



Notice of Meeting and Meeting Agenda Integrated Resource Management Select Committee

Wednesday, July 27, 2016

11:30 AM

625 Fisgard St., 6th Floor Boardroom

DIRECTORS: V. Derman (Chair), K. Williams (Vice Chair), R. Atwell, S. Brice, A. Finall,
L. Helps, M. Hicks, D. Howe, C. Plant, J. Ranns, R. Windsor, B. Desjardins (Board
Chair, ex-officio)

NON-VOTING MEMBER: M. Williams (Chair, Saanich Peninsula Wastewater Commission)

1. Approval of Agenda

2. Adoption of Minutes

- 2.1. [16-307](#) Minutes of the July 13, 2016, meeting of the Integrated Resource
Management Select Committee

Recommendation: That the minutes of the July 13, 2016, meeting of the Integrated Resource
Management Select Committee be adopted as circulated.

Attachments: [Minutes July 13, 2016, Integrated Resource Management Select Committee](#)

3. Chair's Remarks

4. Presentations/Delegations

5. Committee Business

- 5.1. [16-815](#) Future Directions for the Integrated Resource Management Select
Committee - Report from Chair Derman and Vice-Chair Williams

Attachments: [Future Directions for IRM Select Committee from Chair and Vice-Chair](#)

6. New Business

7. Adjournment

FOR REFERENCE ONLY

- [16-841](#) Reference Material: Follow Up on Integrated Resource Management
Task Force Referral to Staff (April 13, 2016)

Recommendation: (This item for reference only. Note that the staff report recommendation was approved
by the Capital Regional District Board at the special meeting of April 20, 2016.)

Attachments: [Staff Report: Follow-Up IRM Task Force Referral to Staff](#)
[Appendix A: Report to Board from IRM Task Force](#)
[Appendix B: Draft TOR IRM Select Committee](#)
[Appendix C: Workplan Overlay](#)
[Appendix D: Organizational Chart \(Planning Process\)](#)

Next Meeting: August 10, 2016

To ensure quorum, please advise Nancy More, 250-360-3024, if you or your alternate CANNOT attend.

Meeting Minutes
Integrated Resource Management
Select Committee

Wednesday, July 13, 2016

10:00 AM

625 Fisgard St., 6th Floor Boardroom

PRESENT

DIRECTORS: V. Derman (Chair), K. Williams (Vice Chair), R. Atwell, S. Brice, A. Finall (10:08),
L. Helps, M. Hicks, D. Howe, C. Plant, J. Ranns, B. Desjardins (Board Chair, ex-officio)

NON-VOTING MEMBER: M. Williams (Chair, Saanich Peninsula Wastewater Commission)

STAFF: R. Lapham, Chief Administrative Officer; L. Hutcheson, General Manager, Parks and
Environmental Services; T. Robbins, General Manager, Integrated Water Services; J. Frederick,
Manager, Project Engineering, Environmental Engineering; T. Watkins, Manager, Solid Waste
Operations, Environmental Resource Management; B. Reems, Corporate Officer; N. More, Committee
Clerk (Recorder)

ABSENT: R. Windsor

The meeting was called to order at 10:01 a.m.

1. Approval of Agenda

**MOVED by Director Brice, SECONDED by Plant,
That the agenda be approved as circulated.
CARRIED**

2. Adoption of Minutes

2.1. [16-816](#) Approval of the Integrated Resource Management Select Committee
Minutes of June 24, 2016

**MOVED by Director Williams, SECONDED by Plant,
That the minutes of the June 24, 2016, meeting of the Integrated Resource
Management Select Committee be adopted as circulated.
CARRIED**

3. Chair's Remarks

Remarks by Chair Derman included the following points:

- summary of CRD history in studying potential to integrate liquid and solid waste streams
- technological, financial and environmental feasibility
- work and scope of the Core Area Liquid Waste Management Committee and the Core Area Wastewater Treatment Project Board
- purpose of Integrated Resource Management Select Committee to focus on managing expressions of interest to deal with solid waste in the region, and on how to accomplish the pilot project requested by the Saanich Peninsula Wastewater Commission
- in the matter of feedstock, control of solid waste resides mainly with private

- sector and municipalities
- private initiatives for dealing with solid waste may exist and could have implications for Hartland Landfill operations
- private initiative may outstrip the use of a civic pilot project
- expertise may lie primarily with vendors, and only secondarily with consultants

Director Finall entered the meeting at 10:08 a.m.

4. Presentations/Delegations

There were none.

