Conditional	(86,000)	(121,054)	(156,736)	(266,171)	(473,967)	(96,072)	-	-									
Property Tax Requisition	(227,105)	(150,461)	(94,342)	(20,007)	-	(91,572)	(139,866)	(54,168)	(113,310)	(116,342)	(113,388)	(159,838)	(222,535)	(190,254)	(359,203)	(347,088)	
Rental/lease Bldgs	(6,233)	(19,957)	(19,925)	(19,025)	(7,592)	(1,062)	(846)	(2,567)	(1,400)	(2,100)	(2,456)	(2,100)	(1,478)	(5,100)	(2,957)	(5,201)	
Interest On Investments	(9,672)	(78,706)	(43,024)	(34,151)	(33,948)	(25,602)	(21,486)	(18,101)	(5,888)	(2,710)	(4,367)	(3,835)	(3,904)	(7,668)	(5,262)	(4,948)	
Other Revenue	-	-	(9,789)	-	-	-	-	(211)									
Recoveries - Other Organizations	-	-	-	(340)	(2,194)	-	-	-									
Transfer from Operating Reserves									-	-	-	-	-	-	(6,659)	(9,000)	
Surplus Prior Year	-	(104,065)	(75,281)	(49,470)	(52,919)	(15,961)	(17,823)	(76,876)	-	(339)	-	-	-	-	-	-	-
Surplus - Appropriated - Ports Services									-	-	(3,300)	-	-	-	-	-	-
Administrative Services	26,790	21,896	33,741	22,176	31,986	56,217	27,803	15,332	10,709	12,196	11,295	19,139	15,368	17,251	18,384	20,258	
Referendum/election	78,915	-	-	-	-	-	-	-									
Salaries & Wages	14,932	15,618	10,504	14,553	19,999	2,328	9,788	26,508	30,077	30,234	35,460	80,811	66,638	79,287	87,880	62,057	
Benefits	2,743	3,049	2,070	2,943	4,360	5,076	2,187	5,906	7,356	7,122	8,579	25,527	22,979	23,214	24,431	16,296	
Wcb - Ports Services	123	168	128	198	280	333	163	388	521	581	845	1,736	1,352	1,684	2,309	1,726	
Training & Development	-	-	-	-	-	-	-	275	-	-	-	-	154	373	-	-	
Safety Training									-	-	-	546	-	30	-	-	
Deliveries/transportation	-	-	-	-	-	18	-	18	-	25	-	96	27	2,620	760	30	
Permits/licenses	1,264	-	156	-	201	1,673	201	-	200	-	1,020	-	-	200	1,250	113	
Materials & Supplies	-	-	-	-	-	9	-	20	-	435	2,141	1,831	693	1,636	1,944	1,451	
Meeting Expense	-	-	-	-	18	567	600	304	120	197	798	266	149	449	132	86	
Office Expenses	866	56	54	18	264	441	92	264	-	46	9	52	63	341	95	184	
Postage	-	-	-	-	-	18	-	-									
Safety Equipment									-	-	-	-	73	348	110	36	
Signs									-	-	-	-	751	134	-	-	
Telephone & Alarm Systems	-	-	-	-	-	-	54	9	77	-	-	2,131	1,269	444	175	430	
Travel	759	557	121	369	467	2,646	2,136	3,441	1,071	2,406	5,107	4,390	2,489	3,474	8,429	695	
Travel - Volunteer	-	-	-	-	-	477	441	262	-	-	-	109	19	-	-	-	
Travel - Vehicle KM									-	-	-	-	-	-	117	29	
Advertising	-	-	45	36	-	-	1,962	-	373	338	639	-	31	108	470	282	
Dues & Subscriptions									-	-	-	-	-	-	200	200	
Audit Fees	-	-	770	-	-	-	-	-									
Engineering Fees	2,342	-	-	4,283	40,491	-	-	1,500	9,000	6,606	-	-	2,415	-	-	-	
Insurance - Liability	5,906	14,048	17,648	21,292	22,863	20,630	-	-									
Insurance Property	3,607	8,786	12,623	13,589	9,367	8,660	12,295	11,871	11,827	12,151	10,832	10,612	11,123	11,710	13,236	13,313	
Legal Fees	6,251	4,128	738	2,106	-	72	-	-	-	408	495	-	-	-	2,362	869	
Other Prof Fees	5,809	7,162	42,841	3,731	8,656	34,402	504	514	-	-	15,862	34	331	653	15,232	695	
Contracted Svcs Bldg/land Mtce	14,228	49,235	27,715	36,593	101,117	48,996	19,830	61,568	41,320	17,460	8,756	3,651	2,247	18,113	18,371	49,078	
Bldg Repairs & Mtce	-	-	-	-	1,016	7,372	1,653	184	331	17,866	6,247	3,507	8,223	2,454	8,597	16,579	
Hydro	415	862	900	957	752	871	932	835	1,393	1,367	1,128	1,061	1,275	1,593	1,723	1,665	
Refuse Collection									-	-	-	-	32	81	-	-	
Water									-	-	-	-	-	-	15	-	
Rental/Lease Buildings	-	-	-	-	-	-	378	-									
Repairs/mtce - Mach/equip	-	-	-	-	-	117	-	-	-	-	-	295	1,523	64	168	-	
Small Tools/equip	-	-	-	-	-	-	639	762	-	3,633	1,679	805	1,435	826	691	502	
Fuel/Lubricants Vehicle									-	-	-	2,708	3,018	2,352	2,344	724	
Insurance/Licence Vehicles									-	-	-	881	970	977	964	284	
Repairs & Mtce Vehicle									-	-	740	2,038	622	1,756	3,476	1,459	
Transfer To Capital	-	7,130	28,203	155,820	264,288	-	-	-	-	-	-	-	-	9,845	66,670	-	
Transfer to Reserves	60,000	262,500	162,500	45,619	32,882	-	-	-	-	-	-	-	-	8,117	83,330	173,091	
Transfer Reserve Interest Earned	-	3,763	8,869	10,852	15,660	21,522	21,486	18,101	5,888	2,710	4,367	3,835	3,904	7,668	5,262	4,948	
Contr To Operating Reserves	-	-	-	-	-	-	-	3,863	-	-	-	6,500	54,338	6,500	3,000	-	
Transfer To Other Functions									-	-	36,610	(4,404)	(9,385)	(1,585)	1,291	(849)	
Capital Lease Interest									-	-	-	37	(208)	-	-	-	
Capital Lease Principal									-	-	-	972	288	-	-	-	

SCRD Ports Service
Historical Financial Information (2001-2017)

Attachment A

Appropriated Surplus - Ports Services	-	5,710	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deficit Prior Year	-	-	-	29,349	33,366	-	-	-	-	-	-	-	-	-	-	-	-
Amortization Expense	27,816	31,686	32,135	34,115	37,187	37,866	44,031	50,427									
Transfer to Unfunded Amortization	(27,816)	(31,686)	(32,135)	(34,115)	(37,187)	(37,866)	(44,031)	(50,427)									
Transfer From Reserve	-	-	-	-	-	(29,208)	(49,345)	(59,686)	(74,473)	(47,007)	(35,071)	(59,014)	(46,198)	(58,000)	(63,995)	(47,607)	
Transfer Fr Operating Fund	-	(7,130)	(28,203)	(155,820)	(264,288)	-	-	-	-	-	-	-	-	(9,845)	(66,670)	-	
Salaries & Wages - Capital Projects	-	-	-	-	-	-	-	-	-	6,358	11,501	3,300	-	-	-	-	
Benefits - Capital	-	-	-	-	-	-	-	-	-	1,655	2,505	729	-	-	-	-	
WCB -Capital	-	-	-	-	-	-	-	-	-	135	180	55	-	-	-	-	
Land & Improvements	-	-	-	-	-	-	-	-	26,148	50,134	29,980	54,395	118,505	46,007			
Building	-	7,130	28,203	155,820	264,289	29,208	49,345	59,686									
Minor Capital Asset									6,100	26,623	8,923	731	2,032	9,366	12,159	1,600	

Summary of Actual Values

Taxation	227,105	150,461	94,342	20,007	-	91,572	139,866	54,168	113,310	116,342	113,388	159,838	222,535	190,254	359,203	347,088	
Operating Expenses	164,950	125,565	150,054	122,844	241,837	190,923	81,658	129,961	120,475	139,694	157,165	158,590	137,708	179,953	227,315	189,792	
Contribution to Reserves	60,000	266,263	171,369	56,471	48,542	21,522	21,486	21,964	5,888	2,710	4,367	10,335	60,652	22,285	91,592	178,039	
Capital Expenditures	-	7,130	28,203	155,820	264,289	29,208	49,345	59,686	-	-	26,148	58,282	44,166	58,479	118,505	46,007	
Reserve Fund Balance	60,396	326,659	498,028	554,499	603,041	595,355	567,496	529,774	461,189	416,892	386,188	337,509	351,963	316,248	337,186	458,618	

Staff Report to Infrastructure Services Committee – January 11, 2018
SCRD Ports Long-term Outlook

Attachment B

Year	Annual Capital Costs - 4 Ports Modelled	Annual Capital Costs - Extrapolated to 9 Ports
2017	\$513,544	\$1,155,474
2018	\$4,552	\$10,242
2019	\$92,204	\$207,459
2020	\$82,418	\$185,441
2021	\$8,752	\$19,692
2022	\$69,318	\$155,966
2023	\$110,670	\$249,008
2024	\$110,777	\$249,248
2025	\$136,241	\$306,542
2026	\$190,238	\$428,036
2027	\$76,562	\$172,265
2028	\$284,832	\$640,872
2029	\$105,412	\$237,177
2030	\$287,822	\$647,600
2031	\$132,226	\$297,509
2032	\$41,092	\$92,457
2033	\$20,333	\$45,749
2034	\$36,163	\$81,367
2035	\$17,155	\$38,599
2036	\$104,173	\$234,389
2037	\$180,871	\$406,960

SCRD STAFF REPORT

DATE: June 10, 2011
TO: Infrastructure Services Committee – July 7, 2011
FROM: Brian Sagman, Manager, Transportation and Facilities
RE: DOCK DIVESTITURE PUBLIC CONSULTATION

RECOMMENDATION(S)

THAT the Manager of Transportation and Facilities' report entitled "DOCK DIVESTITURE PUBLIC CONSULTATION" be received for information.

BACKGROUND

The concept of the divestiture of one or more of the SCRD's nine docks was first raised during the 2009 budget discussions, when the Board directed staff to review the divestiture of the Port Graves dock with the Public Wharves Advisory Committee (PWAC). That discussion was delayed while new members of the PWAC were recruited and approved by the Board. The issue was discussed at the PWAC meeting of October 2009 at which time the committee recommended that rather than focussing only on the Port Graves dock that the scope be expanded to include an evaluation of all of the docks. The rationale was that other docks may be more appropriate for divestiture than Port Graves depending on the criteria to be applied. A report was prepared for the December 3, 2009 meeting of the Infrastructure Services Committee that outlined the discussion at the PWAC meeting and provided recommendations as follows:

THAT the Infrastructure Services Committee receive the report entitled "PWAC Review of Dock Divestitures" for information;

And THAT the Infrastructure Services Committee direct staff to develop criteria for evaluating docks for possible divestiture

The report led to the following directive from the Board (Ref. #492/09 Rec. #3 sub-recommendation #4):

Recommendation No. 4 PWAC – Divestiture of Docks

THAT staff review the criteria used to determine which docks are most viable for divestiture.

Staff reviewed possible criteria with PWAC at the meeting of January 18, 2010 that included usage levels, impacts on community access, impacts on emergency access and costs. The PWAC agreed that staff would develop a list of criteria including a strategy for measurement for each dock. This matrix would then form the basis for further discussion.

The criteria and measurements were reviewed at the PWAC meeting of April 19, 2010. The committee agreed that staff should move towards evaluating each dock and assigning a

preliminary rating for each of the identified criteria such that the total score for each dock would determine its suitability for divestiture.

Staff presented the matrix of criteria and ratings at the July 19, 2010 PWAC meeting. The committee found it difficult to rationalize the ratings for each dock as compared to the others. Staff suggested that as an alternative to rating all the docks, that the discussion could focus on reducing the number of docks under consideration by eliminating those docks that were critical to the community and would not be suitable for divestiture. The committee agreed with that approach and identified four docks that would appear to warrant consideration for divestiture subject to public consultation. The committee members agreed to provide feedback on these four docks based on discussions within their respective communities and their own perspectives. The four docks that the PWAC viewed as being candidates for divestiture included:

- West Bay (Gambier Island)
- Halkett Bay (Gambier Island)
- Port Graves (Gambier Island)
- Vaucroft (Thormanby Island)

Staff completed an analysis of each of the four docks based on available use and cost information. A report was submitted to the September 9, 2010 meeting of the Infrastructure Services Committee.

Based on the September 9 report the Board provided the following direction (ref. #388/10):

Recommendation No. 9 *Dock Divestiture Evaluation*

THAT the Manager of Transportation and Facilities' report entitled "Dock Divestiture Evaluation" be received;

AND THAT staff provide a report outlining recommendations with respect to a public process for all contributing areas of docks;

AND FURTHER THAT staff follow up with the Public Wharves Advisory Committee (PWAC) members for their comments and include this information in the report.

The issue of the possible divestiture of one or more docks was discussed further at the November 16, 2010 meeting of the PWAC. Staff received some feedback at the meeting but also sent out a request for further input via e-mail based on the Board resolution and with the September 9, 2010 report as a reference. Only one comment was received as follows:

- Involve the Gambier Island Community Association in the development of the public consultation process.

A further opportunity for feedback was provided to PWAC members via e-mail in early December to ensure that members had every chance to contribute. No further comments were received.

Throughout this process the Board has maintained a desire to explore the option of divestiture as opposed to directing staff to specifically begin the process of divesting one or more docks. This approach had the benefit of allowing the PWAC to have the opportunity to provide

feedback throughout the process. Based on the schedule of PWAC meetings this has extended the time line for this project, but has had the benefit of establishing a foundation for the public consultation process by ensuring that PWAC representatives remain informed.

There was further discussion of the issue of divestiture at the November 15, 2010 meeting of the PWAC that was referred to the Board through the meeting minutes. This led to the following Board resolution from the meeting of December 9, 2010 (Ref. #504/10):

Recommendation No. 5 *Public Wharves Advisory Committee*

THAT the Public Wharves Advisory Committee (PWAC) minutes of November 15, 2010 be received;

AND THAT staff report back, no later than July 2011, with recommendations for Public Wharves divestiture and including results of the completed public consultation process;

AND FURTHER THAT staff consider holding public consultation meetings on the North Shore as well as the Sunshine Coast and islands to enable more property owners to attend.

In addition to the direction concerning public consultation the Board also has a resolution related to negotiating with the church camps for a fee structure that recognizes their use of the docks and that they do not pay taxes.

DISCUSSION

Based on the Board's direction staff conducted public meetings as follows:

May 30 th	Gibsons and Area Recreation Center	7:00 to 8:30 pm
May 31 th	Coopers Green	7:00 to 9:00 pm
June 4 th	Keats Landing (Clam shack)	10:00 to noon
	Gambier Community Hall	2:00 to 4:00 pm
June 7 th	West Vancouver Library – Welsh Hall West	7:00 to 8:45 pm

The session at the Gambier Community Hall also included a review of options for the repair or replacement of the Gambier Harbour float.

A letter was sent via bulk mail to all island residents on April 6, 2011 that provided background information concerning the open houses. In addition staff posted a notification on the SCRD website and put advertisements in the Coast Reporter. Island residents were encouraged to spread the word through their affiliations with local organizations. Further to this, notifications were posted at all docks showing the dates and times of the meetings. Staff also arranged for notification on the local cable channel community notice board.

Public Meeting Format

All the public meetings followed the same basic format with staff providing a PowerPoint presentation that summarized the background, objectives of the sessions, and the next steps in

the process. Staff specifically focussed on the goal to obtain information through these sessions on the potential community impacts of dock divestiture.

The open houses provided the opportunity for interested parties to voice their opinions on this issue or to provide written comments.

May 30th - Gibsons and Area Community Center (GACC)

The session at the GACC ran from 7:00 to 9:00 pm and was attended by approximately 12 people in addition to Director Turnbull and Alternate Director Clegg and one member of the media. Although there are no SCRD docks within the Town of Gibsons, this meeting recognized that the Town is included in the function and provided the opportunity for feedback from area residents. The comments we received were generally as follows:



- The docks provide a focus for family and community events.
- Docks that have a MOTI right of way to the dock head are of higher value given that there is no need to negotiate with an upland owner for water lot lease consent.
- Contractors rely on the docks for access to projects on the islands. Specifically in relation to the Gambier Harbour dock and discussion concerning repair/replacement.
- Docks that have a church camp as the upland owner can be subject to the rules and regulations of the church, given that dock users have to enter church property (criminal records checks of contractors).
- Is there the possibility of establishing a road right-of-way through the church property? This would require negotiation with the church which can be dependent on other considerations including the fact that they currently have free use of the docks.
- Halkett Bay and West Bay are serviced by the Mercury Marine water taxi.
- The United Church is reportedly no longer the upland owner of the Halkett Bay dock due to a negotiated takeover of land by private developer who in turn allowed it to be converted to a MOTI right of way.
- The Halkett Bay dock has an adjacent barge ramp that is within the MOTI right of way and as such represents a valuable associated asset of the dock.
- Removal of a dock would result in an increase in travel distance for water taxis and on land which translates into increased GHG emissions.
- Establish a business license fee for all SCRD businesses in order to fund SCRD services.
- When evaluating the repair/replacement of the Gambier Harbour float, include the option to separate the float into two sections that are connected to allow each to move independently and address the impacts of the wave action.

May 31st - Coopers Green

Staff arranged for a session at Cooper's Green in Halfmoon Bay in order to provide a convenient location for residents to comment specifically in relation to the Vaucroft dock. The Vaucroft dock had the lowest rating by staff, which subject to community feedback, made it the most suitable for divestiture at first glance.

The divestiture of the Vaucroft dock to North Thormanby property owners was the subject of a survey in 2008. Although the responses were almost evenly split, those who were in favour of assuming ownership for the dock were concerned about the costs and whether property taxes would be significantly reduced.

The following comments were received at the meeting that was attended by approximately 13 members of the public as well as Chair Nohr, Director Turnbull and Alternate Director Clegg:

- One of the key messages was that the docks provide access to SCRD and other facilities including foreshore areas and parks on the islands.
- The docks have value as heritage sites given that most are at least 40 years old.
- The docks provide public access to the islands that would be lost if they are privatized.
- The SCRD should take a long term view to the value of the docks in light of development that is occurring on the islands.
- The MOTI uses the SCRD docks to move equipment and supplies to the islands. The loss of a dock could impact their ability to maintain the roads.
- The docks were established as a community asset and should be retained even if there are costs to maintain them. The loss of one could lead to others being privatized.
- Water taxis and other businesses rely on the docks for their livelihood. In addition contractors and property owners rely on the docks to move materials and equipment.

As the discussion progressed it was interesting that the participants moved from a position of supporting the retention of all the docks and began to question the community value of the Port Graves dock. There is a definite perception that the church monopolizes that dock to the extent that people have reported that camp staff have discouraged the public from using the dock.

June 4 - Keats Island

The session on Keats Island was scheduled to provide an opportunity for input even though none of the docks under consideration are on Keats and the use of the Gambier docks by Keats residents would be expected to be minimal. This session was therefore expected to generate more comments of a general nature concerning the Ports function and SCRD services. The session was attended by about 12 members of the public as well as Director Turnbull and Alternate Director Clegg. Director Turnbull provided a summary of the Board's position on dock divestiture and noted that the Board appreciates the value of that service to the community as well as the annual garbage pick-up.

The following is a summary of the comments raised at the meeting:

- The docks provide public access to interior developments
- The SCRD should take a long term perspective on usage and consider that development of the islands will contribute to an increase in demand for these types of facilities.
- As development progresses, property value will increase and reduce the impact of the dock maintenance costs.
- The Port Graves dock provides access to the Sea Ranch development and the rest of Brigade Bay.
- The SCRD could look at downsizing the docks rather than eliminating any docks.
- Once a dock is divested it is lost to public use and it is unlikely that future needs could be met with the construction of additional facilities due to the difficulty obtaining the required water lot lease.

June 4 – Gambier Island

Three of the four docks under consideration for divestiture are on Gambier Island. As a result it was expected that property owners there would have the most concern about any of the options surrounding divestiture. The public meeting at the Gambier Community Hall was attended by about 45 residents and stakeholders in addition to Chair Nohr, Director Turnbull and Alternate Director Clegg. Staff had the assistance of the President of the Gambier Island Community Association, Lynn Bell, in facilitating this meeting. Director Turnbull again summarized the Board's position and noted that islanders value the docks and garbage pick-up very highly. The overview of the agenda by staff included the dock divestiture component as well as a discussion concerning the options for repair or replacement of the Gambier Harbour float. The Gambier Harbour float issue is the subject of a separate report.

In general there was more animosity towards the concept of divestiture at this meeting than at others and more focus on the SCRD services that are provided to the islands in comparison to taxation. However there were also some interesting comments and perspectives that were offered that included the following:

- Attendees noted that dock divestiture would increase the generation of GHG's by increasing the travel distances for boaters and also adding to the use of vehicles to provide transportation between communities.
- There are few parks in the area of West Bay dock so people tend to congregate on the docks.
- The loss of a dock would negatively impact property values that would in turn reduce property taxes.
- The use of the docks will increase over time as development on the island continues.
- The docks play a central role in attracting residents to Gambier Island and as such the SCRD should be looking to add more docks rather than divesting docks.
- The SCRD should petition the province to change legislation that allows churches to avoid paying property taxes.

June 7 – West Vancouver Library

Many property owners within the SCRD and specifically on the islands have principal residences on the Lower Mainland. A public meeting was scheduled for the West Vancouver Library to provide a more convenient site for those people to attend and provide input. Because of the seasonal use of their properties, these people had a somewhat unique perspective on the value of the docks. There were approximately 45 members of the public at the meeting and Chair Nohr, Director Turnbull and Alternate Director Clegg also attended.

Because this was the last in the series of public meetings many of the concerns with dock divestiture had been voiced at other venues. However other issues included the following:

- There was a specific concern with the impact divestiture would have on the accessibility that is necessary for the elderly and mobility impaired.
- Attendees noted the advantage of having centralized dock facilities that can be used by multiple property owners as an environmentally sustainable option in comparison to having multiple private docks cluttering up the shoreline. In addition the existing docks can be used in the winter months when conditions may not allow use of smaller private docks.

- The need for the SCRD docks is going to expand as development progresses, particularly in the case of Gambier Island where there has been considerable development over the past 10 years.
- There was also some discussion concerning the use of the docks by church camps and the possibility that the camps would not have adequate funding to purchase and maintain the docks.

During the discussion Chair Nohr specifically addressed the basis for the dock divestiture review and the benefit of having a better appreciation for the value of these facilities to the community. He reinforced that the SCRD was not pursuing divestiture of any dock at this time.