5. Committee Business

5.1. [16-802](#) Integrated Resource Management Pilot Project

L. Hutcheson provided highlights of the report.

On the motion, the Committee discussed whether a white paper would provide information further to that already received, what type of consultants would be engaged to produce the white paper, the value of hearing from private sector experience first-hand, and the value of information that could be gained from a pilot study that would take local conditions into account. The Committee discussed the need to establish goals and objectives in order to evaluate success, cost sharing, and governance.

**MOVED by Director Helps, SECONDED by Director Hicks,
That the Integrated Resource Management Select Committee recommend to the
Capital Regional District Board:**

**That Capital Regional District staff coordinate the development of a white paper
that would result in a business case analysis and feasibility review of the
gasification of mixed feedstock materials using various technologies.**

DEFEATED

OPPOSED Atwell, Derman, Desjardins, Finall, Hicks, Plant, Ranns, Williams

On the motion, the Committee discussed accepted practices in public procurement, and the value of going to a pilot project in place of the white paper option, without delay.

**MOVED by Director Ranns, SECONDED by Director Hicks,
That the Chair of the Committee contact the two proponents mentioned in the
report, establish a discussion format, and invite them to the next committee
meeting.**

DEFEATED

**OPPOSED Brice, Derman, Desjardins, Finall, Helps, Hicks, Howe, Plant,
Williams**

Staff requested time to refine the draft Request for Expressions of Interest (RFEOI).

On the motion to issue an RFEOI, the Committee discussed the need for improvements to the wording of the RFEOI and the value of hearing from proponents at an appropriate stage of the procurement process.

MOVED by Director Finall, **SECONDED** by Director Atwell,
That it be recommended to the Capital Regional District Board:
1. That the Capital Regional District (CRD) issue a Request for Expressions of Interest to determine interest and cost for an out-of-region pilot project using existing gasification infrastructure to process a mix of feedstock materials, provided by the CRD or the proponent, meeting CRD waste composition requirements; and
2. That once the RFEOI has been issued, the resulting recommended proponent be brought to the Board for interview and information.

MOVED by Director Finall, **SECONDED** by Director Hicks,
That the matter be referred to staff for revision of the Request for Expressions of Interest (RFEOI) and the revised version be presented at the next meeting.
CARRIED

5.2. [16-815](#)

Future Directions for the Integrated Resource Management Select Committee - Report from Chair Derman and Vice-Chair Williams

Chair Derman provided highlights of the report and noted that only a short time remained for discussion at that day's meeting.

On the motion to postpone, the Committee raised the point of whether elements of the report were outside the scope of the Committee's terms of reference.

The Committee requested staff to report at the next meeting the budget amount allotted for the Committee's purpose.

MOVED by Director Atwell, **SECONDED** by Director Helps,
That this item be postponed to the next meeting.
CARRIED

6. New Business

There was none.

7. Adjournment

MOVED by Board Chair Desjardins, **SECONDED** by Director Helps,
That the meeting be adjourned at 11:50 a.m.
CARRIED

CHAIR

RECORDER

Future Directions for the IRM Select Committee

1. Terms of Reference - Purpose

To provide advice and make recommendations to the CRD Board (not later than September 14, 2016) regarding the following:

- Timing, funding and Terms of Reference for a potential pilot waste to resource program for biosolids, kitchen scraps and/or municipal solid waste.
- Options for Board endorsement on future governance and implementation of liquids treatment and solids treatment.

2. Proposed Goals for the Committee

- On behalf of the Board, to determine if an integrated approach to waste streams can provide substantial fiscal and/or environmental benefits to the CRD and its citizens. In particular, to minimize GHG emissions from waste streams through efficient system design and through the replacement of fossil carbon fuels.
- To provide value for money.
- To accomplish the above by minimizing capital and lifecycle costs while maximizing the generation of “resources” from the waste stream.
- To use these resources to generate offsetting revenues and/or to replace fossil carbon fuels.

3. Options for Accomplishment of Purposes and Goals

a. Choosing a pilot process project with infrastructure to be built in the CRD

Advantages:

- Outlines “proof of concept” in terms of handling a mix of wastes with a view to environmental benefits such as reduction of GHG gasses.
- Demonstrates and supplies information on costs and the ability to have sustained service over a period of months or years.
- Produces revenue by generating energy.
- Reduces waste delivered to Hartland Landfill.

Disadvantages:

- a demonstration level pilot would likely involve a time frame of one year or more to complete installation and processing. Unless a private sector applicant is willing to take the risk, this may involve considerable financial outlay on the part of the Board.
- The CRD has limited control of regional waste streams. The private sector could bring forward their own solutions for the region. This could “orphan” the CRD pilot and leave it with no future path.

b. Choosing a pilot project by testing wastes at facilities external to the CRD

Advantages:

- Taking this approach to a “pilot” could determine the ability of each external installation to handle waste mixes, the type and amount of resources generated and give at least a “ball park” estimate of operating costs.
- This information could be provided much more quickly and at substantially reduced cost. If CRD wastes were used, they would need to be trucked to the installation. A replicated mix of CRD wastes would avoid this requirement.