Comments via E-mail

The notifications and advertising that were sent out in regards to the public meetings provided interested parties with the opportunity to e-mail or mail their comments to staff. Many individuals took advantage of that opportunity due to commitments that prevented them from attending one of the public meetings. A summary of the comments is as follows (check marks indicate the docks referenced):

Comment	West Bay	Halkett Bay	Port Graves	Vaucroft	All
The docks are one of few services that islanders receive for their property taxes		✓	✓	✓	✓
The dock is needed based on development in the area		✓	✓	✓	
The dock is required for emergency access	✓	✓		✓	
The docks contribute to tourism			✓	✓	✓
The dock is a drop-off point for water taxis.	✓			✓	
Many residents do not have boats so rely on the docks for access to their properties.	✓	✓	✓	✓	
Some residents do not have cars on the island so cannot use alternative docks.	✓				
The loss of one dock would result in a parking problem at other docks, specifically New Brighton	✓				
The dock is a focus for family and community activities	✓	✓		✓	
The road network is not an alternative for water access		✓			
The local community cannot take on the financial burden of the dock through divestiture.		✓			

Loss of a dock would increase boat and auto travel, increasing GHG emissions.					✓
Loss of the dock will reduce property values and as a result, taxes		✓			
The Town of Gibsons should not be paying for docks given that they are remote and the Town does not benefit from them					✓
The Town of Gibsons and District of Sechelt benefit from dock generated business and tourism			✓		
The dock is essential for church camp operations		✓			
The dock provides access to other community facilities such as parks.			✓	✓	
Once divested it would be difficult to acquire a new water lot lease			✓		
The SCRD should review options for increasing funding instead of reducing services.			✓		
The docks provide access to the church camps that are highly valued					✓
Loss of the dock will put more pressure on remaining facilities.			✓		

OFFICIAL COMMUNITY PLANS

One reference source for evaluating the general concept of the divestiture of docks is any Official Community Plans (OCPs) that exist. The OCP can provide some general guidance to the objectives for the docks in terms of the growth of a community.

Gambier Island OCP

In the case of Gambier Island, the OCP provides the following community goals relating to the provision of dock facilities:

2.8 to maintain for the immediate future a water access Gambier Island community with sufficient community docking facilities, limited roads and the absence of a car ferry.

2.9 to maintain flexibility, while planning for a water access community, to provide for road and transportation requirements of a more developed Gambier Island community in the longer term.

These goals would appear to support the ongoing provision of the docks as a way to limit the development of the internal road network and recognizing the lack of a car ferry service. The plan also establishes criteria for determining land and foreshore use as follows:

Policy 3.1

- the impact of any new development on existing public services and infrastructure and the ability to accommodate any deficiencies in such services or infrastructure at minimum public cost;

Policy 3.7 (iii)

- to protect marine and riparian habitat and water quality; and
- to maintain a view of the coastline that is rural in character and relatively pristine in appearance.

These policies reflect the commitment to environmental stewardship and the preservation of the natural habitat of the island but put more onus on developments to include consideration of the impacts on public services.

The plan includes objectives for residential development which include:

- 4.2 to promote a form of residential development on Gambier which retains a set of distinct settlement nodes (or neighbourhoods) physically separated from one another by tracts of undeveloped land retained in its natural state and connected by trails and country lanes;
- 4.5 In new subdivisions, located in areas outside of the planning area's existing public road network, access by water (from the sea) to upland parcels should only be considered in locations where a public road right-of-way may be constructed to provide each upland lot with access to a location fronting on navigable water which is able to reasonably accommodate a site for boat moorage.

The plan is that the internal transportation network will be developed to link communities which would thereby reduce the necessity for docks that currently provide water access to communities that are not linked. In addition there is an onus on new developments to consider and account for the need for water access if the development is remote from the MOTI right of way.

The plan designates advocacy policies for areas that lie outside the responsibility of the Islands Trust that includes the provision of dock facilities. Of particular note is Advocacy Policy 6.2:

"Gambier Island's existing inventory of public wharves should be retained and maintained as they represent an important means of accessing the island's trails and crown lands."

Based on this cursory review it is apparent that the docks are a key component of the planned development of Gambier Island."

One of the marine and foreshore policies (Policy 7.32) promotes zoning to allow:

"Cooperatively owned or operated docks to provide marine access to residential areas as a means of minimizing the need for upland road links between residential communities and to limit the need for multiple dock development along the shoreline;"

This policy points to the need to retain dock facilities to maximize the marine access to residential areas.

There are policies concerning heritage resources (Policy 8.29) that advocate for the retention of the docks as follows:

“Wharves constructed by the Federal Government for access to Gambier Island should be retained as they also represent an important part of the island’s culture and heritage.”

This policy is also reflected in the policies concerning water transportation.

Gambier Associated Islands OCP

Although North Thormanby does not have its own OCP it falls within the scope of the Gambier Associated Islands OCP. That document was developed by the Gambier Island Local Trust Committee (LTC) and applies to the Vaucroft dock on North Thormanby Island through the following policies:

3.9 Policies for Marine and Foreshore Uses

The LTC should permit and encourage the construction and use of common, community, or communal docks where feasible in order to limit the need for multiple private dock development along the shoreline.

4.3.12 Objective and Policies for North and South Thormanby Islands

Marine zoning should permit existing and future community docks. Regulations should limit the proliferation of additional individual or private docks.

Summary of OCP Guidance

The Gambier Island OCP supports the maintenance of the dock facilities on Gambier in order to provide adequate transportation and access to waterfront and interior properties. The docks are clearly seen as an alternative to car travel and a way to reduce the need for expansion of the road network.

The Gambier Associated Islands OCP recognizes the need for public docks to prevent an increase in the development of private docks.

DOCK CRITERIA AND RATINGS

Staff undertook an initial evaluation of the four docks under review in an attempt to quantify their strategic value to the community. This evaluation was recognized as a starting point for a public discussion and a way to generate feedback from the community given that five different public meetings were scheduled. In fact there was less focus on the criteria or ratings than expected and more focus on specific impacts if divestiture were to go ahead. The table below shows the criteria and ratings that staff applied and presented at the meetings:

Dock Ratings by Staff

Criteria/dock	West Bay	Halkett Bay	Port Graves	Vaucroft
Service impacts	4	5	3	2
Alternative/Emergency access	1	5	5	5
Public access	4	4	3	1
Level of use and types of use	4	3	2	1
Revenues – existing and potential	2	5	4	1
Economic Impact	2	4	3	1
Market Value	1	4	3	3
Total	18	30	23	14
Costs:				
Annual Avg. Maintenance cost (2007-2009)	\$643	\$3,124	\$1,894	\$5,131
Avg. Capital Cost– (2007-2009)	\$4,906	\$131	\$1,884	\$4,233
Planned Repair Costs (2011-2014)	\$66,000			\$7,000

Notes:

The criteria and ratings are designed to measure the relative importance of each dock to the community. A scale of 1 to 5 has been used with higher ratings reflecting a dock that is more valuable to the community or one that would be expected to have a higher value if put up for bid.

Service impacts refer to the degree to which various community services rely on the dock.

Alternative/emergency access refers to whether there are other docks in the area that could be used by emergency services.

Public access measures to what degree the public including non-residents, use the dock.

Level of use and types of use is a non-quantified estimate of use and whether there are multiple uses of the dock for example for water taxis, contractors, etc.

Costs - capital were rated similar to maintenance costs and reflect the costs of major repairs between 2007 and 2009.

Planned repair costs have been rated based on expected repairs that will have to be carried out as identified in major inspections that are done about every five years.

Revenues - existing and potential reflect whether there is an option for either the SCRD or other owner to implement charges or permanent moorage as a way of offsetting costs.

Economic impact is a measure of whether the dock is relied upon by businesses including church camps.

Market value is a rating that indicates whether the SCRD can expect to obtain funding through the divestiture of a particular dock. This again takes into account the potential for a new owner to generate revenues.

Summary of Ratings

Although there is a significant focus among residents and property owners on the value of the docks for emergency access, this need was not borne out in a staff review with the Gibsons ambulance services. The ambulance services staff did not see the loss of any of the docks as a major issue from the point of view of extricating people, specifically from Gambier Island where there are multiple public and private docks that could be used. In addition there is an expectation that an injured person would have to be moved via the road network to reach a point where they could be transported by boat if necessary. Search and rescue and other emergency services staff could use the SCRD docks for a marshalling area but would use beach access or private docks if they provide better access to the site of their operations.

Vaucroft

The staff ratings for the docks resulted in the lowest rating for the Vaucroft dock indicating that it is the most suitable for divestiture. In general the low rating for Vaucroft is because historically there has been less use by the general public apart from local property owners. In addition the limitations of the water lot lease would not allow for any development of permanent moorage. There are virtually no retail, commercial or institutional services on the island that would be impacted by the divestiture of the Vaucroft dock.

The one area of concern from the public that may not be fully captured in the criteria is the public use of the dock to access beach areas on the island as well as the Buccaneer Bay Provincial Park at the south end of the island.

West Bay

The second lowest overall rating was for the West Bay dock where staff viewed the ongoing high maintenance costs combined with the availability of alternative dock facilities at New Brighton as key considerations in the evaluation.

The West Bay dock received a low rating for Alternative/Emergency access on the basis that other docks connected by the road network provided an alternative for access. Some attendees thought that the rating was too low and does not adequately reflect the use of that dock by residents who are moving an injured person or the use by police.

Even though there is an expectation that the Vaucroft dock will require ongoing periodic dredging, the West Bay dock presents the highest risk for significant maintenance costs in the longer term due to its proximity to the prevailing waves. The table shows that repairs identified through the major inspection in 2010 will require an outlay of approximately \$66,000 which could increase depending on the condition of internal components that cannot be inspected without the demolition of external components. In addition the West Bay dock is about 233 meters in length with 72 pilings, of which eight require replacement in the short term. The ongoing costs of the maintenance of this dock will be high due to its length.

Port Graves

The focus on the Port Graves dock has been to some extent based on the perception that Camp Artaban is the primary user of the dock. In fact there is a general view that the camp goes so far as to try to limit the public use of the dock based on their security requirements. This issue has not been identified at either the Halkett Bay (Camp Fircom) or Keats Landing (Keats Camp) where the proximity to campers is the same. The Port Graves dock is somewhat unique in that maintenance costs have been low. It is quite likely that any action to divest this dock would attract interest from Camp Artaban on the basis of their dependency on this facility to move campers and materials to/from their facilities.

Halkett Bay

The Halkett Bay dock has evolved from a local community dock similar to West Bay to a dock that is serving the general development on the island. Recent residential development in the interior of the island has put additional demands on the Halkett Bay dock for water access to properties that do not have road access. Much of the justification for not divesting the Halkett Bay dock comes in the form of the long term needs related to the development of the island. There was some consensus that this dock will evolve to provide access to more services on the island and offers a barge ramp that is now within the Ministry of Transportation and Infrastructure (MOTI) right of way.

Recently the MOTI road right of way that reached to a point on a bank above the dock was extended to the foot of the dock through the acquisition of land from the church. Therefore this dock will no longer require the upland consent of the church when the SCRD renews the water lot lease. The lack of private upland ownership could be viewed as a consideration for retaining this dock as opposed to other docks that are not located on MOTI right of way.

The advantages of divesting the Halkett Bay dock are that it would likely attract the attention of developers and other stakeholders based on its location and because the water lot lease is sufficient to permit installation of permanent moorage.

CONCLUSIONS

Based on the overall review of the docks staff have concluded the following:

- The island property owners see the docks and annual garbage pick-up as the two services that are of particular value and question property taxation that is in support of other functions.
- The docks are more than infrastructure for water transportation, but are a focal point for families and the community.
- The OCP for Gambier Island recognizes the community value of the docks and promotes their retention.
- There is a concern that once a dock or docks are divested it will be difficult to acquire the necessary water lot leases to meet future needs.
- There is no recognition of any need to evaluate the necessity for the current level of service within the ports function and no support for divesting docks to reduce costs.

In the event that the Board elects to pursue the divestiture of one or more docks, staff have concluded that the priorities should be:

1. West Bay
2. Vaucroft
3. Port Graves
4. Halkett Bay

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Infrastructure Services Committee – January 18, 2018

AUTHOR: Ian Hall, General Manager, Planning & Community Development
Brad Wing, Financial Analyst

SUBJECT: Parks Master Plan Debenture Rate Reset

RECOMMENDATION(S)

THAT the report titled Parks Master Plan Debenture Rate Reset be received;

AND THAT the current funding for debt servicing of the Parks Master Plan long term debenture be transferred to increase the annual base operating budget for asset management by \$31,390 beginning in 2018;

AND FURTHER THAT the 2018-2022 Financial Plan be amended accordingly.

BACKGROUND

In 2007, the Community Parks Service borrowed \$1,221,400 through a long-term 15 year debenture for the purpose of making improvements to Community Parks in accordance with the Parks Master Plan.

The annual debt servicing cost for this debenture over the initial 10 year term was \$109,870. On December 2, 2017, the interest rate on this loan was reset from 4.82% to 2.25% for the remaining five year period resulting in a reduction to the annual debt servicing cost of \$31,390. Debt servicing costs for this loan are funded from taxation.

Capital maintenance requirements for parks are generally increasing as facilities age and additional resources are required to support repair and maintenance work. While staff continue to develop comprehensive service, maintenance, and capital plans for the Parks function as part of the corporate Asset Management Plan, cost pressures continue to escalate. An example of a known cost pressure is based on third-party assessments conducted in 2017, where approximately \$45,000 of bridge maintenance work is required in the next 1-3 years. As well, implementing preventative maintenance (an asset management best practice) for community halls will require resources beyond those currently budgeted.

DISCUSSION

Options and Analysis

When a debenture rate reset occurs, the financial plan is automatically updated to align with the revised payment schedule. For the Parks Master Plan debenture, this would result in a reduction to taxation of \$31,390 in 2018.

Given the estimated shortfall in funding for capital maintenance and renewal of Community Parks Service assets, any reduction in taxation would be temporary. There currently are unfunded asset management liabilities.

Staff recommend that the existing taxation funding for debt servicing of the Parks Master Plan debenture be maintained in the 2018-2022 Financial Plan by increasing the base budget for ongoing repairs and maintenance of Community Parks Service assets.

This measure would be included in the Round 1 2018-2022 Financial Plan and be subject to final budget adoption in March 2018. The table below summarizes the proposed changes.

	2017	2018
Long Term Debenture	\$119,870	\$88,480
Base Budget for Repairs and Maintenance	\$94,689	\$126,079
Total	\$214,559	\$214,559

Financial Implications

The reduction in interest payments of \$31,390 is equivalent to a residential property tax rate of approximately \$0.45 for every \$100,000 of assessed value.

Existing taxation levels would be maintained if funding for reduced debt servicing costs are redirected to fund ongoing capital maintenance of Community Parks Service assets.

Alternatively, if the funding is removed, taxation will decrease in the near term but will be offset by future increases of equal or greater value if assets are to be maintained at the current service level.

STRATEGIC PLAN AND RELATED POLICIES

This measure is consistent with the strategic objective to align service levels with the sustainable funding policy incorporating the Asset Management Plan and Financial Sustainability Policy as they relate to debt servicing, capital maintenance and replacement of existing assets.

CONCLUSION

The Parks Master Plan debt servicing rate was reset on December 2, 2017 resulting in a reduction to the annual tax funded debt servicing costs of \$31,390.

Staff recommend that the current funding Parks Master Plan debt servicing be transferred to increase the annual base budget funding for asset maintenance and renewal by \$31,390 beginning in 2018 and that this change be reflected in the 2018-2022 Financial Plan.

Reviewed by:			
Manager	X-K. Robinson	CFO/Finance	X-T.Perreault
GM	X-I. Hall	Legislative	
CAO	X-J. Loveys	Other	X- A. Allen

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Infrastructure Services Committee – January 18, 2018

AUTHOR: Ian Hall, General Manager, Planning and Community Development

SUBJECT: **GRANTHAMS HALL REHABILITATION PROJECT FUNDING PLAN**

RECOMMENDATION(S)

THAT the report titled Granthams Hall Rehabilitation Project Funding Plan be received;

AND THAT the funding plan combining Independent Power Project community benefit funds of \$100,000, Area F Gas Tax Community Works Funds of \$66,400 and Short Term Borrowing of \$238,600 be confirmed;

AND THAT the 2018-2022 Financial Plan be updated accordingly.

BACKGROUND

On September 14, 2017 the SCRD Board adopted the following resolution:

259/17 **Recommendation No. 1** *Granthams Hall Rehabilitation Project*

THAT the report titled Granthams Hall Rehabilitation Project Update and Funding Plan be received;

AND THAT Granthams Hall Rehabilitation project budget be increased by \$338,600 to \$405,000 funded through:

- Short Term Borrowing of up to \$100,000;
- Independent Power Projects (IPP) community benefits funds of up to \$100,000;
- Area F Gas Tax Community Works Funds of up to \$138,600 in addition to the \$66,400 previously committed;

AND THAT the 2017-2021 Financial Plan be amended accordingly;

AND THAT if grant funding is successful it will be used to offset any funding required from the Community Parks [650] function;

AND FURTHER THAT staff report back in November 2017 to confirm the final funding mix pending notification of outstanding grant applications.

On December 19, staff received a response from Canadian Heritage declining support to this project through the Canada Cultural Spaces Fund (CCSF) program. (Attachment A).

All major grant possibilities suited to this project have now been exhausted (Rural Dividend Fund, Heritage Legacy Fund, Cultural Spaces Fund).

At this time staff are seeking direction on a confirmed funding plan to enable the project to be tendered.

DISCUSSION

Financial Options and Implications

With grant opportunities exhausted, funding avenues currently available are Independent Power Project Community Amenity Contributions, Area F Gas Tax Community Works Fund and tax support (applied through taxation, reserves or short or long term borrowing).

As noted in the July 27, 2017 staff report to the Corporate and Administrative Services Committee:

“...reflecting that Granthams Hall is a core community social infrastructure and that avoided maintenance/repairs during the closure which would have been funded from taxation; capital reserves, borrowing or taxation should form part of the funding mix for this project. Of these, Short Term Borrowing best suits the planning and financial situation of SCRD and provides a timely and efficient approach.”

Staff continue to recommend Short Term Borrowing as a component of the funding plan. It is anticipated that the borrowing will be incurred in late 2018 with annual debt servicing costs of \$53,000 for a five year term beginning in 2019.

Next Steps/Timeline for Implementation

Staff are prepared to tender the rehabilitation work in January 2018.

STRATEGIC PLAN AND RELATED POLICIES

SCRD community halls facilitate Community Development. As a venue for artistic and cultural production and exposition, halls contribute to sustainable economic development and foster our unique coastal culture.

CONCLUSION

Staff recommend confirming the funding plan as Independent Power Project Community Amenity Contributions (\$100,000), Area F Gas Tax Community Works Fund (\$66,400) and Short Term Borrowing (\$238,600).

The 2018-2022 Financial Plan will be amended accordingly.

Attachment: Correspondence from D. Meyers re: application to Canada Cultural Spaces Fund (received December 19, 2017)

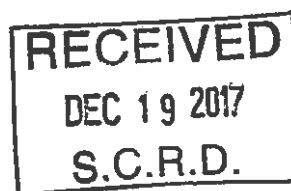
Reviewed by:			
Manager		Finance	X – T. Perreault
GM	X - I. Hall	Legislative	
CAO	X – J. Loveys	Other	



Canadian
Heritage

Patrimoine
canadien

205-351 Abbott Street
Vancouver, British Columbia
V6B 0G6



December 11, 2017

Ian Hall
General Manager, Planning and Community Development
Sunshine Coast Regional District
1975 Field Road
Sechelt, BC
V0N 3A0

Dear Mr. Hall,

Your application to the Canada Cultural Spaces Fund (file #076916-20172018-1-1) for the project titled "Granthams Community Hall Renovation" has been assessed in accordance with the published program criteria. I regret to inform you that your project has not been recommended for funding.

As you are aware, there is a high level of competition for the limited available resources within the Canada Cultural Spaces Fund. I want to assure you that the Department's inability to support your organization financially does not reflect negatively on the merit of your initiative.

I am sorry our response cannot be a positive one, and I hope that you will be able to secure financial assistance from other sources. If you have any questions, please do not hesitate to contact Pierre Stoltz, Senior Program Advisor, at 604-666-2218.

I would like to wish you success in your endeavours and thank you for your interest in the Canada Cultural Spaces Fund.

Yours sincerely,

Deborah Meyers
Manager, Arts and Heritage
Western Region



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Infrastructure Services Committee – January 18, 2018

AUTHOR: Robyn Cooper, Manager, Solid Waste Services

SUBJECT: REGIONAL ORGANICS DIVERSION STRATEGY - ADOPTION

RECOMMENDATION(S)

THAT the report titled Regional Organics Diversion Strategy - Adoption be received;

AND THAT the Regional Organics Diversion Strategy be adopted.

BACKGROUND

The following recommendation was adopted at the January 11, 2018 Board Meeting.

004/18 Recommendation No. 9 *Draft Regional Organics Diversion Strategy – Implementation Options*

AND THAT the strategy be amended to reflect a residential food waste ban in 2020;

AND THAT the Draft Regional Organics Diversion Strategy be amended to reflect Implementation Option 1 as outlined in the staff report;

AND FURTHER THAT recommendations from the Draft Regional Organics Diversion Strategy that require funding be brought forward to the Round 1 2018 budget process.

The purpose of this report is to provide an amended Regional Organics Diversion Strategy incorporating Board direction and to seek adoption by the Board.

DISCUSSION

Staff have amended the Regional Organics Diversion Strategy (Strategy) as per Board direction:

2018

- Commercial food waste ban
- Depot drop-off at three locations: Area A, mid-cost and south coast

2019

- Residential curbside food waste collection for Electoral Areas B, D, E and F
- Food waste reduction campaign
- At-home compost coaching program
- Investigation of a composter subsidy program

2020

- Residential food waste ban

The amended Strategy also includes a 0.5 FTE to assist with the implementation of the commercial food waste ban and residential collection as well as to develop and lead the at-home compost coaching program, food waste reduction campaign and composter subsidy program.

Staff recommend adoption of the Strategy.

The Strategy is included as Attachment A.

Timeline for next steps

After the Strategy is adopted, staff will begin following the Timeline in the Strategy.

As the work progresses, additional Board reports will be brought forward as necessary as per the Timeline and the 2018 SCRD Solid Waste Work Plan.

STRATEGIC PLAN AND RELATED POLICIES

A Regional Organics Diversion Strategy supports the Strategic Priority of Embed Environmental Leadership.

The Strategy is in support of the SCRD's Solid Waste Management Plan's targets of 65%-69% diversion and organics diversion is one of the SWMP's reduction initiatives.

CONCLUSION

The SCRD's Regional Organics Diversion Strategy has been amended to reflect Board direction, notably, residential curbside collection for Electoral Areas B, D, E and F and a residential food waste ban in 2020.

Staff recommend adoption.

ATTACHMENT – Regional Organics Diversion Strategy

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	



Carey McIver & Associates Ltd.
ENVIRONMENTAL CONSULTANTS

Sunshine Coast Regional District Regional Organics Diversion Strategy



Prepared by:

Carey McIver & Associates Ltd.

In Collaboration with:

Maura Walker & Associates

Date: January 8, 2018



Table of Contents

Table of Contents	ii
1 Introduction	1
1.1 Objectives and Methodology	1
1.2 Overview and Structure of the Report	2
2 Current System Review - Organic Waste Management in the SCRD	3
2.1 Organic Diversion Initiatives in the 2011 SWMP	3
2.2 Current Reduction Programs	4
2.3 Current Collection Programs	4
2.4 Current Drop-Off Facilities	6
2.5 Current Processing Capacity	7
2.6 Sechelt Landfill Capacity	8
3 Best Practices Review	8
3.1 MSW Management System Performance in BC	8
3.2 Best Management Practices and Innovations in BC	12
3.2.1 Reduction Programs	12
3.2.2 Disposal Policies	13
3.2.3 Collection Programs	15
3.2.4 Food Waste Diversion Estimate and Impact to Sechelt Landfill	17
4 Community and Stakeholder Engagement Process	20
4.1 Processors	20
4.2 Haulers	20
4.3 Local Governments	20
4.4 Residents	21
5 Considerations for Strategy Development	23
5.1 Sechelt Landfill Considerations	23
5.2 Supporting Policy Considerations – Disposal Bans	24
5.3 Odour Management at Salish Soils	25
5.4 Geography and Demographics	26
5.5 Community Support	26
6 Regional Organics Diversion Strategy	27

List of Figures

Figure 1-1: Project Methodology	2
Figure 2-1: Total Green Waste Diverted at SCRD Sites/Services 2012-2016	6
Figure 2-2: Total Green Waste Diverted by SCRD Drop-Off Facility – 2012-2016	7
Figure 3-1: Per Capita Disposal Rates for Canada and Selected Provinces 2014	8
Figure 3-2: Per Capita Disposal Rate for BC 2012-2015	9
Figure 3-3: Regional District Disposal Rates for BC 2015	10



Figure 3-4: Disposal Rates for AVICC Regional Districts 2015.....	11
Figure 3-5: Metro Vancouver Organics Disposal Ban Phased Implementation Schedule	15
Figure 3-6: RDN Annual Curbside Tonnage Per Household 2009-2014.....	16
Figure 3-7: SCRD Residential Waste Composition All Areas 2014	17
Figure 4-1: Distribution of Questionnaire Response by Area	22

List of Tables

Table 2-1: 2011 SWMP Organics Diversion Initiatives	3
Table 2-2: Current SCRD Incentive Based Tipping Fee Structure for Organics	4
Table 2-3: Curbside Collection Services in the Sunshine Coast	5
Table 2-4: Curbside Collection Service Providers 2016.....	5
Table 3-1: Food Waste Diversion Scenarios and Impact to Sechelt Landfill	19
Table 4-1: Backyard Composting and Depot Use by Area	22
Table 4-2: Questionnaire Respondents Willingness to Participate in Organic Waste Collection	23
Table 6-1: Regional Organics Diversion Strategy Costs and Implementation Schedule	27
Table 6-2: Regional Organics Diversion Strategy Implementation Actions and Timeline.....	28

Appendices

Appendix 1: Notes to the Financial Statements for the Years Ended December 31, 2016 and 2015.

Appendix 2: Organics Diversion Programs in Comparable AVICC Regional Districts

Appendix 3: Food Waste Diversion Estimates



1 Introduction

Diverting organic waste from landfill disposal is a significant solid waste management issue in BC. This is because organic waste, comprised primarily of yard and garden waste (green waste), food waste and food-soiled paper from businesses and households, not only represents the largest component of landfilled waste (35%-40%), but also generates methane, a potent greenhouse gas, during decomposition in a landfill.

Accordingly, the BC Ministry of Environment (MOE) has established new solid waste management goals as part of its Service Plan: to lower the provincial municipal solid waste (MSW) disposal rate to 350 kilograms per person annually and to have 75% of BC's population covered by organic waste disposal bans by 2020. To meet these goals the MOE is proposing that regional districts, as part of their solid waste management planning process, adopt as a guiding principle, "preventing organic waste including food waste from going into the garbage wherever practical."

The Sunshine Coast Regional District (SCRD) recognized this principle in 2011, when the Board approved and adopted the current Solid Waste Management Plan (SWMP). This plan includes a series of initiatives related to diverting yard and food wastes from disposal that, if implemented, would contribute to meeting the plan's target diversion rate of 65%-69% (315 to 279 kilograms per person) within five years.

Although there has been substantial diversion of green waste from landfill disposal, there has been limited progress with respect to the diversion of food waste (kitchen waste, food scraps and food-soiled paper). This was confirmed in the 2014 SCRD Waste Composition Study which identified food waste as representing 45% of the residential waste stream with green waste at only 2%. Accordingly, the current regional diversion rate sits at 56%, with a corresponding disposal rate of 434 kilograms per person in 2016.

In recognition of the need to increase the diversion of food wastes, the SCRD engaged Carey McIver & Associates Ltd., in collaboration with Maura Walker & Associates (the Project Team), to develop a Regional Organics Diversion Strategy. Building on the initiatives identified in the 2011 SWMP, the objective of this strategy is to provide a financially sustainable road map that will lead to a robust, Sunshine Coast-wide full organics diversion program.

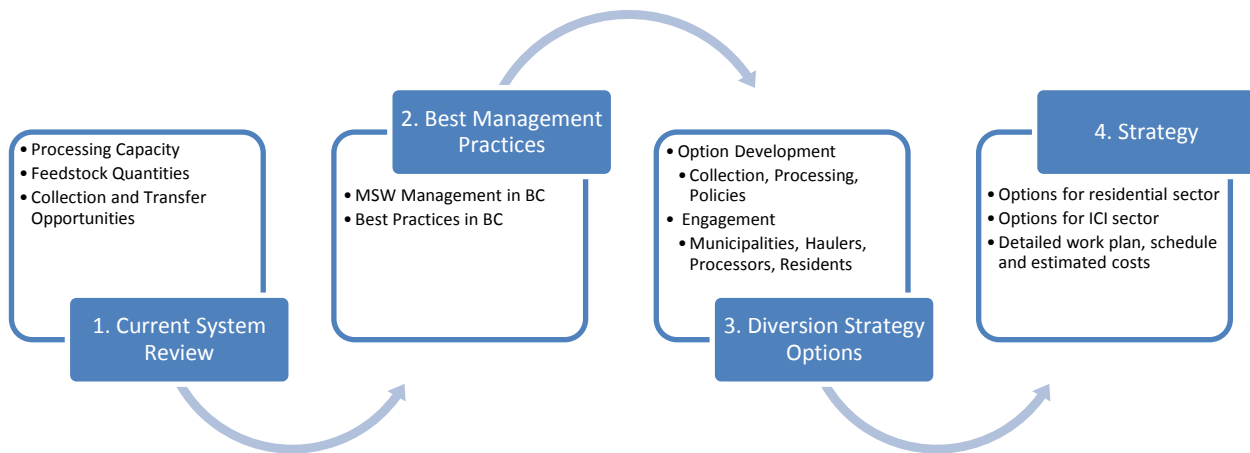
1.1 Objectives and Methodology

To develop a strategy that details the "who, what, where and when" for organics diversion in the SCRD the Project Team undertook two concurrent and intertwined processes: the technical process and the community engagement process.

As indicated in Figure 1-1, the technical process was organized into four key stages: a review of the current system for managing organic wastes in the SCRD; a scan of best practices and innovations in other BC jurisdictions; the development of realistic and practical diversion options for the SCRD and the development of a regional organics diversion strategy.



Figure 1-1: Project Methodology



The community engagement process was interwoven throughout the technical process, beginning with individual contacts with key stakeholders during the current system review, an SCRD coordinated meeting with municipal partners to provide a high-level overview of the strategy development and timelines as well as telephone interviews with hauling companies providing collection services throughout the region.

With respect to engagement with residents, the SCRD included a questionnaire on organics management as part of their series of Community Dialogues held in May 2017 and was made available online from May 8 to June 2, 2017. The feedback from this process has provided valuable insights into the development of the strategy contained in this report.

1.2 Overview and Structure of the Report

The report is structured as follows:

Section 2 outlines the organics diversion initiatives outlined in the 2011 SWMP as well as a description of the current organics management system including existing reduction and collection programs as well as drop-off, processing and disposal facilities.

Section 3 provides examples of best practices in organics management in BC which have informed the new Ministry of Environment (MOE) Service Plan targets for organic waste management. This section also updates the feedstock estimate provided in the 2011 SWMP based on actual data.

Section 4 describes the results of the community and stakeholder engagement process designed to inform the development of organic management options.



Section 5 outlines practical and realistic scenarios to increase organic waste diversion in the SCRD informed by best practices as well as the results of community and stakeholder engagement.

Section 6 outlines the regional organics diversion strategy including a workplan, timeline and estimated cost implications.

2 Current System Review - Organic Waste Management in the SCRD

This section summarizes the current system for managing organic wastes in the SCRD including the status of organics diversion initiatives included in the 2011 SWMP.

2.1 Organic Diversion Initiatives in the 2011 SWMP

In British Columbia, regional districts develop solid waste management plans (SWMP) as required under the provincial Environmental Management Act. These plans are long term visions of how each regional district would like to manage its solid wastes and are updated on a regular basis so that they reflect current needs, local priorities, market conditions, technologies and regulations.

The SCRD's current SWMP was approved and adopted in 2011. The objective of the 2011 SWMP was to adopt zero waste as a guiding principle, to outline a roadmap of practical measures toward the goal, and to achieve the highest level of environmental and human health protection. The plan contains major reduction, reuse, recycle and diversion initiatives that, if fully implemented, would increase diversion from 50% in 2011 to between 65% and 69% in 2016.

Table 2-1 outlines the organic diversion initiatives for yard and food wastes that are included in the 2011 SWMP.

Table 2-1: 2011 SWMP Organics Diversion Initiatives

Initiatives
Reduction
➤ Incentive Based Tipping Fees
➤ Grass-Cycling and Backyard Composting Education
Recycling and Diversion
➤ Curbside Collection of Food Scraps
➤ Yard Waste Composting
➤ Processing Capacity for Food Scraps and Yard Waste

The following sections summarizes the implementation status of these initiatives.



2.2 Current Reduction Programs

Incentive Based Tipping Fees

Tipping fees are the charges that are applied to discarded materials deposited in landfills. The 2011 SWMP outlined how incentive based tipping fees are structured to provide financial incentives that discourage discarding waste into landfills, provided that there are more economical options to divert that material. As indicated in Table 2-2, the current tipping fee structure in the SCRD provides a significant financial incentive to divert yard and garden waste from landfill. The quantities of yard and garden green waste delivered by residents and business to SCRD drop off locations is discussed in Section 2.4.

Table 2-2: Current SCRD Incentive Based Tipping Fee Structure for Organics

Material for Disposal	Tipping Fee
Municipal Solid Waste	\$150 per tonne
Yard and Garden Green Waste	
-Residential self-haul loads less than 5 tonnes	NO CHARGE
-Residential self-haul loads more than 5 tonnes	\$45 per tonne
-Commercial loads	\$45 per tonne

Grass-Cycling and Backyard Composting

Grass-cycling and backyard composting are options that reduce the generation of organic waste. Grass-cycling and backyard composting are considered one of the most sustainable methods for managing organic waste. The 2011 SWMP proposes that the SCRD will promote backyard composting, offer compost training courses, operate a compost demonstration garden and encourage grass-cycling. The SCRD currently promotes its Guide to Backyard Composting and grass-cycling online and at community outreach events and has hosted a limited number of compost training courses. A compost demonstration garden and regular compost training sessions have yet to be implemented.

2.3 Current Collection Programs

Although the 2011 SWMP recommended that municipal and SCRD operated curbside collection services be expanded to include food waste within five years, there has been limited progress to date. As indicated in Table 2-3, except for the pilot project in the Davis Bay community of Sechelt, there are currently no permanent curbside collection services in place for organics, either food waste or green waste on the Sunshine Coast.


Table 2-3: Curbside Collection Services in the Sunshine Coast

Area	2016 Census		Curbside Collection Services			
	Population	Households	Households	Garbage	Recycling	Organics
Municipal						
Sechelt District Municipality	10,216	4,855	4,305	Yes	Yes	No
Town of Gibsons	4,605	2,220	2,056	Yes	No	No
Sechelt Indian Government District	671	290	273	Yes	Yes	No
<i>Municipal Sub-Total</i>	<i>15,492</i>	<i>7,365</i>	<i>6,634</i>			
Electoral Areas						
SCRD Collection Service						
EA B - Halfmoon Bay	2,726	1,250		Yes	No	No
EA D - Roberts Creek	3,421	1,505		Yes	No	No
EA E - Elphinstone	3,664	1,550		Yes	No	No
EA F - West Howe Sound	2,043	945		Yes	No	No
<i>SCRD Service Sub-Total</i>	<i>11,854</i>	<i>5,250</i>	<i>5,675</i>			
EA A - Pender Harbour/Egmont	2,624	1,385	-	No	No	No
<i>Electoral Area Sub-Total</i>	<i>14,478</i>	<i>6,635</i>				
Regional Total	29,970	14,000	12,309			

Table 2-3 provides the population and household count according to the 2016 Census. The household count for curbside collection was provided by each individual service provider. Although the Census household count is not consistent with the service household count, overall the numbers indicate that the majority of households on the Sunshine Coast (roughly 90%) are currently receiving curbside garbage collection services.

While curbside collection programs on the Sunshine Coast are operated by local governments, collection service is provided by private sector contractors, except for the Sechelt Indian Government District. Table 2-4 outlines the contractors and expiry dates for current contracts within the Sunshine Coast.

Table 2-4: Curbside Collection Service Providers 2016

Service Provider	Households 2016	Contractors		
		Garbage	Recycling	Expiry Date
Sechelt	4,305	Direct Disposal	Direct Disposal	February 28, 2019
Gibsons	2,056	Grayco Ventures	NA	February 28, 2019
SIGD	273	In-House	In-House	
SCRD	5,675	Direct Disposal	NA	February 28, 2019

District of Sechelt Organics Collection Pilot Project

The District of Sechelt (DOS) has been operating a small food and green waste collection pilot project to around 500 single family homes in Davis Bay since May 23, 2014. According to the DOS web site, DOS staff will be developing a proposal for Council consideration on District-wide curbside organics collection based upon an analysis of the multi-year project. Under contract to DOS, Grayco Disposal collects the food waste and green waste from Davis Bay and delivers the material to the Salish Soils composting facility at a processing cost of \$80 per tonne.





2.4 Current Drop-Off Facilities

As discussed in Section 2.2, the SCRD provides three locations for residents to drop-off green waste and two locations for businesses to drop-off their green waste.

Residents can drop-off their green waste at the Pender Harbour Transfer Station, Salish Soils in Sechelt or on the South Coast at the drop-off located on the site of the Town of Gibsons Public Works Yard. The residential program is funded from taxation, so the residents are not charged at the time of drop-off. Commercial green waste can be dropped off at the Pender Harbour Transfer Station or the Sechelt Landfill at the current rate of \$45 per tonne. Alternatively, commercial green waste can be delivered to Salish Soils or other private facilities.

Salish Soils also accepts residential and commercial food waste at a cost of \$80 per tonne for larger quantities delivered by commercial hauling companies and \$85 per tonne for self-haul customers. However, clean food waste in 5 gallon buckets and under is free of charge to residential customers.

Figure 2-1 indicates the tonnes of green waste that has been accepted to these facilities over the last five years. In 2016, 4,343 tonnes of green waste was delivered these facilities.

Figure 2-1: Total Green Waste Diverted at SCRD Sites/Services 2012-2016

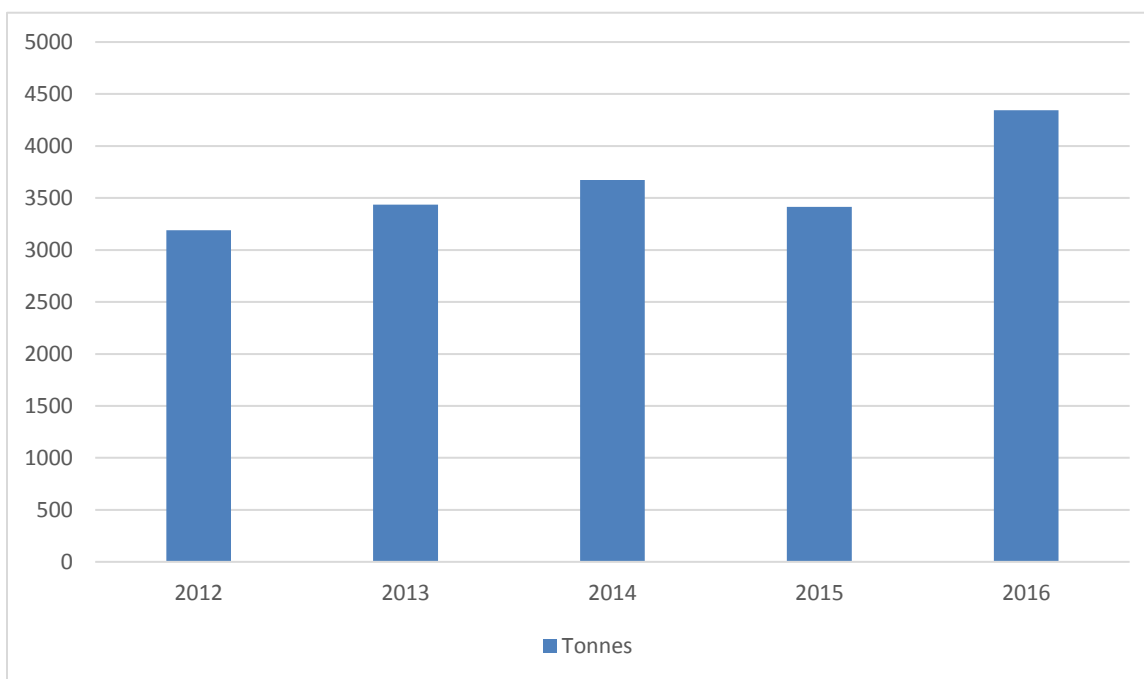
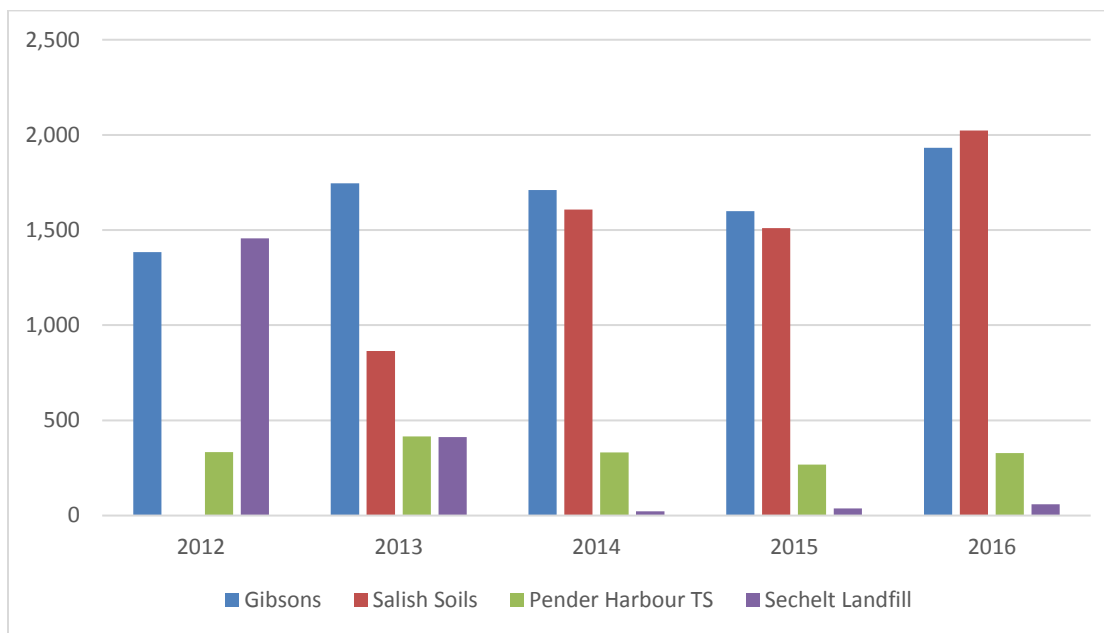


Figure 2-2 indicates the quantity accepted by individual facility. As illustrated in Figure 2-2, Salish Soils began accepting residential and commercial yard waste in 2012 and has since replaced the Sechelt Landfill as the main drop-off facility in the Sechelt area.



Figure 2-2: Total Green Waste Diverted by SCRD Drop-Off Facility – 2012-2016



Note: Does not include commercial green waste delivered to Salish Soils. Pender Harbour Transfer Station is a combination of residential and commercial green waste.

2.5 Current Processing Capacity

Prior to 2012, the SCRD chipped and hauled green waste to Howe Sound Pulp and Paper in Port Mellon, to be used as fuel. However, the 2011 SWMP recognized that establishing local processing capacity for composting green waste would provide the SCRD with the opportunity to also compost food scraps and soiled paper in the future. Consequently the 2011 SWMP recommended that the SCRD continue to support and enhance local composting operations through green waste collection and contracts with private sector operators.



In January 2011, Salish Soils Inc. submitted a notification under the provincial Organic Matter Recycling Regulation (OMRR) that they planned to construct and operate a composting facility on property owned by the Sechelt Indian Band at 5800 Black Bear Road in Sechelt. The OMRR governs the production, quality and land application of certain types of organic matter. Although the Salish Soils facility is not subject to OMRR, the company has met all the requirements of the regulation for a facility of its size.

Salish Soils operates a covered aerated static pile compost facility using the Gore Cover System to produce a Class A compost under the OMRR. The production design capacity of the Salish Soils composting facility is 12,000 tonnes per year of compost made from organic materials including fish waste and green waste. However, the facility is currently processing roughly 6,500 tonnes of compost made from green waste and fish waste, with limited quantities of food waste from the Davis Bay pilot, from residential food waste drop-off as well as from a pilot program in the Powell River Regional District.



2.6 Sechelt Landfill Capacity

The Sechelt Landfill is located approximately 6.5 kilometres northeast of the District of Sechelt, at 4904 Dusty Road. The site is located on Crown Land under a License of Occupation. According to the Notes to the Financial Statements attached to the SCRD's 2016 Financial Audit Report (Appendix 1), the Sechelt Landfill is expected to reach its capacity in 2025. Given the difficulties and costs associated with siting and constructing a new landfill, conserving the capacity of this existing facility is imperative.