Disadvantages:

- Information on the ability of each technology to operate reliably over time would not be generated. However, such information might be available from existing commercial installations and/or the operator’s own past testing programs.

4. Procuring a Pilot once a decision is reached on whether project is to be built in the CRD or perform testing external to CRD:

Given the current situation with regional waste stream projects and the CRD’s limited control of wastes, testing wastes at existing external installations is likely the preferred option. If this direction is chosen, a high level request for expressions of interest (ROI) should be initiated as soon as possible in order to seek applicants to carry out the required testing program.

The “request” should be as non-prescriptive as possible. It should identify desired outcomes, should provide the options of trucked waste or replicated waste composition and should ask for a description of: the technology and siting to be used, the time frame required to complete testing, the methods to be used to provide independently verified data and the costs involved to complete the testing program.

It’s quite possible that the IRM Committee would wish to see testing take place at multiple locations since doing so would allow for the comparison of results from different technologies and companies.

5. Follow up to the Testing Process

If the testing process indicates the likelihood of substantial fiscal and/or environmental benefits, the committee and Board may wish to pursue these opportunities. The committee should, therefore, begin active consideration of how to best establish the scope for a regional IRM solution. The best approach may be the model agreed to by the Board prior recent provincial intervention into the sewage treatment project. This approach would see either a new ROI or an extension of the initial request. In both cases, a high level, outcome or performance driven request would be appropriate.

Potential applicants would be given requisite information on the regions waste streams along with a description of the outcomes the region wishes to accomplish. They would then be asked to provide a broad overview of their proposal for a regional IRM solution. The best 2 – 4 solutions could be identified and would become part of a process of “competitive negotiation” designed to refine project scope.

Once the scope is finalized, the usual RFP process could be followed. It would be best to include a description of this follow up process in the original “testing” request. Doing so would make the entire process more certain and more attractive to potential applicants.

6. KEY: Establishing an Evaluation Team

It is likely that an Evaluation Team will be needed in the near future for the following reasons:

- The IRM Select Committee will need the capability to evaluate responses to any Requests for Expression of Interest issued. In addition, if a regional IRM solution is pursued the select committee will need the capability to evaluate submissions received through that process.
- The Sewage Project Board, established through provincial intervention, has been provided with the goals developed by the Core Area Liquid Waste Committee and its Eastside and Westside sub-committees including the desire to consider an IRM solution. It is possible the sewage project board may come up with a solution involving integration of solid waste streams not directly connected to liquid waste.

The project board does not, however, have any authority over regional solid wastes. Evaluation of an IRM solution from the project board would be the responsibility of the IRM Committee with its mandate to advise the CRD Board on any such solutions or directions. The Evaluation Team would be essential for consideration of any such proposal.

- Finally, at some point the sewage project board will ask the CRD Board to approve or reject a business case for a proposed sewage treatment project. In the process of doing its due diligence, the CRD Board would likely expect to have independent, expert

evaluation of the business case before making a decision. The Evaluation Team assembled for the IRM Committee, with the possible addition of expertise on innovative processing of liquid wastes, would be well positioned to provide the independent expertise that the CRD Board will require.

The IRM Committee will need to recruit the required expertise in the following areas:

- technologies for thermal processing of wastes
- claims concerning greenhouse gas reduction
- business cases

If the Evaluation Team was ultimately used to evaluate the business case put forward by the sewage project board, then it may be desirable to add expertise in innovative liquid treatment.

7. Selection of the Evaluation Team Leader

The evaluation team leader could be recommended to the CRD Board by the IRM Committee who will be working closely with the selected individual. The team leader, in turn, could work with the IRM Committee to recommend other members of the evaluation team. One possibility is that the Evaluation Team would report directly to the IRM Committee and through them to the CRD Board. Staff would, of course, have opportunity to comment on all evaluation team reports and/or initiatives.

*It is likely desirable that staff not be placed in the position of overseeing selection or operation of the Evaluation Team. Senior CRD staff are directly involved in, and embedded in, the sewage project board. This would create at least the perception of a conflict of interest.

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, APRIL 13, 2016**

SUBJECT **Follow Up on Integrated Resource Management Task Force Referral to Staff**

ISSUE

The Capital Regional District (CRD) Board referred the recommendations of the Integrated Resource Management Task Force to staff for a report on implementation, including funding and governance.

BACKGROUND

The Integrated Resource Management Task Force reported to the Board on March 9, 2016 (see Appendix A). The Board referred the recommendations to staff for a report back at the next meeting.