3 Best Practices Review

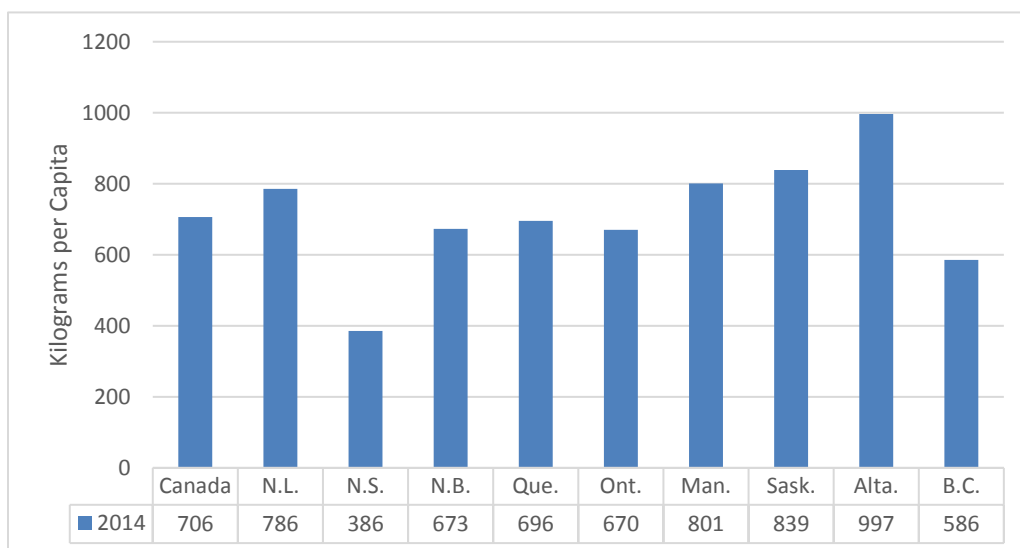
The SCRD does not need to look beyond BC to find examples of best practices in organic waste management. Municipal solid waste management (MSW) is an important environmental issue in BC. Over the last twenty-five years a dynamic system has evolved that provides efficient and effective MSW management services in the province. The following sections provide data on how the MSW management system in BC outperforms systems in similar jurisdictions as well as examples of best practices implemented by local governments in BC that could be applicable to the SCRD.

3.1 MSW Management System Performance in BC

This MSW management system in BC is guided by goals established by the Ministry of Environment (MOE) that aim to maximize waste reduction and diversion in the province. These ambitious goals, initially to reduce MSW disposal by 50% by the year 2000, and currently to reduce the provincial disposal rate to 350 kilograms per capita by 2020, have resulted in a MSW disposal rate that is significantly lower than systems in other provinces.

According to the Statistics Canada Waste Management Industry Survey for 2014, BC has the second lowest per capita MSW disposal rate in Canada. As indicated in Figure 3-1, the only province with a lower disposal rate was Nova Scotia, where organics have been banned from landfill disposal for the last decade.

Figure 3-1: Per Capita Disposal Rates for Canada and Selected Provinces 2014



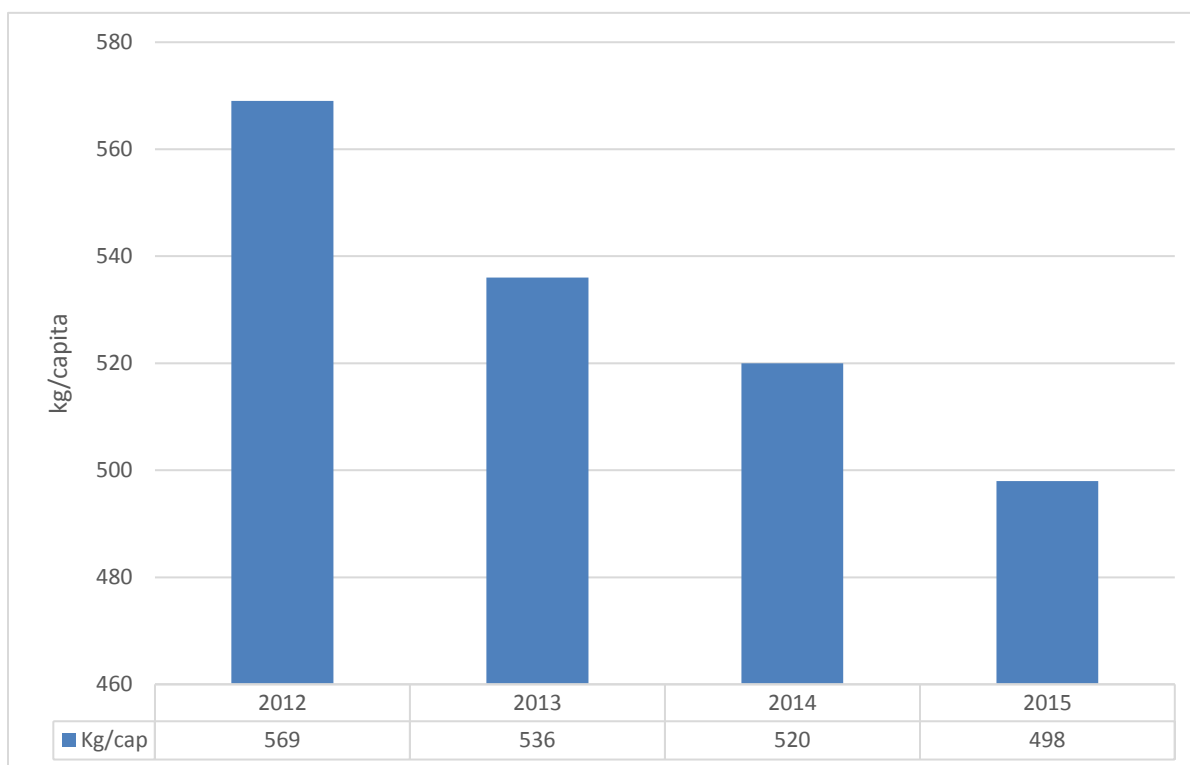
Source(s): Statistics Canada Disposal and Diversion of waste, by province and territory (Waste Disposal Per Capita) CANSIM tables 051-0001 and 153-0041 (accessed May 2017)



Statistics Canada collects the BC disposal data from regional districts every two years and aggregates the results to the provincial level. Individual regional district data is not provided in the bi-annual reports. To provide more reliable and consistent annual data on MSW disposal by regional district, the MOE developed the BC Waste Disposal Calculator. The reporting methodology in the BC Calculator is identical to that used by Statistics Canada to ensure comparability between systems.

The BC Waste Disposal Calculator is an on-line reporting tool that has so far collected MSW disposal data for 2012, 2013, 2014 and 2015. The results of each year's data call are posted on Environmental Reporting BC. Figure 3-2 illustrates the results reported to date.

Figure 3-2: Per Capita Disposal Rate for BC 2012-2015



Although there is little variation between the Statistics Canada and BC MOE disposal rates for 2012 (573 and 569 kilograms per capita respectively), there is significant variation between Statistics Canada and BC MOE disposal rates for 2014 (586 and 520 kilograms respectively). This is likely due to the quality control exercised by the BC MOE with respect to ensuring that regional districts are meeting the reporting requirements correctly and consistently.



Individual regional district data for 2015 is presented in Figure 3-3 and indicates that at a reported 421 kilograms per capita, the 2015 disposal rate in the SCRD was less than the provincial average of 498.

Figure 3-3: Regional District Disposal Rates for BC 2015

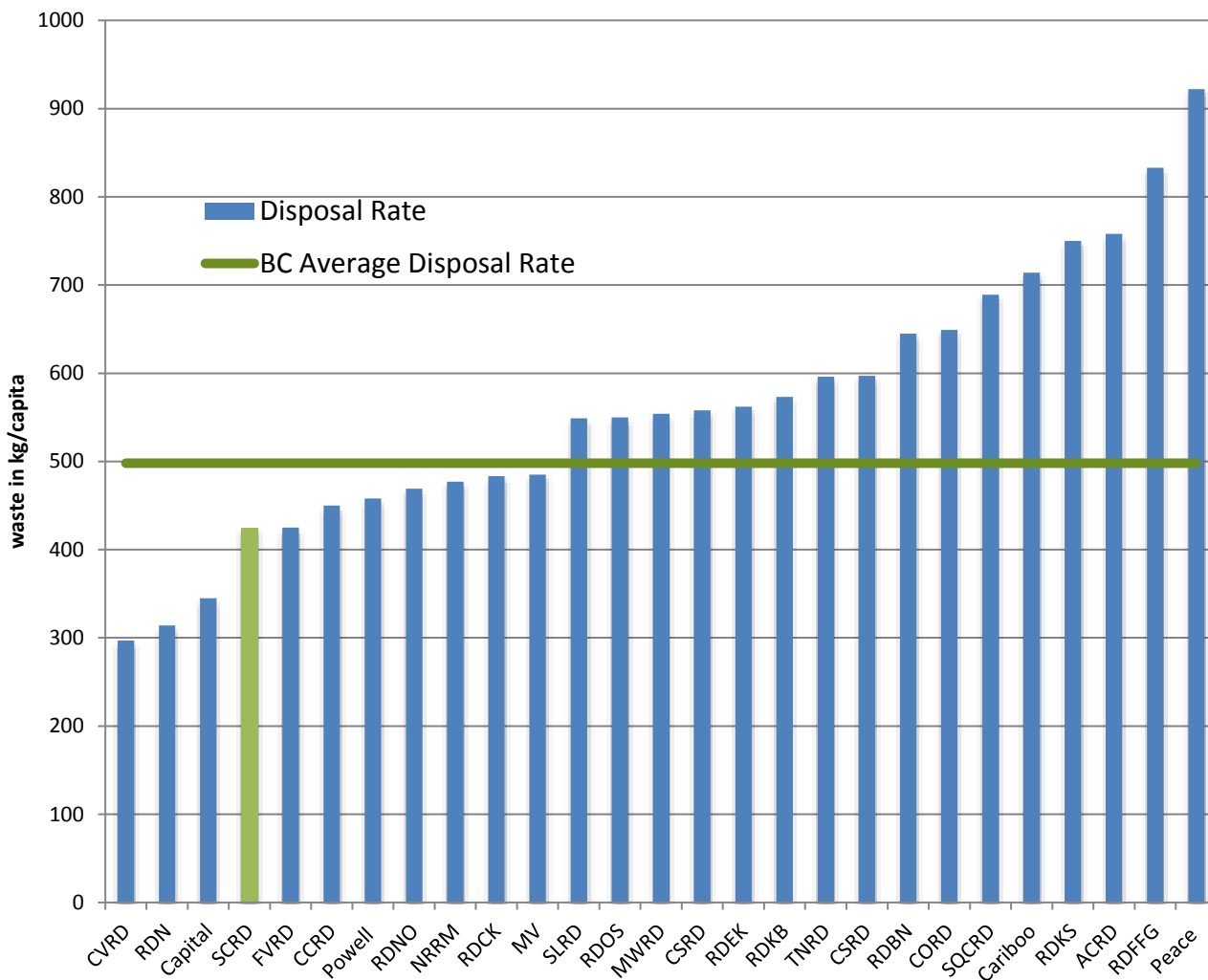
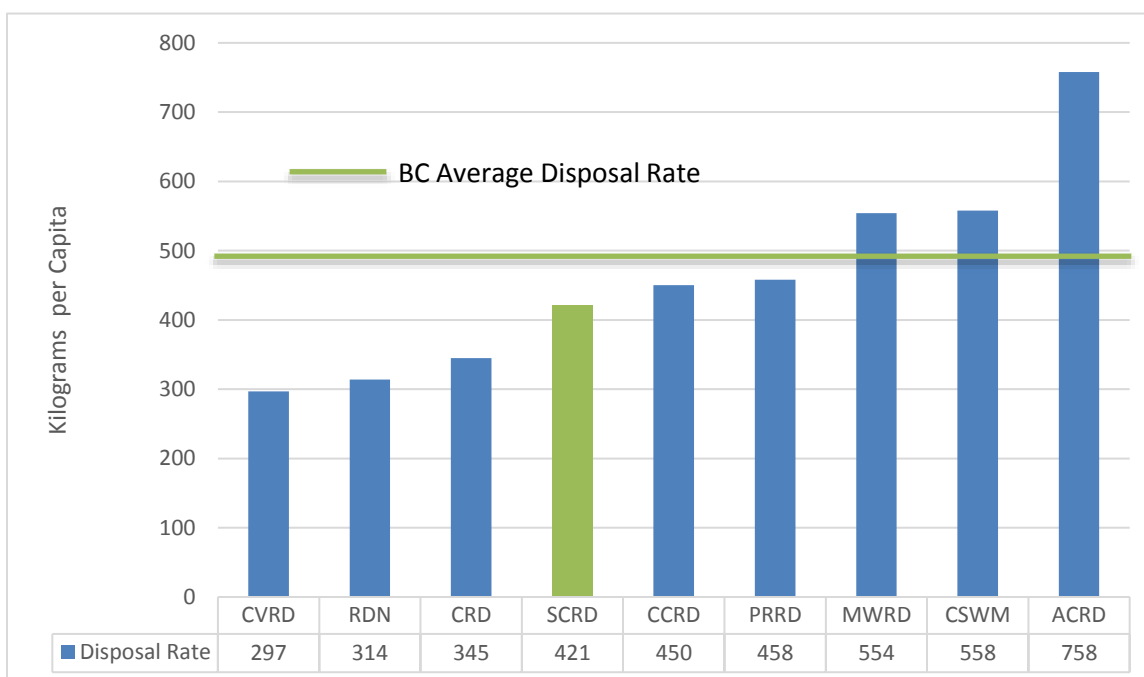




Figure 3-4 presents disposal rates for regional districts belonging to the Association of Vancouver Island Coastal Communities (AVICC) from lowest to highest. As indicated in Figure 3-4, the Cowichan Valley Regional District (CVRD), the Regional District of Nanaimo (RDN), and the Capital Regional District (CRD), all have significantly lower per capita disposal rates than the SCRD. The Central Coast Regional District (CCRD) and the Powell River Regional District (PRRD) have comparable rates while the Regional District of Mount Waddington (RDMW), the Comox Strathcona Waste Management (CSWM) service and the Alberni-Clayoquot Regional District (ACRD) all have disposal rates above the provincial average of 498 kilograms per capita.

Figure 3-4: Disposal Rates for AVICC Regional Districts 2015



The lower disposal rates in the CVRD, RDN and CRD can be attributed, in large part, to the implementation of organics diversion strategies in these three Vancouver Island regional districts. In 2006, both the CVRD and RDN introduced bans on the disposal of commercial organic wastes to reduce GHG emissions, preserve landfill capacity and reduce waste export disposal costs. Residential collection programs followed roughly 5-7 years later in both those regional districts. In 2015, the CRD introduced a ban on the disposal of both residential and commercial organics. More detailed information on programs and policies in comparable AVICC regional districts is provided in Appendix 2.

In 2015, Metro Vancouver also implemented a ban on the disposal of organics from both the commercial and residential sector. As a result, in 2015 roughly 66% of the population of BC was covered by an organic waste disposal ban. There are also numerous municipal curbside food waste collection programs in regional districts that have not implemented disposal bans (e.g. Grand Forks, Abbotsford, and Comox). Consequently, with respect to best practices in organic waste management, these BC local governments can provide practical and effective examples to other regional districts.



3.2 Best Management Practices and Innovations in BC

In 2014, on behalf of the MOE, Maura Walker & Associates (MWA), developed a set of case studies on innovative and effective best management practices by local governments in BC to reduce and recycle organic wastes. Applicable best practices with respect to reduction programs, disposal policies and collection programs are summarized below to provide input to the development of organic waste management options in the SCRD. Best management practices that have been introduced since the development of the MOE case studies are also included. More detailed information on each of the selected case studies is posted on the MOE website

(<http://www2.gov.bc.ca/gov/content/environment/waste-management/recycling/organics/organics-case-studies>)

3.2.1 Reduction Programs

Metro Vancouver Love Food Hate Waste

Based on research in Europe and North America, Canadians may be wasting approximately 25 percent of all the food and drinks that they purchase. Metro Vancouver's Love Food Hate Waste Program aims to change this behaviour by educating consumers about meal planning, and careful cooking and storage. This program is modelled on WRAP United Kingdom's initiatives of the same name, which has seen a 21% reduction in avoidable food waste since its launch in 2007. Metro Vancouver has stated publicly that they are willing to share this program with other regional districts. The BC Ministry of Environment will also provide the US EPA's "Food Too Good to Waste" toolkit to regional districts at no charge. The SCRD could implement either one of these programs at a relatively low cost.



North Shore Recycling Program Compost Coaching



The former North Shore Recycling Program (NSRP) focused on waste reduction, recycling and composting under contract for the three municipalities along the North Shore in Vancouver.

The Compost Coaching program was started in 2007 to reduce organics in the waste stream. A pilot program was conducted in 2008–2009 with full implementation in 2011–2013. The program was developed to address the Metro Vancouver goal of 70% diversion by 2015.

Compost Coaching is an outreach program that focuses on helping residents compost in their own backyards through at-home training which is a Community-Based Social Marketing (CBSM) approach. The program looked at

how much material was composted before and after the training, as well as how much waste was produced per household. In the first year, 156 residents received at-home coaching. This coaching resulted in an additional 36 kg/capita/year of organic material composted on site for households that were already composting and 190 kg/capita/year for households that had not composted before. Households that participated in the program improved their composting skills, produced higher quality compost in a shorter time and reduced hazards from bears and pests. This program invests in sustainable behaviour change instead of the provision of free or subsidized composters.



3.2.2 Disposal Policies

Regional District of Nanaimo Commercial Food Waste Ban

A waste composition study completed in 2004 for the Regional District of Nanaimo (RDN) confirmed that 35% of total waste sent to landfill was compostable organic material. Consequently, in June 2005, in accordance with the RDN's Zero Waste Plan (2004) and the Organics Diversion Strategy (2005), the RDN introduced a landfill ban on the disposal of food waste from all commercial premises.



This ban was developed and implemented in collaboration with waste haulers, commercial food waste generators and composting companies. This collaborative approach ensured that all stakeholders had at least six months advanced notice.

In particular, waste haulers and their customers were encouraged to devise cost effective systems to comply with the ban that met their individual situation. The RDN's role was to facilitate communication, innovation, competition and compliance, but not get involved in direct program delivery. Enforcement consists of load inspections and surcharges

at disposal facilities by RDN staff as well as on-site education and compliance checks by the RDN's Zero Waste compliance officer.

Program results have been positive and economical. In 2006 (the first year of the disposal ban on commercial food waste), over 4,200 tonnes of commercial food waste was diverted from disposal representing a reduction of 30 kg per capita. As a regulator, the RDN does not pay for collection or processing costs, consequently, at an in-house cost of \$15 per tonne per year, the commercial organics ban has been an extremely cost-effective local government waste diversion initiative.

Diverting this waste from disposal also contributed to reducing the RDN disposal rate from 553 kg per capita in 2005 to 517 kg per capita in 2006. However, since then this amount has levelled off to an average of 3,400 tonnes annually, which represents a recovery rate of 33% and a reduction of 21 kg per capita per year. Nevertheless, the commercial food waste ban and the organics diversion strategy are recognized as one of the most significant contributors to the RDN's per capita disposal rate of 350 kg in 2012.





Capital Regional District Kitchen Scraps Diversion Strategy



In 2012, the Capital Regional District (CRD) approved a Kitchen Scraps Diversion Strategy that applied to both residential and commercial sectors. The strategy was phased-in over two years. From 2013-2014 the CRD offered a \$20 per tonne incentive for haulers to deliver kitchen scraps to approved facilities. In January 2015, the strategy culminated with a full disposal ban on kitchen scraps delivered to the Hartland Landfill. For the ICI sector, private haulers are required to provide food scraps collection services while the residential sector is serviced by a mixture of municipal and private collection services.

Although the CRD had originally secured processing capacity at a private facility in the region, due to odour concerns this option was discontinued and instead food waste is currently transferred to several out-of-region processing facilities. In the meantime, the CRD is investigating options for processing food wastes at the Hartland Landfill. Due to the introduction of the CRD Kitchen Scraps Diversion Strategy, the disposal rate in the CRD declined from 394 kilograms per capita in 2012 to 345 kilograms per capita in 2015.

Metro Vancouver Organics Disposal Ban

Metro Vancouver (MV) also introduced a disposal ban on organics in 2015. From 2012 to 2013 MV staff undertook stakeholder engagement and readiness surveys to inform their detailed planning for an organics disposal ban. In 2014, they announced the Organics Ban Implementation Strategy and continued consultation initiatives prior to the ban effective date of January 2015.



One of the successful components of the Metro Vancouver organics ban was the phased implementation schedule. As indicated in Figure 3-6, for the first six months after the ban was effective, there were no surcharges or penalties applied to loads containing any amount of food waste.

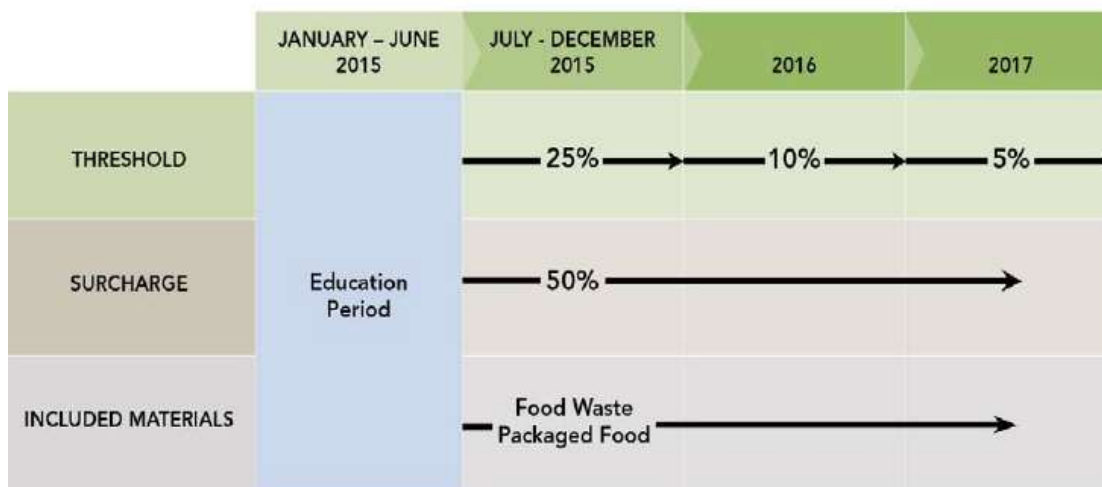
However, following this six-month education period, for the next six months of 2015 any loads containing more than 25 percent food waste were subject to a surcharge of 50% of the MSW tipping fee. The threshold was then reduced to 10 percent in 2016 and 5 percent in 2017.

This declining threshold concept was fully supported by private sector haulers in Metro Vancouver because it allowed them to market their food waste collection services as a “carrot” with the declining threshold as a “stick” to ensure that their customers added separate food waste collection to existing garbage collection service.

Because of the Organics Disposal Ban the per capita disposal rate in Metro Vancouver declined from 520 kilograms per capita in 2014 to 485 kilograms per capita in 2015.



Figure 3-5: Metro Vancouver Organics Disposal Ban Phased Implementation Schedule



3.2.3 Collection Programs

Regional District of Nanaimo Green Bin Collection Program

The Regional District of Nanaimo (RDN) 2004 Zero Waste Plan identified organics diversion as the primary means to reach the goal of 75% diversion from landfill. Commercial and residential food waste diversion programs were essential to achieving this target.



The Green Bin Program, a partnership of the RDN and its member municipalities, was launched in 2010 and provides curbside collection service for food scraps and food soiled paper to over 55,000 single-family households throughout the region, including urban and rural residents.

This was the first large scale residential food waste collection program implemented in BC. Under this program, residents receive weekly collection of food waste and bi-weekly collection of garbage and recyclables on alternating weeks. For garbage, residents can set out one can every other week. For more than one can, residents must purchase tags to set out up to two additional cans every other week.

To save on collection costs as well as greenhouse gas emissions, garbage, food waste and recyclables are collected in split packer trucks, whereby food waste and garbage is collected in the same truck one week and food waste and recyclables are collected in the same truck the next week.

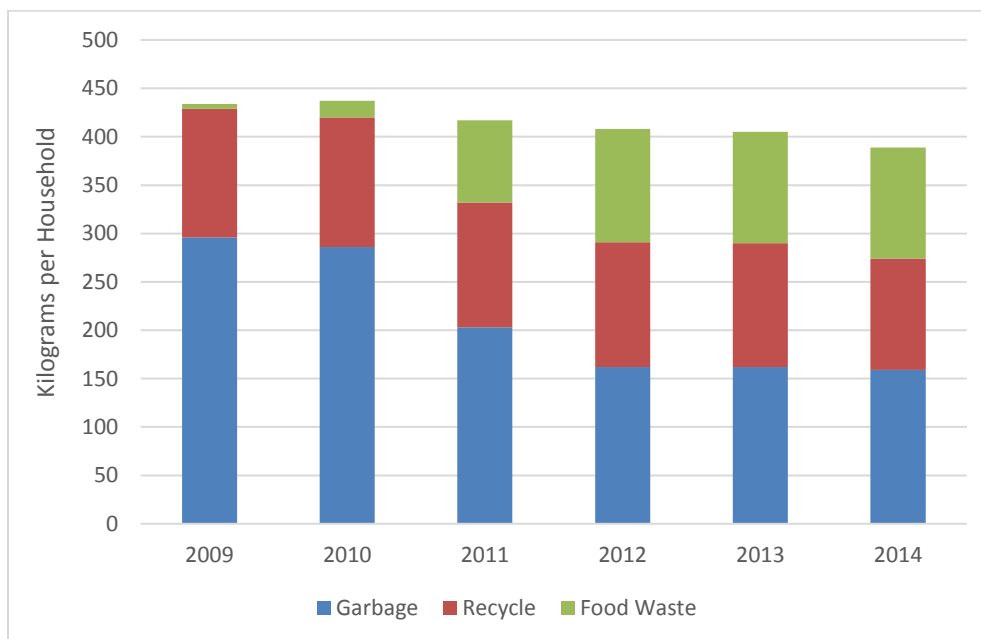
In 2012, the program collected 6,247 tonnes of kitchen scraps from 53,500 households. This represents 117 kg of food scraps per household or 43% reduction in waste sent to disposal. This material is processed at a privately owned and operated composting facility in Nanaimo under a long-term contract with the RDN.



With respect to total waste disposal, in 2012 the RDN Green Bin Program diverted 42 kg per capita from landfill, contributing to a region-wide disposal rate of 350 kg per capita.

Figure 3-6 illustrates the reduction in residential garbage disposal per household from 2009 before the program was introduced to 2014 as result of the Green Bin Program.

Figure 3-6: RDN Annual Curbside Tonnage Per Household 2009-2014



Grand Forks Food Scraps Collection Service

The City of Grand Forks and the Regional District of Kootenay Boundary (RDKB) were one of the first BC local governments outside of Lower Mainland/Vancouver Island to provide residents with a Green Bin Food Scraps curbside collection service. The weekly curbside collection service became available to 1,830 City of Grand Forks' households in October 2012. The organic materials are processed in open windrows at the Grand Forks Landfill.

Prior to implementing the green bin program, Grand Forks collected an average of 264 kg of garbage per household per year. After implementation of the program, garbage collected at the curb decreased to 119 kg per household per year. This equates to a 55% reduction in waste sent to disposal. With the collection of 123 kg of food waste per household annually, the overall diversion rate increased from 18% with recycling collection only to 62% with recycling and food waste collection.



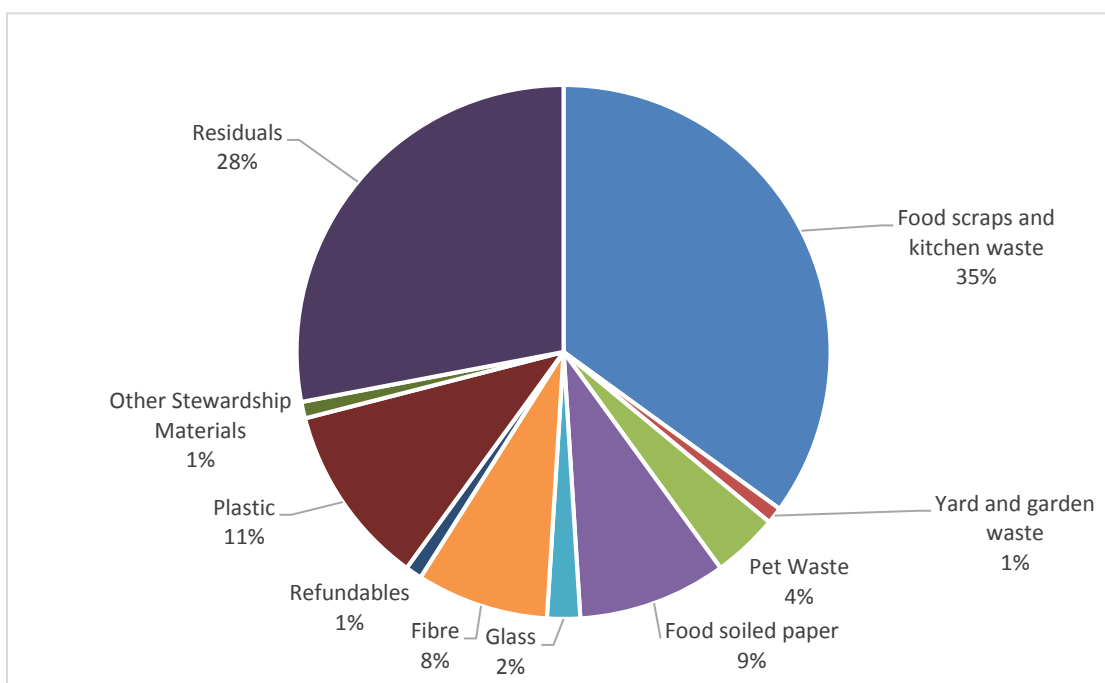


3.2.4 Food Waste Diversion Estimate and Impact to Sechelt Landfill

Prior to the implementation of the programs described in previous sections, program designers relied on waste composition data to estimate the quantity of organic waste that could be diverted from disposal. This method relies on two factors: the percentage of residential and ICI organics in the regional district waste stream and the potential recovery rate for both sectors.

While the SCRD has recent waste composition data for the residential waste stream, as illustrated in Figure 3.7, this 2014 study did not assess the composition of the ICI waste stream. This is important since ICI waste represents 50% of total waste disposal in the SCRD. Although ICI waste composition can be extrapolated from other similar regional district studies, actual diversion data from the programs and policies described in this section on best practices can provide a much more reliable estimate of diversion potential.

Figure 3-7: SCRD Residential Waste Composition All Areas 2014



Appendix 3 provides actual food waste data for residential curbside programs operating in the CVRD and RDN. As indicated in Figure 3-3, in 2015 these two regional districts on Vancouver Island had the lowest disposal rates in BC at 297 and 314 kilograms per capita respectively.

Both regional districts implemented disposal bans on commercial sector food waste in 2006, and all households in the RDN and most of the households in the CVRD have curbside food waste collection service. Based on this data it is reasonable to expect that curbside collection of residential organics in the SCRD would divert 52 kilograms per capita of food waste annually.



In lieu of curbside collection, a drop off depot for food waste can be provided. Using data from a pilot drop-off program in the Powell River Regional District, the recovery rate from a residential drop-off program is estimated to be 10 kilograms per capita per year.

With respect to food waste from the ICI sector, based on data from the RDN, it is reasonable to expect that implementation of a ban on disposal of food waste from this sector would divert an additional 30 kilograms per capita per year.

Table 3-1 applies the recovery rate of 52 kilograms per capita for curbside and 10 kilograms per capita for drop-off from the residential waste sector and 30 kilograms per capital from the ICI sector under three scenarios.

Scenario 1

Scenario 1 assumes that the municipalities will proceed with curbside collection service while SCRD Service will expand to include food waste collection in Electoral Areas B, D, E and F while Electoral Area A relies on a food waste drop-off site. In this scenario, residential food waste diversion is estimated to be 1,400 tonnes per year, which combined with ICI food waste represents a total diversion of 2,300 tonnes per year.

Scenario 2

Scenario 2 assumes that the municipalities will proceed with curbside collection service while the SCRD Service will expand to include food waste collection in Electoral Areas B and D, while Electoral Areas A, E, and F will rely on a food waste drop-off site. In this scenario, residential food waste diversion is 1,152 tonnes per year which combined with ICI food waste represents a total diversion of 2,051 tonnes of food waste annually.

Scenario 3

Scenario 3 assumes that the municipalities will proceed with curbside collection service while all the SCRD Electoral Areas will use a drop-off facility. This equates to 877 tonnes of residential food waste and 899 tonnes of ICI food waste for total diversion of 1,776 tonne per year.

Consequently, the total amount of food waste that could be diverted as feedstock to the Salish Soils composting facility could range from between 2,300 tonnes per year for Scenario 1, to 2,050 tonnes for Scenario 2, and 1,776 tonnes per year for Scenario 3.

Impact to Sechelt Landfill

The SCRD's landfill engineers, XCG Environmental Consultants (XCG) project that the diversion estimates under these three scenarios would provide fifteen, thirteen and eleven months respectively of additional site life at the Sechelt Landfill.



Table 3-1: Food Waste Diversion Scenarios and Impact to Sechelt Landfill

Sector	Households	Persons/ HH	Est. Pop	Scenario 1 (tonnes)	Scenario 2 (tonnes)	Scenario 3 (tonnes)
Residential						
<i>Municipal</i>						
Sechelt District Municipality	4,305	2	9,041	470	470	470
Town of Gibsons	2,056	2	4,318	225	225	225
Sechelt Indian Government District	273	2	628	33	33	33
<i>Municipal Sub-Total</i>				727	727	727
<i>Electoral Areas</i>						
EA B - Halfmoon Bay	1,351	2	2,973	155	155	30
EA D - Roberts Creek	1,627	2	3,579	186	186	36
EA E - Elphinstone	1,675	2	3,686	192	37	37
EA F - West Howe Sound	1,022	2	2,247	117	22	22
EA A - Pender Harbour/Egmont	1,385	2	2,493	25	25	25
<i>Electoral Area Sub-Total</i>				674	425	150
Residential Total				1,401	1,152	877
ICI (@30 kg per capita)						
ICI Total			29,970	899	899	899
TOTAL ALL SECTORS				2,301	2,051	1,776

	Scenario 1 (Months)	Scenario 2 (Months)	Scenario 3 (Months)
Additional Site Life at the Sechelt Landfill	15	13	11



4 Community and Stakeholder Engagement Process

A successful regional organics diversion strategy requires input from all stakeholders including processors, haulers, local governments, and waste generators in the area. This section summarizes the results of the stakeholder engagement process undertaken to date to inform the development of the strategy.

4.1 Processors

As discussed in Section 2.5, Salish Soils operates a composting facility in Sechelt. The Project Team has visited the site and has had several conversations with the Chief Executive Officer, Aaron Joe. Salish Soils is currently operating under capacity and would welcome the additional feedstock that would be available as result of the final SCRD Regional Organics Diversion Strategy.

Although Salish Soils has adequate processing capacity for food and green waste from residential and commercial sources, they would appreciate the added support provided by disposal bans and long-term contracts for feedstock supply. This is the case with most private sector operators. Without adequate feedstocks to operate at design capacity, cash flows are insufficient to provide the necessary funds for equipment maintenance and repair let alone any return on investment. Without long-term processing contracts private facilities have difficulty borrowing funds required for facilities upgrades and improvements, particularly with respect to odour control. These concerns are shared by Salish Soils.

4.2 Haulers

The Project Team contacted three garbage hauling companies operating in the Sunshine Coast, Grayco, Direct Disposal and Harbour Disposal. Both Grayco Disposal and Direct Disposal expressed support for increased organics diversion programs and are confident that their firms could provide food waste collection services for both the residential and ICI sectors. However, Harbour Disposal advised that if commercial food waste was banned from disposal region-wide they would need to purchase a new truck and would require a drop-off option at the Pender Harbour Transfer Station, given their unwillingness at this point to haul food waste to Sechelt.

Although Direct Disposal voiced support for a ban on commercial food waste, they are concerned that any additional feedstock to the Salish Soils composting facility will exacerbate odour issues at the facility. This is a legitimate concern and will need to be addressed in the development of the regional organics diversion strategy. See Section 5.3 for more details.

4.3 Local Governments

In May 2017, the SCRD coordinated a meeting with staff from the District of Sechelt, the Town of Gibsons and the Sechelt Indian Government District to discuss the development of the regional organics diversion strategy. At this meeting, the Project Team provided a high-level overview of the strategy development process and timelines while the member municipalities provided an update on their plans to implement curbside collection of food waste in their respective jurisdictions.

At the meeting Town of Gibsons staff mentioned that they were drafting a survey for residents to obtain input on curbside or depot collection of food waste.



Since the meeting the Town has issued a residential survey and a request for proposals (RFP) for a residential organic waste diversion program. The survey closed on June 30, 2017. The RFP, which closes July 14, 2017, is for a turnkey collection program whereby the successful proponent provides: a communication strategy, an education awareness program, collection methods, equipment required including kitchen and curbside containers, hauling methods and costs, and identifies the permitted processing facilities.

The Town of Gibsons anticipates awarding a contract by September 1, 2017 with service to commence the first week of October 2017. The expiration of the contract arising from this RFP is to coincide with expiration of the Town's curbside garbage collection contract in February 28, 2018.

As discussed in Section 2.3, the District of Sechelt has been operating a food waste collection pilot in the Davis Bay area for several years. District staff present at the meeting advised that Davis Bay residents support the service but may not be willing to pay the extra costs associated with a full roll-out. Due to resource constraints, staff have not been able to proceed with developing a proposal for Council consideration on District-wide curbside organics collection. This should be addressed within the next year.

The Sechelt Indian Government District Council approved a Zero Waste plan last year and will be hiring an educator to support the initiative. The SIGD currently provides weekly garbage and weekly recycling services to their residents. However, SIGD staff are currently reviewing options for weekly collection of food waste and bi-weekly collection of garbage and recyclables.

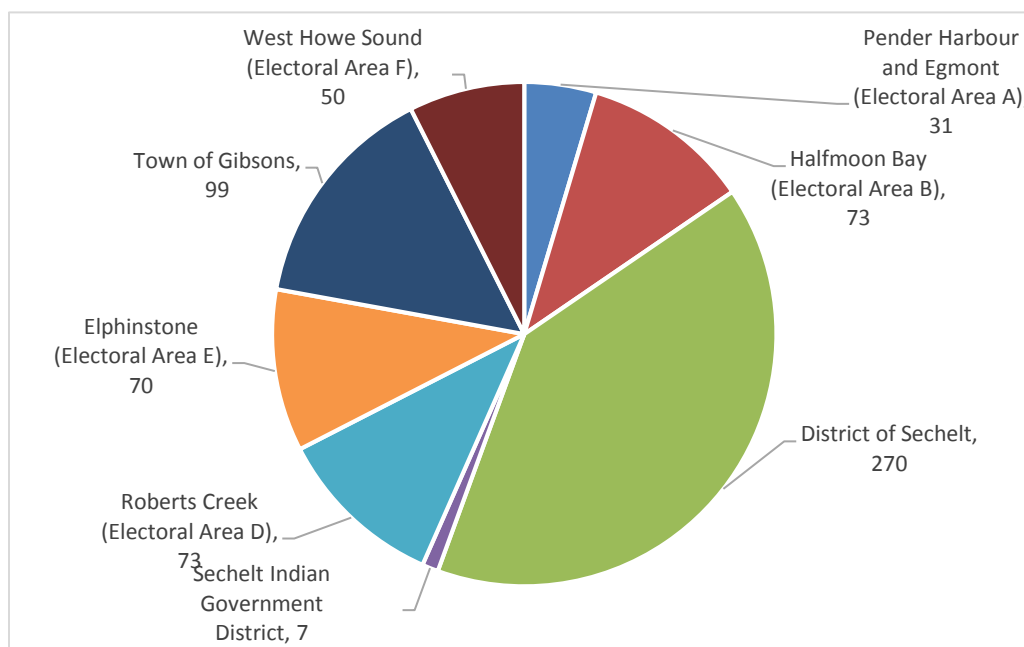
Based on this meeting, municipalities within the SCRD are considering the provision of curbside collection of food waste to their residents. However, with respect to green waste, municipal partners have not expressed an interest in collecting this material at the curb and are content to continue the current system of self-haul to SCRD drop-off depots.

4.4 Residents

From May 8, 2017 to June 2, 2017, the SCRD asked residents to respond to a questionnaire about their current organic waste management practices, their willingness to participate in depot and curbside organic waste collection services, and their concerns about these collection methods. A total of 673 people responded. The distribution of responses by area is illustrated in Figure 4.1



Figure 4-1: Distribution of Questionnaire Response by Area



The questionnaire results indicate a high level of current participation in green waste diversion, including backyard composting and drop-off depots. Detailed information on the survey is outlined in the Public Engagement Report – Organics Diversion Questionnaire.

For food waste management, a wide variety of solutions are used –ranging from backyard composting to feeding animals to using drop-off depots. Table 4.1 shows the prevalence of backyard composting of acceptable food scraps (fruits, vegetables, coffee grounds etc.) and depot use (all food scraps), by area, based on the responses to the questionnaire. There is a significant difference in the prevalence of backyard composting between the Electoral Area respondents (over 50%) and the municipal respondents (36% or less). Depot participation ranged from 3% in Electoral Area A (Pender Harbour) to 14% in the SIGD.

Table 4-1: Backyard Composting and Depot Use by Area

	Backyard Compost Food Scraps (% of area respondents)	Take Food Scraps to Depot (% of area respondents)	Put Food Scraps in the Garbage (% of area respondents)
Area A	55%	3%	65%
Area B	52%	11%	82%
Area D	55%	7%	77%
Area E	57%	6%	86%
Area F	54%	6%	66%
SIGD	0%	14%	86%
Gibsons	36%	6%	91%
Sechelt	32%	7%	82%



The respondents' willingness to participate in curbside organic waste collection services was high in all areas. Table 4.2 shows the percentage of respondents in each area that indicated that their participation would be "highly likely" or "maybe". Except for respondents in Areas A and F, there was generally a higher level of support for curbside collection over depot-based collection.

Table 4-2: Questionnaire Respondents Willingness to Participate in Organic Waste Collection

	Depot Collection			Curbside Collection		
	Highly likely	Maybe	Total	Highly likely	Maybe	Total
	% of respondents, by area					
Area A	61	26	87	55	16	71
Area B	27	36	63	75	14	89
Area D	36	30	66	67	14	81
Area E	46	33	79	66	19	85
Area F	52	24	76	56	16	72
SIGD	57	14	71	86	0	86
Gibsons	49	30	79	83	7	90
Sechelt	29	36	65	82	9	89

The most common concern expressed by respondents was the creation of animal attractants, particularly for bears. Many respondents suggested a willingness to participate in curbside collection if an animal-proof bin could be provided. The other commonly expressed concerns were the cost of the service and the potential for odour, although these concerns were identified with much less frequency than concerns related to attracting animals.

5 Considerations for Strategy Development

To ensure that a sustainable and robust organics diversion program is implemented in the SCRD, environmental, economic and social issues must be given full consideration in the development and selection of a regional organics diversion strategy. The following section outlines the Project Team's understanding of these issues in the SCRD as well as their implications on strategy development.

5.1 Sechelt Landfill Considerations

Landfill Capacity

According to the 2016 Annual Report prepared by XCG Consulting Limited, the Sechelt Landfill will reach capacity in 2027 based on current disposal rates, diversion initiatives, and population projections. If the SCRD fully implements all of the diversion initiatives outlined in the 2011 SWMP, landfill capacity could be extended another 5 years to early 2032. In either case, the SCRD will need to identify additional long-term disposal capacity and in the Project Team's experience this will be a challenging process that will inevitably result in higher disposal costs.

A lack of or shortage of landfill capacity was one of the main drivers for the CVRD and the RDN to implement their organics diversion programs. The CVRD currently exports their residual wastes in response to an unsuccessful landfill siting process. Given the high cost associated with waste export, the



CVRD has pursued a full range of diversion initiatives to reduce their residual disposal costs. The RDN also faced a landfill capacity crisis and after a controversial and failed landfill siting process, chose to conserve existing capacity by promoting maximum waste diversion.

Greenhouse Gas Emissions

As discussed in the 2011 SWMP, the Sunshine Coast Regional District, Town of Gibsons, District of Sechelt and the Sechelt Government District are committed to reducing greenhouse gas (GHG) emissions for the region. An emissions inventory completed in 2009 shows that the Sechelt Landfill contributes roughly 7% of GHG emissions on the Sunshine Coast. Since food waste generates methane, a potent greenhouse gas, during decomposition in a landfill, diverting this waste to a composting facility provides not only a significant reduction in GHG emissions, but also provides residents a low-cost and easy option to address climate change by reducing their household GHG emissions. Consequently, from an environmental perspective, the region wide organics diversion strategy should aim to maximize the diversion of food waste as an effective and efficient means to reduce GHG emissions.

5.2 Supporting Policy Considerations – Disposal Bans

Organic waste disposal bans have proven to be an effective and low-cost policy tool to divert waste and reduce GHG emissions in Metro Vancouver, Capital, Cowichan Valley and Nanaimo regional districts. However, the application of disposal bans for the ICI and residential sectors has varied between regional districts for the reasons discussed below.

In 2005 the RDN and CVRD were the first regional districts in BC to implement disposal bans on food wastes. In both cases the bans applied to commercial food waste and not food waste from the residential sector. This was due to two factors: the availability of privately owned and operated composting facilities and the fact that commercial food waste generators and private haulers could move faster to implement collection programs than local government service providers in the residential sector.

In the RDN, the commercial organics ban achieved significant and early diversion success while providing staff the opportunity to study collection options for the residential sector. This included implementation of a successful curbside collection pilot project. As a result, curbside collection services operated by the City of Nanaimo and the RDN expanded to include food waste in 2010. However, the commercial disposal ban has not been expanded to apply to residential waste since collection services were implemented voluntarily.

In Metro Vancouver and the CRD, the organics disposal bans, effective in 2015, apply to both the commercial and residential sectors. However, because these regional districts do not provide residential curbside garbage collection programs, they allowed for a two-year consultation process with their municipal partners and commercial generators to ensure support for their initiatives. Once municipal support was confirmed, the effective date for the ban was established and implemented in a phased process. In effect, these bans applied to commercial and residential organics because member municipalities were supportive and were given sufficient time to design and implement their collection systems.



5.3 Odour Management at Salish Soils

As discussed in Section 2.5, the Salish Soils composting facility meets the requirements of the Organic Matter Recycling Regulation (OMRR), which falls under the Environmental Management Act. The OMRR governs the production, quality and land application of certain types of organic matter. OMRR sets requirements for compost facilities with respect to:

- Construction and operation;
- Leachate management;
- Odour management;
- Capacity, and,
- Process and quality criteria.

For facilities that process less than 20,000 tonnes per year, OMRR requirements are not too stringent. For facilities that process more than that amount, requirements become more rigorous. Nevertheless, because OMRR requirements were not site specific at the time, the RDN, CVRD, Metro Vancouver and the CRD have all applied their Waste Stream Management Licensing Bylaws or Composting Code of Practice Bylaw to set higher performance standards than OMRR for composting facilities in their regions. This was primarily due to concerns over odour management, which is crucial to successful organic diversion.

In 2016, with more composting facilities expected to come online, OMRR was amended to ensure effective protection of the environment and public health. The amended OMRR requires all compost facilities that process food waste or biosolids, and have a production design capacity to produce 5,000 tonnes of compost or more per year to also apply for a Permit. These new permit requirements include completion by the applicant of an Environmental Impact Study, an Operating Plan, an Odour Management Plan, a Leachate Management and a Public Notification Process.

Although the Salish Soils facility is not subject to OMRR, the company has met all the requirements of the regulation for a facility of its size. And even though its production design capacity is less than 5,000 tonnes of compost per year, Salish Soils has advised the Project Team that they would be willing to apply for a permit under OMRR. Although this would be in the best interests of the SCRD, the permit requirements are expensive and Salish Soils would need to see a corresponding increase in feedstock and associated revenue. Consequently, the regional organics diversion strategy must consider due diligence requirements with respect to environment and public health protection as well ensuring that Salish Soils has the financial ability to meet these requirements.

With respect to processing costs, it is likely that the current Salish Soils tipping fee of \$80 per tonne for large quantities will increase to meet permit requirements. The tipping fees at similar composting facilities in BC are closer to \$100 per tonne to cover higher operating and maintenance and equipment replacement costs, particularly with respect to odour control.



5.4 Geography and Demographics

Communities and settlements in the SCRD are primarily strung out along a long and linear corridor that runs along the southern coastline. This has an impact on waste management infrastructure with respect to the need for drop-off and transfer facilities for communities outside of a reasonable hauling distance to the Sechelt Landfill or, for organics, to the Salish Soils composting facility in Sechelt. There is also the need to consider access to drop-off facilities for island residents as well as tourists and other seasonal visitors. Geography also dictates the need to mitigate bear human conflict with respect to garbage collection and disposal.

5.5 Community Support

Community support is essential to a successful organics diversion program. As discussed in Section 4.4, based on the results of the community questionnaire there is a high-level support for curbside collection of food waste in the SCRD. Nevertheless, residents have expressed concern over cost and wildlife concerns. The regional organics diversion strategy should take these concerns into consideration to ensure that most residents and businesses support food waste diversion.



6 Regional Organics Diversion Strategy

This strategy contains initiatives related to, commercial sector diversion, reduction and residential sector diversion. The estimated costs and implementation schedule is provided in Table 6-1 and a detailed timeline in Table 6-2.

Commercial Food Waste Ban

1. Implement a commercial food waste ban.
2. Implement commercial food waste drop-off at the Pender Harbour Transfer Station.

Residential Food Waste

3. Implement residential food waste drop-off in Pender Harbour, mid-coast, south coast.
4. Implement curbside collection of food waste for all SCRD residences in Electoral Areas B, D, E, and F receiving garbage collection for a March 1, 2019 start.
5. Implement a residential food waste ban.

Reduction Programs

6. Implement a Food Waste Reduction Campaign.
7. Implement an at-home Compost Coaching Program.
8. Investigate a Backyard Composter Subsidy Program.

Table 6-1: Regional Organics Diversion Strategy Costs and Implementation Schedule

	Action	Cost Estimate	Schedule
1.	Implement a commercial food waste ban.	Existing budget	2018
2.	Implement commercial food waste drop-off at the Pender Harbour Transfer Station.	\$10,000	2018
3.	Implement residential food waste drop-off in Pender Harbour, mid-coast and south coast.	TBD	2018
4.	Implement curbside collection of food waste for all SCRD residences in EA's B, D, E, F receiving curbside collection of garbage for a March 1, 2019 start.	TBD	2019
5.	Implement a residential food waste ban.	TBD	2020
6.	Implement a Food Waste Reduction Campaign.	\$10,000*	2019
7.	Implement at-home Compost Coaching Program.	\$10,000*	2019
8.	Investigate a Backyard Composter Subsidy Program.	TBD	2019

*Additional staffing resources will be required.



Table 6-2: Regional Organics Diversion Strategy Implementation Actions and Timeline

Regional Organics Diversion Strategy		2018				2019				2020			
Priority	Implementation Actions and Timeline	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
#1	Establish Food Waste Contracts												
	<i>Regulatory Review</i>												
	<i>Procurement process for processing</i>												
	<i>Procurement process for hauling</i>												
	<i>Board decision reports</i>												
#2	Commercial Food Waste Drop-off at Pender Harbour Transfer Station												
	<i>Establish food waste drop-off (see Food Waste Contracts)</i>												
	<i>Launch</i>												
	<i>Promote program as part of Commercial Food Waste Ban process</i>												
	<i>Evaluate effectiveness (Waste Composition Study)</i>												
#3	Commercial Food Waste Ban												
	<i>Pre-ban consultation and education with haulers and ICI sector</i>												
	<i>Develop communication materials</i>												
	<i>Bylaw amendment - Report</i>												
	<i>Launch Ban: Phase 1 Education and Awareness</i>												
	<i>Launch Ban: Phase 2 Enforcement</i>												
	<i>Ongoing ban communications, enforcement</i>												
	<i>Evaluate effectiveness (Waste Composition Study)</i>												
#4a	Residential Food Waste Drop-off at Pender Harbour Transfer Station												
	<i>Establish food waste drop-off (see Food Waste Contracts)</i>												
	<i>Program promotion</i>												
	<i>Launch</i>												
	<i>Ongoing communications, service delivery, continuous improvement</i>												
	<i>Evaluate effectiveness (Waste Composition Study)</i>												
#4b	Residential Food Waste Drop-off in Sechelt												
	<i>Develop options for drop-off</i>												
	<i>Board decision report</i>												
	<i>Program promotion</i>												
	<i>Launch</i>												
	<i>Ongoing communications, service delivery, continuous improvement</i>												
	<i>Evaluate effectiveness (Waste Composition Study)</i>												



Regional Organics Diversion Strategy		2018				2019				2020			
Priority	Implementation Actions and Timeline	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
#4c	Residential Food Waste Drop-off for South Coast												
	<i>Develop options for drop-off</i>												
	<i>Board decision report</i>												
	<i>Program promotion</i>												
	<i>Launch</i>												
	<i>Ongoing communications, service delivery, continuous improvement</i>												
	<i>Evaluate effectiveness (Waste Composition Study)</i>												
	<i>Undertake feasibility work on South Coast Site to include food waste drop-off</i>												
#5	Curbside Collection of Food Waste												
	<i>Program planning and best practices including wildlife management</i>												
	<i>Issue RFP</i>												
	<i>Contract award –Board decision report</i>												
	<i>Bylaw 431 amendment - Report</i>												
	<i>Develop Outreach and Education Materials, Program Promotion</i>												
	<i>Launch</i>												
	<i>Ongoing communications, service delivery, continuous improvement</i>												
	<i>Evaluate effectiveness (Waste Composition Study)</i>												
#6	At-Home Compost Coaching Program												
	<i>2019 budget consideration – Board decision report</i>												
	<i>Program planning, including community based social marketing</i>												
	<i>Program promotion</i>												
	<i>Launch</i>												
	<i>Program evaluation, continuous improvement</i>												
	<i>Ongoing communication, program delivery</i>												
#7	Investigate Backyard Composter Subsidy												
	<i>2019 budget consideration – Board decision report</i>												
	<i>Best practice research, options and link to Compost Coaching</i>												
	<i>Program planning and promotion (if approved)</i>												
	<i>Launch</i>												
	<i>Program evaluation, continuous improvement</i>												
	<i>Ongoing communication, program delivery</i>												



Regional Organics Diversion Strategy		2018				2019				2020			
Priority	Implementation Actions and Timeline	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
#8	Food Waste Reduction Campaign												
	<i>2019 budget consideration – Board decision report</i>												
	<i>Program planning and promotion (if approved)</i>												
	<i>Launch</i>												
	<i>Program evaluation, continuous improvement</i>												
	<i>Ongoing communication, program delivery</i>												
#9	Waste Composition Study												
	<i>Item included in 2020 financial process</i>												
	<i>Procurement process for consultant services to complete study: residential, ICI, drop-off bins</i>												
	<i>Waste Audit #1</i>												
	<i>Waste Audit #2</i>												
#10	Residential Food Waste Ban												
	<i>Pre-ban consultation and education</i>												
	<i>Develop communication materials</i>												
	<i>Bylaw amendment - Report</i>												
	<i>Launch Ban: Phase 1 Education and Awareness</i>												
	<i>Launch Ban: Phase 2 Enforcement (Q2 2021)</i>												
	<i>Ongoing ban communications, enforcement (Q2 2021)</i>												

Timeline Legend

The timeline uses these indicator colours to assist in understanding the nature and breakdown of each task.

Board Report	
Planning & Design, Education & Outreach, Launch	



Appendix 1: Notes to the Financial Statements for the Years Ended December 31, 2016 and 2015.

Sunshine Coast Regional District

Notes To The Financial Statements

For the Years Ended December 31, 2016 and 2015

9. Provision for Landfill Future Closure and Post-Closure Care Costs:

The Regional District is responsible for the closure and post-closure care costs related to two landfill sites - one in Sechelt and the other in Pender Harbour. The Regional District's estimated liability for these costs is recognized as the landfill site's capacity is used. The recorded liability of \$5,245,705 (2015 - \$4,803,825) represents the portion of the estimated total future costs recognized as at December 31, 2016. The Regional District has set aside funding for future landfill closure and post-closure care costs. The balance of this funding as at December 31, 2016 is \$508,745 (2015 - \$208,109) resulting in a current funding shortfall of \$4,736,960 (2015 - \$4,595,716).

The Sechelt landfill site is expected to reach its capacity in 2027 and the Pender Harbour landfill site reached its capacity and was converted to a transfer station in 2015. The remaining liability to be recognized for the Sechelt landfill site is estimated to be \$1,534,086 (2015 - \$1,632,509) based on the remaining capacity of 212,428 cubic meters, which is 24.17% of the total capacity. As the Pender Harbour landfill site reached its capacity in 2015, there is no remaining liability to be recognized.

The reported liability is based on estimates and assumptions with respect to events extending over the remaining life of the landfill. The liability and annual expense is calculated based on the ratio of usage to total capacity and the discounted estimated future cash flows associated with closure and post-closure activities. In 2016, the Regional District updated the basis for estimating future cash flows to reflect long-term average inflation and discount rates applicable to the Regional District. The impact of this change was a decrease to the recorded liability in 2016 of \$225,382.

In 2016, the BC Ministry of Environment issued updated landfill criteria increasing the minimum post closure care period from 25 years to 30 years. As such, post closure care costs are now expected to continue for 30 years following the year of closure at both the Pender Harbour and Sechelt Landfill sites. The impact of this change was an increase to the recorded liability in 2016 of \$247,426.



Appendix 2: Organics Diversion Programs in Comparable AVICC Regional Districts

A2 1: Organics Diversion Programs in Comparable AVICC Regional Districts

Program Characteristics	CRD	CVRD	RDN	SCRD	PRRD
2016 Population	382,645	84,014	157,599	29,243	20,328
Population Density (Pop/km ²)	154	23	72	8	4
2015 Per Capital Disposal (kg)	345	297	314	421	458
MSW Tipping Fee	\$110	\$140	\$125	\$150	\$220
Green Waste Tipping Fee	\$59	Free	\$55	\$0/\$45	\$45
Food Waste Tipping Fee	\$120	\$90	\$110	\$80	Pilot/Free
Curbside Collection Services:					
Garbage	Bi-Weekly	Bi-Weekly 1 can	Bi-Weekly 1 can	Weekly 1 can	Weekly Tag Based Powell River Only
Food Waste	Weekly/Bi-Weekly Varies by Municipality	Weekly	Weekly	Pilot Pick-up Sechelt only	Pilot Drop-Off
Green Waste	Varies by Municipality	Depot	Depot	Depot Pilot Pick-up Sechelt only	Depot
Recycle	Bi-Weekly	Bi-Weekly	Bi-Weekly	Bi-weekly Sechelt SIGD Weekly	Bi-Weekly Powell River Only
Depot – recycle	Yes	Yes	Yes	Yes	Yes
In-region compost facility	No	Yes	Yes	Yes	No
Organics Ban – ICI	Yes	Yes	Yes	No	No
Organics Ban – Residential	Yes	No	No	No	No
Organics Strategy/Plan	Yes	Yes	Yes	In development	In development



Appendix 3: Food Waste Diversion Estimates

Table A3-1 provides actual food waste diversion data for residential curbside programs operating in the CVRD and the RDN. As indicated in Figure 3-3, these two regional districts on Vancouver Island have the lowest disposal rates in BC at 297 and 314 kilograms per capita respectively. Both regional districts implemented disposal bans on commercial sector food waste in 2006, and all households in the RDN and most of the households in the CVRD have curbside food waste collection service. Based on this data it is reasonable to expect that curbside collection of organics in the SCRD would result in similar diversion results.

Table A3 1: Residential Food Waste Diversion Data in the CVRD and RDN

Curbside Program	Households	Person/HH	Est. Pop	Food Waste		
				Tonnes/yr	kg/hh/yr	kg/cap/yr
RDN						
City of Nanaimo	27,600	2.3	63,480	3,505	127	55
RDN Service Area	28,130	2.2	61,886	3,151	112	51
Total	55,730		125,366	6,656	119	53
CVRD						
Town of Ladysmith	3,410	2.3	7,843	436	128	56
District of North Cowichan	10,640	2.3	24,472	1,075	101	44
Total	14,050		32,315	1,511	108	47
				Average	117	52

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Infrastructure Services Committee – January 18, 2018

AUTHOR: Janette Loveys, Chief Administrative Officer

SUBJECT: INFRASTRUCTURE SERVICES DEPARTMENT – 2017 Q4 REPORT

RECOMMENDATION(S)

THAT the report titled Infrastructure Services Department – 2017 Q4 Report be received.

BACKGROUND

The purpose of this report is to provide an update on activities in the Infrastructures Services Department for the Fourth Quarter (Q4) of 2017: October 1 – December 31.

The report provides information from the following divisions: Water, Waste Water, Solid Waste, Recycling, Green Waste, Transit and Fleet.

Utilities Division [365, 366, 370]

PROJECTS - CAPITAL WORKS

- **Water main replacement program**
 - Nor-West Bay Road
 - Installation, testing and tie-in completed. Water main now in service.
 - North and South Pender Harbour
 - The tender for the watermain replacement program for North and South Pender Harbour was cancelled due to high tender costs. The design engineer and staff are working to adjust the tender documents and the new tender will be issued in February 2018. Grant funding has been extended to March 20, 2019.
 - Eastbourne
 - An RFP for construction and maintenance of the water system was issued and tenders are under review.
- **Water Projects**
 - Selma 1 Pump Station Upgrade.
 - As part of the energy efficiency upgrading project, the installation and commissioning of a new pump and Variable Frequency Drive was

completed at the Selma 1 Pump Station by a contractor on November 29, 2017.

- Soames Chlorination Project
 - The package chlorination system is nearing completion by staff. Seismic design of the slab for the chlorination system is underway by a consulting engineer and power supply to the site has been arranged with BC Hydro.
- **Wastewater**
 - YMCA/Langdale
 - Staff continue to assess data from the trial integration of both systems and have completed an internal comprehensive review of the steps towards a final transition and agreement with YMCA camp.
 - Square Bay
 - Staff continue to work with engineer contractor regarding design and construction. Construction to begin in Q2 2018.
 - Canoe Road
 - RFP for design build was issued November 3, 2017 and closes on January 19, 2018. Staff will review.
 - Merrill Crescent
 - RFP for design build was issued November 3, 2017 and closes on January 19, 2018. Staff will review.

Universal Metering Electoral Areas:

Phase 2 is 95% complete. The contractor will be returning in January 2018 to complete the remaining 223 installs along with SCRD Staff.

Phase 3 – Sechelt – Staff applied for a funding grant for the Sechelt Metering Project in May 2017 and are awaiting a decision from the Gas Tax Strategic Priorities fund.

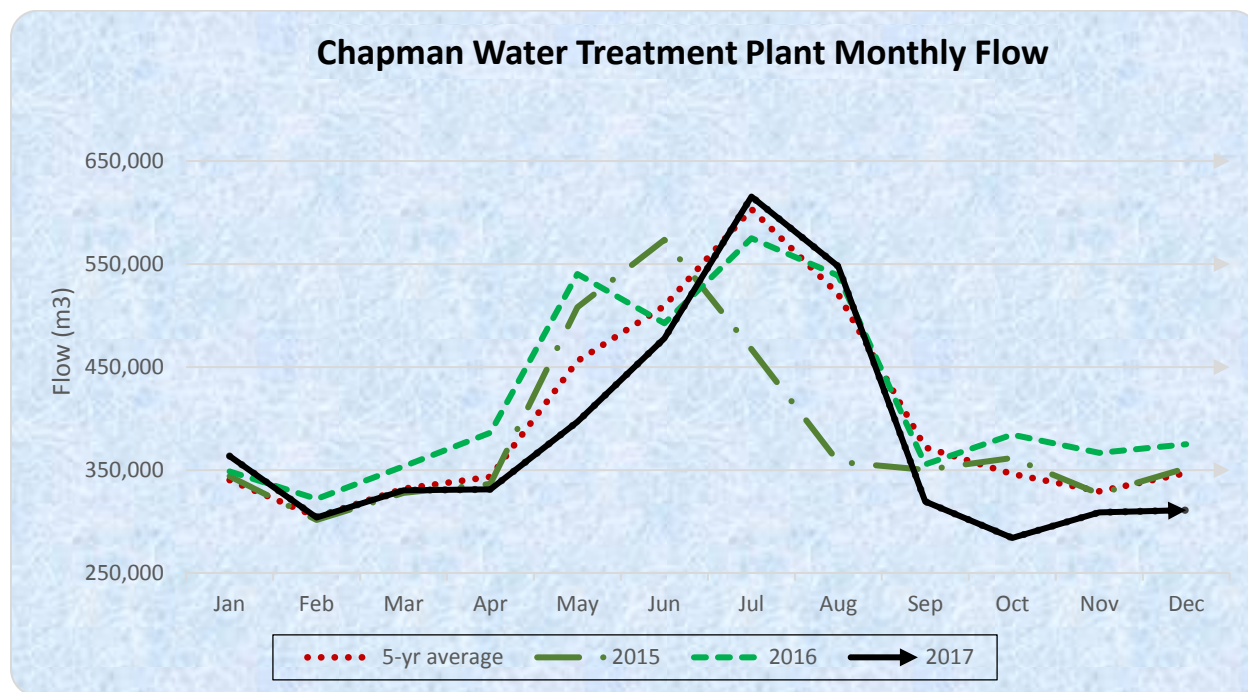
OPERATIONS

Statistics - Water

WATER DISTRIBUTION SYSTEM

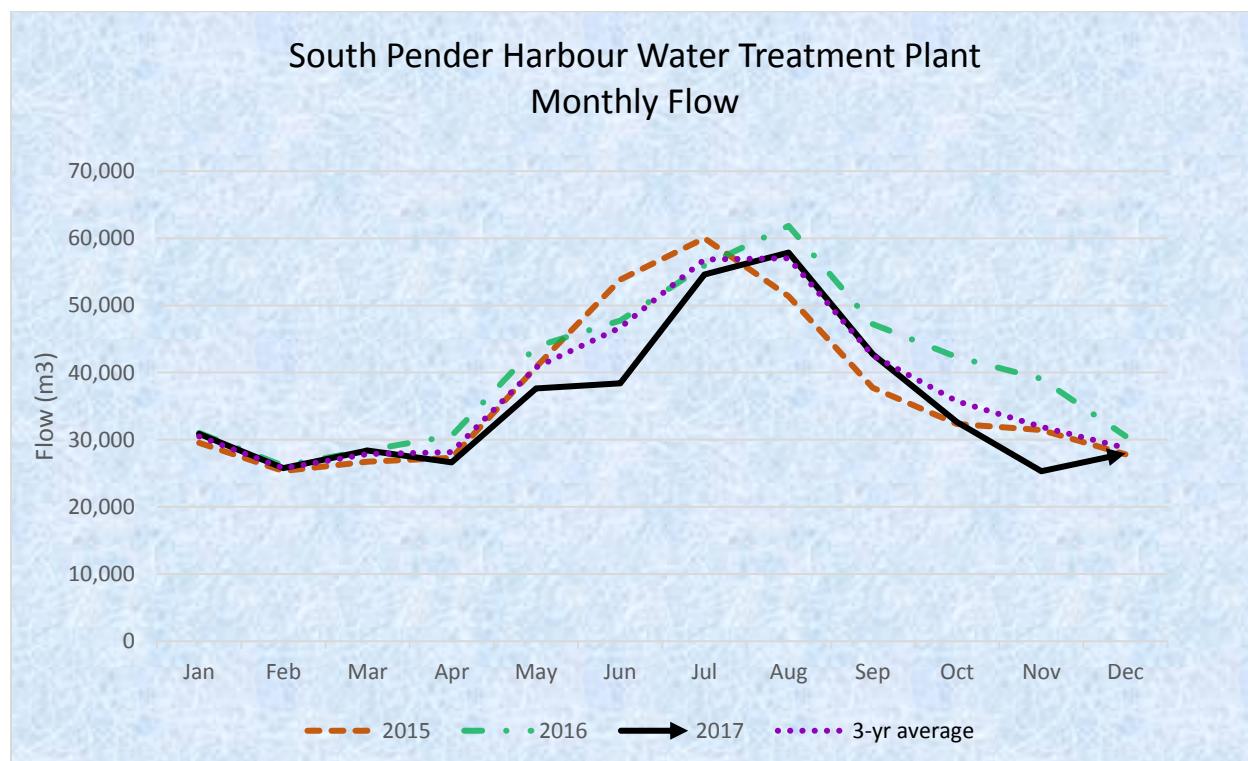
CHAPMAN WATER TREATMENT PLANT

In the Q4 2017, the Chapman Creek Water Treatment Plant produced and supplied 903,930m³, a 13% decrease over the five year average.



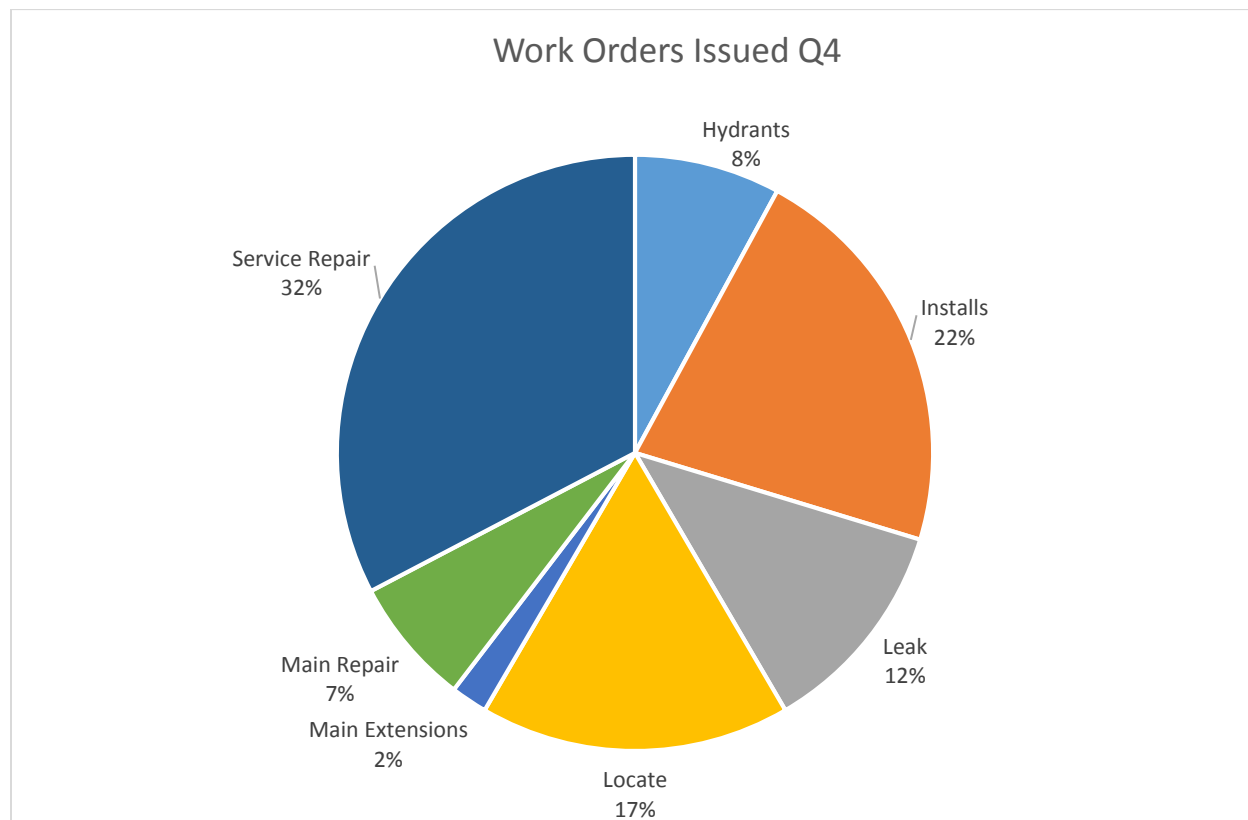
SOUTH PENDER WATER TREATMENT PLANT

In the Q4 2017, the South Pender Water Treatment Plant produced and supplied 85,897 m³, a 15% decrease over the 3 year average.



Utility Services

Work Orders Issued in Q4 2017



Transportation and Facilities [310, 312, 345, 350]

PROJECTS

Transit

Sunshine Coast Connector

The SCRDC received information that the Sunshine Coast Connector (SCC) had filed an application with the B.C. Passenger Transportation Board to change their service levels. The SCC is a private transportation company operating a shuttle service along the Sunshine Coast, with route coverage that includes areas not served by public transit.

Until recently, SCC operated two routes under its license, Route #1 from Powell River to Vancouver (service on Monday, Wednesday and Friday), and Route #2 from Earl's Cove to Langdale Ferry Terminal (service daily)

The change has consolidated two routes into one and reduced service levels. A single route from Powell River to Langdale is now in place, and service into Vancouver was removed. The schedule has become variable and responsive to demand, shifting from regular Monday,

Wednesday and Friday service to an off-season schedule utilizing any three days of the week, likely focusing on holiday weekend travel.

Transit Expansion

Expanded service came into effect on October 10, 2017. The fundamental change was increased frequency on the Route 90 Express to service every 30 minutes in peak periods. A longer service day and limited Field Road service were also included. It is expected that ridership will take time to build, as residents become familiar with the added convenience. Although schedules were changed significantly, only a few minor complaints have been received. Transit drivers have received repeated customer comments on the value of the added service. Typical feedback has been similar to actual situations such as these:

Rider 1, can now work in Sechelt and catch the 11 p.m. local to lower Roberts Creek. She could not work previously because there was limited to no service. She works Wed/Thurs/Saturday. She is thrilled.

Rider 2, works in Gibsons late and lives in Langdale. He would have to leave work early [to catch a bus] (rarely happened) and if he could not he would walk one hour and 10 minutes home. He now catches the local going through at 11:39 p.m. to the ferry and the 12 p.m. leaving Langdale to get home. He gets all his work hours in and no walking.

Fleet Maintenance

Vicinity Buses

The new, smaller Vicinity buses were received for expansion, and entered service as they began arriving in August. They are proving an ideal size for the majority of service on the Sunshine Coast. Larger buses are used on the Route 90 express particularly in peak periods, however the majority of service works well with the mid-sized buses. With the newness of the design, some reliability and power issues continue. Two additional full-sized buses have returned from the refurbishment process with new colours and interior materials, and a further two buses have been sent out

OPERATIONS

Statistics – Transit

BC Transit ridership figures for Q3 2017 (July – September) show an improvement of 5.3% over the same quarter in 2016, and a 3.5% improvement year-to-date. Year-end financial figures are not yet available. Ridership figures for the expansion service added in October (Q4) will be available from BC Transit in March 2018.

Solid Waste [350, 351, 352, 355]

PROJECTS

Stewardship Plan Updates

In Q4:

- The Manager, Solid Waste Services, along with the CAO and five SCRD Board members, attended the Recycle BC stewardship plan consultation on November 15 and 16, 2017. Staff provided feedback to Recycle BC on proposed stewardship plan changes at the consultation event.
- Solid Waste staff provided feedback to the BC Used Oil Management Association (BCUOMA) regarding the steward's proposed target updates.

BC Product Stewardship Council

In Q4 2017, Solid Waste staff participated in five BC Product Stewardship Council (BCPSC) meetings by conference call. Specific meetings included:

- BCUOMA consultation on proposed target updates - October 24, 2017
- Recycle BC Consultation preparation and discussion - November 10, 2017
- Major Appliance Recycling Roundtable (MARR) presentation - November 22, 2017
- Presentation by the Regional District of Kootenay Boundary on program service gaps to the Stewardship Agencies of British Columbia (SABC) - December 5, 2017

Regional Organics Diversion Strategy

Work continues to finalize the Regional Organics Diversion Strategy. In Q4 2017 the following activities occurred:

- Elected Officials Solid Waste Workshop - October 24, 2017
- The Manager, Solid Waste Services and Waste Reduction Coordinator participated in a webinar on Organics Disposal Bans on December 7, 2017. The webinar was hosted by the National Zero Waste Council of Canada.

Illegal Dumping Collaborative Meeting

On November 21, 2017, the SCRD hosted the annual Illegal Dumping Collaborative Meeting held at Field Road. The group meets annually to discuss successes, challenges and to develop collaborative approaches to address illegal dumping on the Sunshine Coast.

In attendance were representatives from BC Hydro, District of Sechelt, Conservation Officer Service, Ministry of Forests, Lands and Natural Resource Operations as well SCRD staff from Solid Waste and Bylaws. Regrets were received from the Sechelt Indian Government District and the Town of Gibsons.

Summary of actions identified for 2018: installation of additional stop illegal dumping signs, development of a "business card" to promote the Good Samaritan Program and development of signage to be installed at sites cleaned up by Good Samaritans.

The 2018 Backroad Trash Bash will be held in Pender Harbour in September, the exact date to be determined.

The group will meet next in the fall of 2018.

AVICC Special Committee on Solid Waste Management: Communications Group

On November 28, 2017, the Waste Reduction Coordinator participated in the AVICC Solid Waste Communications Group meeting by conference call. The meeting included roundtable updates regarding 2017 solid waste related communications initiatives and a brainstorm of AVICC joint solid waste campaign ideas for 2018.

A short-list of campaign ideas included:

- Stop Illegal Dumping campaign
- Social media package of short videos – e.g. recycling tips
- How to set up a home recycling system
- Development of a Wildlife video

Campaign ideas will be presented at the next AVICC CAO meeting.

Solid Waste Web Pages Project

In 2017, the Waste Reduction Coordinator worked with the SCRD's IT staff and Communications Coordinator to update the solid waste web pages. The purpose was to make access to information about SCRD's solid waste services and programs easier for residents.

The project is now complete as of Q4 and includes:

- Updated Solid Waste home page with clickable icons to key topics of interest
- A streamlined top navigation structure:
 - Reduce & Reuse, Recycling & Disposal, Plans & Reports, Programs & Events
- New web pages:
 - Food Waste Reduction, Reuse Directory, Waste Reduction Tips, Regional Organics Diversion Strategy, Backroad Trash Bash, Islands Clean Up and Waste Diversion
- Updated information on all existing pages

The web pages can be viewed at: www.scrd.ca/Solid-Waste

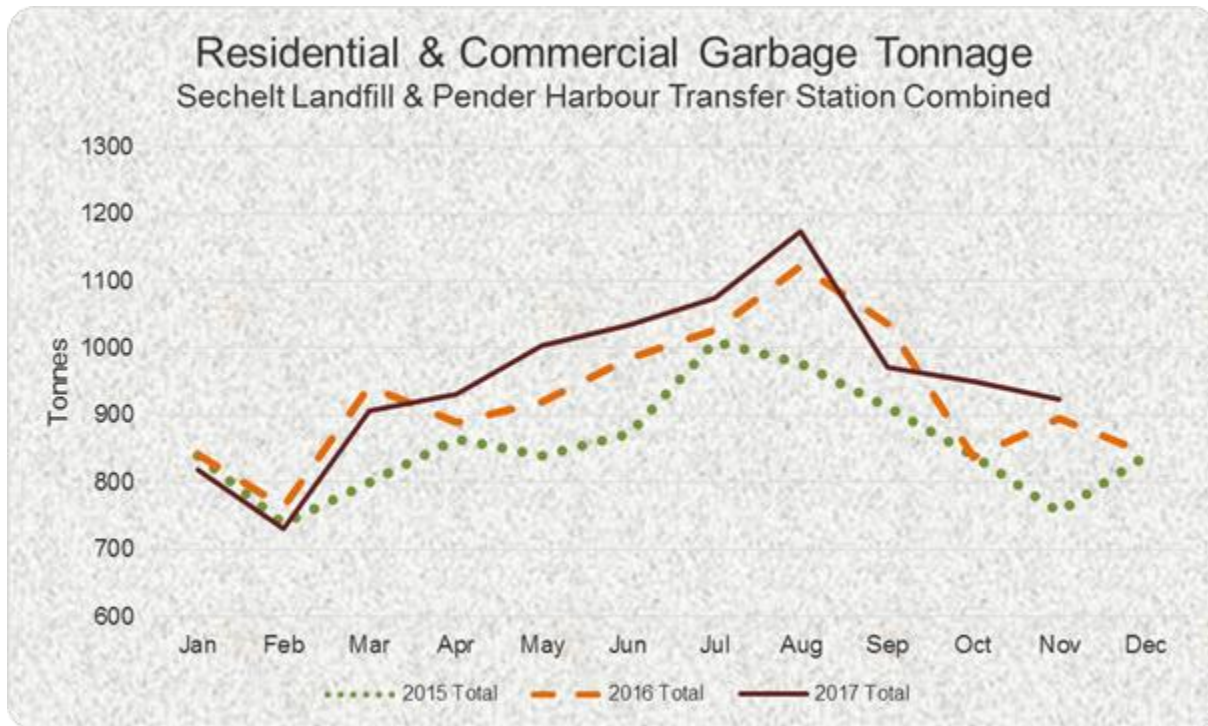
Metro Vancouver Municipal Waste Reduction Coordinators Meetings

The Waste Reduction Coordinator is attending bi-monthly Municipal Waste Reduction Coordinators (MWRC) meetings hosted by Metro Vancouver. This group is made up of solid waste staff from Metro Vancouver (MV) Regional District, MV member municipalities, Fraser Valley Regional District and the District of Squamish. Participants have access to resources such as campaign materials and research reports.

In Q4, the Waste Reduction Coordinator attended the December 11, 2017 meeting by conference call.

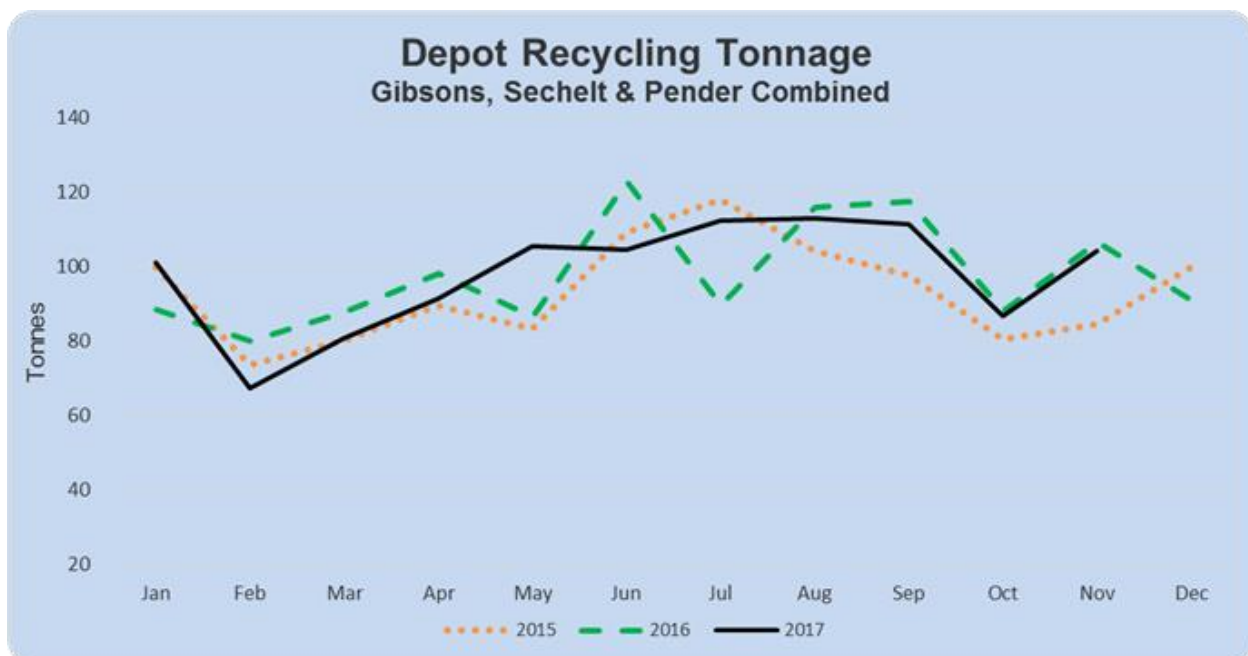
OPERATIONS

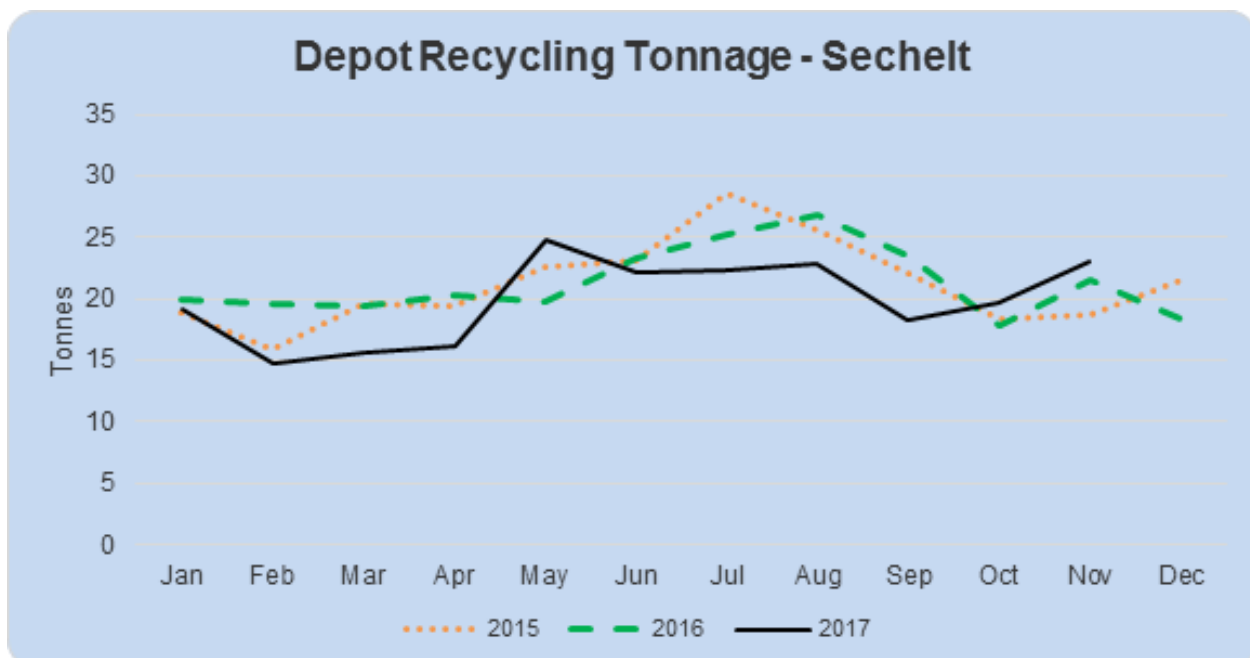
Statistics - Landfill

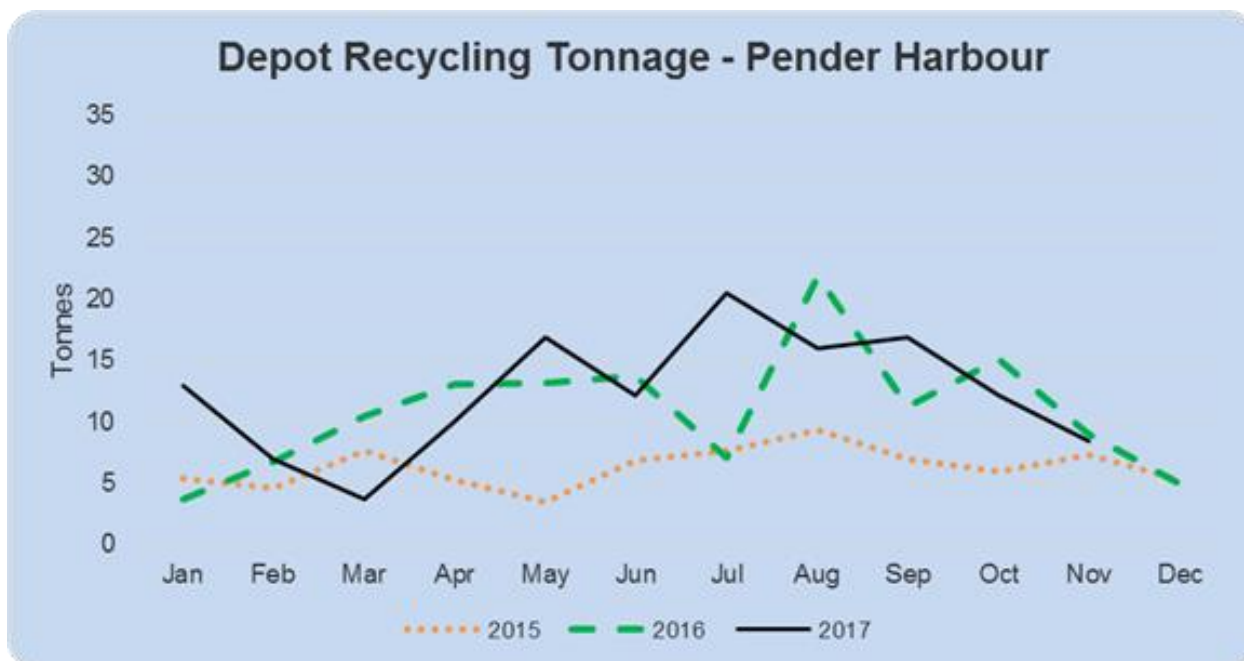


**Does not include other landfilled items such as construction waste, asbestos or furniture.*

Statistics - Recycling

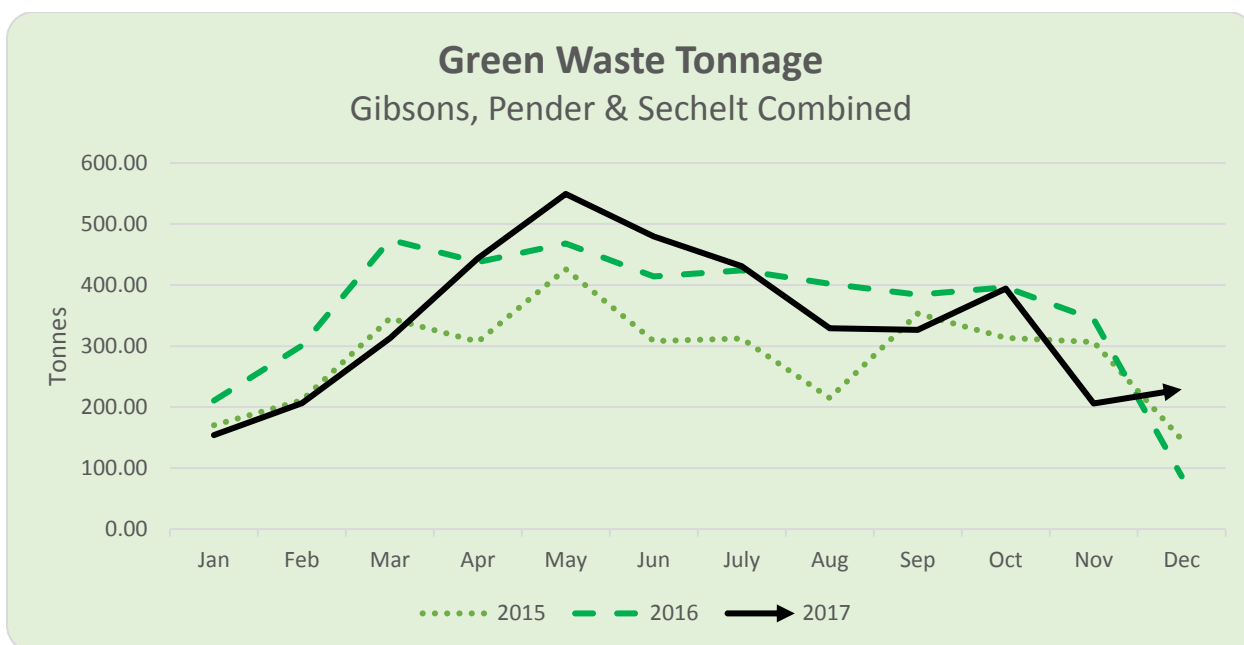






* Data provided by RecycleBC (formerly called MMBC) and is updated as data is received.

Statistics - Green Waste



*Combined totals for Sechelt Landfill, Pender Harbour Transfer Station, Town of Gibsons Green Waste Facility and residential self-haul at Salish Soils.

Infrastructure Community Events/Outreach

Date	Community Event	Topic
Nov 21, 2017	Water Information Session for Elected Officials	Water
Nov 22, 2017	Special Planning & Community Development Meeting – District of Sechelt	Water
Nov 24, 2017	Banff Mountain Film Festival	Water / Solid Waste

Reviewed by:			
Manager	X – S. Walkey X – G. Dykstra X – R. Cooper X – D. Crosby	Finance	
GM		Legislative	
CAO	X – J. Loveys	Other	



Reference: 312053

DEC 08 2017

Garry Nohr, Chair
and Directors
Sunshine Coast Regional District
1975 Field Road
Sechelt BC V0N 3A1

MASTER FILE COPY



Dear Chair Nohr and Directors:

Thank you for your letter of September 15, 2017, regarding recycling depot services under the producers of packaging and printed paper program, as per the Recycling Regulation. I apologize for the lengthy delay in responding.

First, let me say that I appreciate you sharing this information with me. Direct feedback from regional districts delivering the program on behalf of Recycle BC is always of benefit to the ministry when reviewing stewardship plan performance.

As Recycle BC's plan is due for its five-year renewal in April 2018, the financial incentive, and a number of other concerns, will be addressed in any Recycle BC stewardship plan submission, and will be subsequently reviewed by the ministry against this requirement of the Recycling Regulation.

In the meantime, Recycle BC has initiated its consultation process for components of the stewardship plan, including changes to incentive rates offered. The ministry is closely monitoring these consultations. Written comments to Recycle BC are welcome through December 15, 2017, after which Recycle BC will be providing an actual draft of its stewardship plan for further consultation, expected to begin in early 2018.

Thank you again for writing to let us know of your concerns and ideas. I hope you are able to take full advantage of discussions regarding both the level and type of compensation for recycling depots going forward.

Sincerely,

George Heyman
Minister

WildSafeBC Annual Report 2017

Sunshine Coast

Prepared by: Marina Stjepovic, WildSafeBC Community Coordinator



Photo credit: Scott McPherson



Ministry of
Environment



Executive Summary

This report describes the activities for the WildSafeBC Sunshine Coast program between May 1 and November 30, 2017, including highlights, challenges and recommendations for the future.

Most wildlife activity reported was related to black bears and cougars. This year, for the first time ever there were confirmed reports of grizzly bear on the Sunshine Coast.

WildSafeBC focuses efforts on public education and encouraging behavioural changes to reduce the likelihood of human-wildlife conflict. The main activities towards this goal were door-to-door visits in areas experiencing wildlife conflict, use of social media, tagging garbage bins placed out too early, display booths at community events, delivering the Junior Rangers program at summer day camps and in elementary schools.

The final month of the program experienced reduced efforts by the WildSafeBC Community Coordinator (WCC) Marina Stjepovic due other employment commitments.

Challenges were mainly related to unsecured garbage and unmanaged fruit trees attracting bears and other wildlife into neighbourhoods. A local mindset of helping wildlife by feeding them fruit and other human foods is another ongoing challenge.

Goals for 2018 are to continue the WildSafeBC Sunshine Coast program and to encourage local governments to assess the effectiveness of their bylaws and policies related to wildlife and human-wildlife conflict, and to deliver the Junior Rangers program to all local elementary schools.

Table of Contents

Executive Summary	1
Highlights from the 2017 Season	3
Public Reports on Wildlife Activity.....	3
Workshops and Events.....	5
Distribution of Signage, Brochures and Door-to-Door Visits.....	7
Media and Social Media	8
Display Booths	8
Presentations and Junior Rangers Program	9
Garbage Tagging	10
Challenges from the 2017 Season:	10
Goals for 2018:	11
Acknowledgements:	12

Table of Figures

Figure 1. WCC Marina Stjepovic attends an event	3
Figure 2. WARP reports for the SCRD January to October, 2017	4
Figure 3. Wildlife reports for the SCRD January 1 to October 31, 2017.....	5
Figure 4. Electric fencing workshop.....	5
Figure 5. Roasting marshmallows and sharing bear stories	6
Figure 6. Participating in SCRDs Trash Bash event	6
Figure 7. Wildlife caution signs.....	7
Figure 8. Display booth at Mushroom Festival.....	8
Figure 9. Junior Rangers in training	9
Figure 10. Tagging garbage container put out too early	10

Highlights from the 2017 Season

The 2017 WildSafeBC Sunshine Coast program was similar in scope to previous years. The WildSafeBC Community Coordinators (WCC) main focus was on public education through various outreach activities with the ultimate goal of encouraging behavioural changes to reduce the likelihood of human-wildlife conflict.

WildSafeBC Sunshine Coast continued to collaborate with various community organizations such as the One Straw Society's Fruit Tree Project, Chapman Hatchery, the Rod and Gun Club, Sunshine Coast Tourism, the Sunshine Coast Visitor Centres, schools in the School District No. 46, the Conservation Officer Service (COS), the Sunshine Coast Regional District (SCRD) Infrastructure Department, and bylaw officers from SCRD, Gibsons and Sechelt.



Figure 1. WCC Marina Stjepovic attends an event

Public Reports on Wildlife Activity

Statistics provided by the COS Report All Poachers and Polluters (RAPP) line regarding wildlife reports in the SCRD from January 1 to October 31, 2017 compared to the same time periods for 2014, 2015 and 2016 are as follows:

	2014	2015	2016	2017
Black Bear	259	304	214	300
Cougar	40	39	101	53
All Wildlife	398	434	418	408

The number of calls does reflect the amount of wildlife sightings and conflict, but also reflects public awareness and use of the RAPP line, as well as overall community efforts in managing wildlife attractants.

The WildSafeBC Wildlife Alert Reporting Program (WARP) provides mapping of wildlife reports for the SCRD by species, conflict type and attractant type (Figure 2). The WARP program is publicly available on the WildSafeBC website and provides an alternative method of reporting wildlife sightings to the RAPP line. The WCC utilised WARP mapping results in public presentations to deliver statistical information regarding the trends in human-wildlife conflict in the SCRD.

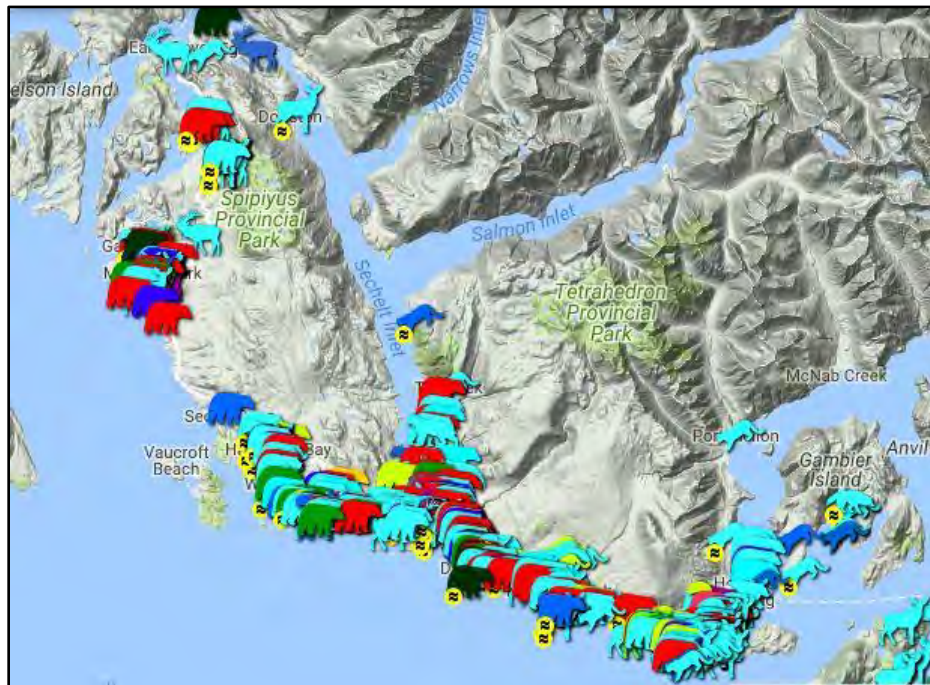


Figure 2. WARP reports for the SCRD January to October, 2017

The majority of reports related to black bear activity with the main attractants identified as garbage, fruit trees, bird feeds and outdoor fridges and freezers. Second to black bears were reports of cougar sightings, with the majority of these reports occurring in the southeastern Howe Sound area. Livestock and pests were indicated as common attractants for cougars; however the majority of cougar reports did not specify an attractant type.

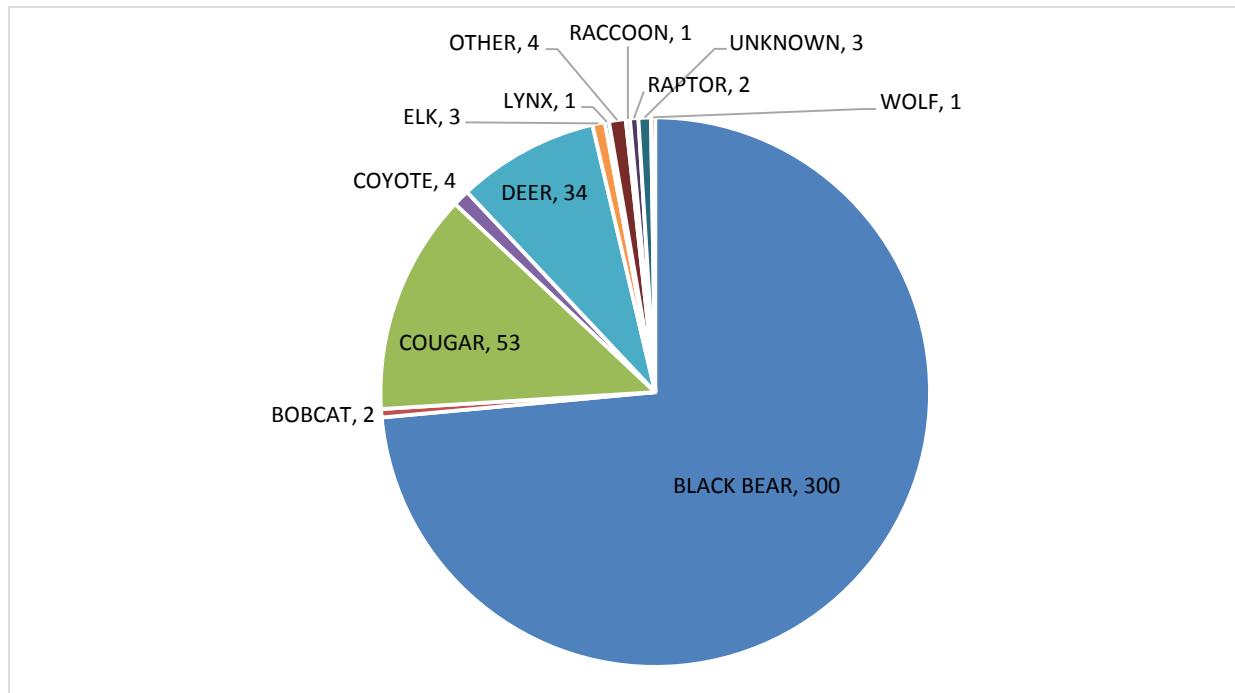


Figure 3. Wildlife reports for the SCRD January 1 to October 31, 2017

Workshops and Events

Electric Fencing Workshop

Local food production and food security is important to the Sunshine Coast community. On July 14 the WildSafeBC Provincial Coordinator, Frank Ritcey in collaboration with the WCC presented an electric fencing workshop to demonstrate the use of electric fencing in securing livestock and crops from wildlife. The event was attended by six private property owners, five of which are hobby farmers and one with a produce garden from Gibsons. The presentation focussed on the importance of adequate installation and maintenance requirements for effective electric fencing.



Figure 4. Electric fencing workshop

BC Goes Wild Weekend

The WildSafeBC program held its second annual BC Goes Wild Weekend (BCGWW) event on the third weekend in September. The BCGWW aims to bring attention to human-wildlife conflicts and celebrate the diversity of wildlife across the Province of BC. WildSafeBC Sunshine Coast hosted a “Bear Camping Stories” evening at Porpoise Bay Provincial Park for BCGWW. A total of twenty four people participated; including six children aged 4 – 12, campers at the Park, and the local Conservation Officers. The group shared stories about grizzly bear sightings or encounters in BC, and about times when they accidentally or unknowingly attracted bears to their houses or campsites. The conversation was open and honest, and was an excellent opportunity for the WCC to promote attractant management and bear safety messaging.



Figure 5. Roasting marshmallows and sharing bear stories



Figure 6. Participating in SCRDS Trash Bash event

Distribution of Signage, Brochures and Door-to-Door Visits

One of the most effective ways to get WildSafeBC messaging into the community is to meet directly with residents who are looking for information and ideas to address and avoid human-wildlife conflict. Approximately 23 hours were spent conducting 128 door-to-door visits in areas either experiencing, or 'at-risk' of experiencing human-wildlife conflict. Areas targeted were determined as a result of garbage tagging activities, phone calls and emails from residents regarding unmanaged fruit trees or unsecure garbage, or direct requests from the COS and bylaws. The WCC took a non-confrontational approach by speaking to a group of residents or a neighbourhood area instead of just an individual resident of concern.

Brochures and posters were also distributed to public locations including the Sunshine Coast Tourism, Isis Griffith Nature Centre, Sechelt Tourism Centre, the District of Sechelt, SCRD, the Welcome Wagon, the Gibsons Visitor Centre, as well as several local businesses.

Cautionary "Bear in Area" and "Cougar in Area" signs were placed in temporary locations in response to reports of sightings, particularly at popular trailheads, public parks, or near schools (Figure 7). Unfortunately a number of these signs were taken by members of the community.

WildSafeBC Sunshine Coast also provided a one-page digital brochure to Sunshine Coast Tourism for their website or e-news distribution to their members. The brochure listed tips for dealing with wildlife and attractants around the home or rental accommodation.



Figure 7. Wildlife caution signs

Media and Social Media

Due to the spread-out nature of the Sunshine Coast community, radio, print and social media play an important role in promoting awareness to the 33,000+ residents and visitors of the Sunshine Coast. Topics covered included bear, cougar, wolves, coyote and deer biology, wildlife safety, garbage tagging results, fruit picking reminders, event information, and general tips for managing wildlife attractants. The WildSafeBC Sunshine Coast Facebook page reached over 970 likes this season.

Display Booths

Educational displays at local events continued to be an effective part of the WildSafeBC Sunshine Coast program delivery. Children tend to be immediately drawn by the wildlife props (e.g. replica skulls, hides, tracks, and rubber scat) and WildSafeBC animal tattoos and bookmarks.) Adults often discuss their wildlife encounters and access information and solutions for their own attractant challenges.

Public display booths were set up at the following events and locations on the Sunshine Coast during 2017. This year's goal was to reach different events and audiences compared to previous years. Many thanks to the event organizers for inviting WSBC to participate!

- Sunshine Coast Botanical Garden Plant Sale, May 7
- Canada Day, Hackett Park, Sechelt, July 1
- Catch a Trout Day, Chapman Hatchery, July 8
- RCMP BBQ, Sechelt, August 17
- Halfmoon Bay Apple Festival, October 22 – brochure distribution only
- Rod and Gun Club, Family Day, August 26
- SCRD Trash Bash, September 17
- Oktoberfest, Sechelt, September 30
- Mushroom Festival, October 14



Figure 8. Display booth at Mushroom Festival

Presentations and Junior Rangers Program

WildSafeBC presentations provide insight into the reasons why human-wildlife conflicts occur and what people can do to reduce the likelihood of conflict. Presentations usually provide a basic overview of the biology, behaviour, attractants, and safety tips for wildlife species in our communities, followed by the preventative measures to reduce human-wildlife conflict. The species discussed were black bears, grizzly bears (new this year due to the two new confirmed cases on the Sunshine Coast), cougar, deer, elk, coyote, wolves, and raccoons. Most presentations finished off with a demonstration of the proper use of bear spray. In 2017 the WCC delivered customized presentations to:

- Six presentations at the Chapman Creek Hatchery's nature day camps during July and August (reaching 87 kids and seven adults)
- Halfmoon Bay StrongStart Parent and Tot drop-in (reaching 12 adults)

During the 2017 season the WCC expanded the delivery of the WildSafeBC Junior Ranger program through the support of Telus who provided funding for the purchase of 400 Junior Ranger kits that include educational tools such as a colouring book and bookmarks. The WCC delivered the Junior Ranger program to 43 students at the following elementary schools in School District No. 46:

- West Sechelt Elementary School, Grade 1
- Halfmoon Bay Elementary School, Grade 4



Figure 9. Junior Rangers in training

Garbage Tagging

Between May and November, the WCC spent approximately 20 hours and checked approximately 2,708 homes for garbage bins put out the night before scheduled pick up. Yellow 'Warning' stickers were placed on a total of 16 bins, as a reminder for residents that when garbage containers are placed out the night before, they are an attractant to wildlife within the neighbourhood and increasing the risk of human-wildlife conflict (Figure 10). Follow up visits were conducted by the Town of Gibsons Bylaw Enforcement Officer and by the WCC, and found very few repeat offenders.

The WCC noticed the number of unsecured plastic garbage bags placed out at the curbside seemed to be higher during the summer months, but overall the number seemed to be decreasing, perhaps due to efforts to educate in previous years and local government efforts to educate residents on this topic.



Figure 10. Tagging garbage container put out too early

Challenges from the 2017 Season:

This season, much of the WCC efforts were spent in the District of Sechelt including West Sechelt, Davis Bay and Selma Park, Roberts Creek and Halfmoon Bay. The main attractant issues were unsecured garbage, birdfeeders, unpicked fruit, improperly protected backyard chickens, and outdoor fridges and freezers.

Unsecured garbage

Despite the WildSafeBC Sunshine Coast program efforts to educate residents, garbage still remains the number one wildlife attractant. It is important that residents and businesses understand the issue and are advised or encouraged to take the steps necessary to reduce the potential for human-wildlife conflict.

The Town of Gibsons has an enforceable bylaw for refuse collection, specifying allowable times for placing garbage at curbside, and requiring “wildlife-resistant” containers with fitted lids. The District of Sechelt Bylaw Enforcement Officers were noted to be assisting with and acting on garbage complaints. The WildSafeBC Sunshine Coast program is prepared to assist local governments with bylaw changes if requested.

Culture of feeding wildlife

From spring to fall, a major attractant for bears and other wildlife within residential areas is unpicked fruit. Although the Sunshine Coast Fruit Tree Project was able to play an active role in assisting those who couldn’t pick their own fruit, there still remains a “culture” of feeding wildlife by leaving some fruit for the animals too. Another major attractant is bird feeders. The WCC assisted the COS in “cracking down” on residents who insist on leaving out bird feeders in the spring and summer months.

The main topic of discussion at public events continues to be around individual behaviours, whereby the apparently harmless actions people take on their own properties, such as storing food in outdoor freezers or fridges, feeding birds during bear season, or leaving fruit unpicked, can have a cumulative and negative affect on wildlife. The WCC wrote a news release about the topic of individuals behaviours, which was printed in across three articles in both local newspapers in the months of October and November. Continued efforts will be needed to assist in changes of attitudes and behaviours of residents.

Goals for 2018:

WildSafeBC Sunshine Coast hopes to continue to collaborate with community partners to make concrete solutions available for local wildlife attractant issues and decrease human-wildlife conflicts. The goals for the 2018 season include:

- Secure and continue delivery of the WildSafeBC program on the Sunshine Coast.
- Encourage local governments to improve bylaws and policies that would reduce human-wildlife conflict. This could include consideration of wildlife habitat and human-wildlife conflict in Official Community Plans and policies, as well as enforceable garbage collection bylaws, requiring use of wildlife-resistant garbage containers and specific times for placing containers at the curbside.
- Continue delivering the Junior Ranger Program throughout the Sunshine Coast with the aim of creating generational change as well as providing a conduit for WildSafeBC messaging to the parents of participating youth.
- Design positive initiatives which encourage behavioural change in the community, and partner with various organizations to deliver programs.

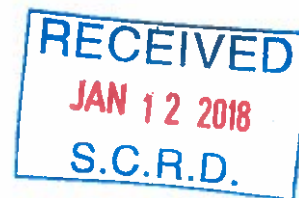
Acknowledgements:

The WildSafeBC Sunshine Coast program gratefully acknowledges its 2017 funders:

- Ministry of Environment
- Sunshine Coast Regional District

Our community partners also provide invaluable support and guidance. Thank you to: the Sunshine Coast Regional District Infrastructure Department, SCRD Board and staff; the local Conservation Officer Service, the Coast Reporter; 91.7 CKAY and Mountain FM; local Bylaw Officer departments in the Town of Gibsons, SCRD and District of Sechelt; Sunshine Coast Tourism and the local Visitor Info Centres; Sunshine Coast Fruit Tree Project; and our enthusiastic volunteers: namely Martin, Bailey, Baeleay, Vesna, Katie and Darren.

Thanks also to the BCCF staff and all the other WildSafeBC Coordinators for their support.



December 22, 2017

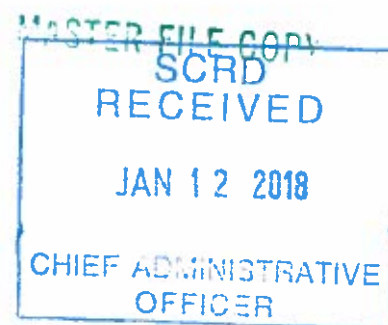
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Sunshine Coast Regional District
1975 Field Road, Sechelt, BC V0N 3A1

Attention: Janet Loveys,
Chief Administrative Officer

Dear Ms. Loveys:

RE: Water Supply



Please be advised that the District of Sechelt Council, at its Regular Meeting held on December 6, 2017, resolved the following:

"Recognizing the critical importance of a sufficient water supply to meet the needs of the Sunshine Coast community, especially in times of drought; and

Acknowledging that in recent years SCRD water supply has faced numerous challenges to meet community needs, including: severe drought, and widespread water usage restrictions;

Council affirms that securing an adequate water supply on behalf of our community is the top priority of District of Sechelt Directors at the SCRD Board; and

Council directs staff to write a letter to SCRD CAO Janette Loveys advising of this resolution and requesting all reasonable and expeditious measures be taken to secure an expanded water supply on behalf of the District of Sechelt taxpayers and citizens."

Should you require any further information, please do not hesitate to contact the undersigned.

Yours truly,

A handwritten signature in black ink, appearing to read "Jo-Anne Frank".

Jo-Anne Frank
Corporate Officer
JF/