Since that time, the CRD Board submitted a conditional amendment for the Core Area Liquid Waste Management Plan to the Minister of Environment. Under this amendment, the CRD has established a two-plant distributed base case for wastewater treatment with solids processing at Hartland Landfill, along with a Project Concept Call to be completed by September 2016. The Project Concept Call will invite submissions for project concepts for wastewater treatment and biosolids processing, possibly in combination with solid waste streams, to achieve the goals of the Project Charter. The submissions would include sufficient detail to allow for meaningful evaluation of the project concepts against each other and against the base case, including details regarding sites, technology, a feasibility assessment, demonstration of compatibility with current infrastructure, compliance with provincial and federal requirements and demonstration of significant fiscal advantages and/or environmental advantages over the base case, including financial backing.

ALTERNATIVES

Alternative 1

1. That the Terms of Reference for the Integrated Resource Management Select Committee as outlined in Appendix B be approved; and
2. That staff be directed to retain the Evaluation Team consultants, to be funded as outlined, and report on progress to the Integrated Resource Management Select Committee meeting to be held in late April.

Alternative 2

1. That the Core Area Liquid Waste Management Committee be maintained as the oversight committee for the Project Concept Call; and
2. That staff be directed to retain the Evaluation Team consultants, to be funded as outlined, and report on progress to the next Core Area Liquid Waste Management Committee meeting.

GOVERNANCE IMPLICATIONS

Moving forward with integrated resource management planning and decision-making challenges the existing established services and governance structure. The Environmental Services Committee is responsible for the solid waste service, a regional service for all municipalities and electoral areas in the CRD. The Saanich Peninsula Wastewater Commission has delegated authority from the Board to manage the Saanich Peninsula Liquid Waste Management Plan, in addition to capital and operating for the wastewater service for the three participating municipalities on the Peninsula. The Core Area Liquid Waste Management Committee is responsible for the Core Area LWMP, which has been submitted to the Province with an integrated waste management approach. The Wastewater Program Commission is responsible for implementation of the Core Area wastewater program under the terms of the funding agreement with the Province, with delegated authority from the Board.

For the upcoming six-month period, it is proposed that a new Select Committee be struck to oversee the Project Concept Call, made up of members of the Finance Committee and one additional Board representative from the Peninsula. The Finance Committee membership represents the Chairs of all standing committees, in addition to a Board representative from the Peninsula, Core Area and Western Communities. In addition to the above-noted members, it is proposed that the Chair of the Wastewater Program Commission and the Chair of the Saanich Peninsula Wastewater Commission sit as non-voting members. Draft Terms of Reference for the Integrated Resource Management Select Committee are attached as Appendix B.

A new Project Manager will be retained to manage the Project Concept Call, reporting to the Chief Administrative Officer. The Project Manager will oversee the detailed Planning Phase of the Core Area project (see revised Workplan Overlay, attached as Appendix C) and transition the project to the Wastewater Commission, at which time a Project Director will be retained.

The Project Manager will be supported by a team of consultants with such expertise as integrated resource management innovation, greenhouse gas mitigation, procurement and procurement law, and business case evaluation. A provincial representative will sit on the evaluation team to ensure the Province's funding and regulatory interests are met. A fairness advisor will also be engaged to ensure the rigour, confidentiality and due diligence of the procurement process. An organizational chart is attached as Appendix D.

The Saanich Peninsula Wastewater Commission, at its meeting on March 17, passed the following motions:

That the Saanich Peninsula Wastewater Commission appoint Mayor Ryan Windsor as a 'voting' member from the Peninsula Wastewater Commission to the select committee.

That the Saanich Peninsula Wastewater Commission appoint Mike Williams as a 'non-voting liaison' from the Saanich Peninsula Wastewater Commission to the select committee.

That the Saanich Peninsula Wastewater Commission supports the idea of Integrated Resource Management.

That the Saanich Peninsula Wastewater Commission advise the Select Committee they are open to the idea of an Integrated Resource Management (IRM) pilot on the Saanich Peninsula Wastewater Treatment Plant site, but would also like consideration given to an IRM pilot at Hartland Landfill, and other alternative sites on the Peninsula, based on information from staff.

ECONOMIC IMPLICATIONS

Funding for the Project Concept call, including expenses for the Project Manager and team of evaluation consultants, is anticipated to total \$250,000 and will be drawn from the Core Area Liquid Waste Management Plan operating budget and the solid waste operating budget on a 50/50 basis. It is proposed that \$15,000 be funded from the Saanich Peninsula Wastewater service, drawn from the \$100,000 allocated for an IRM pilot. In September 2016, a new budget and funding model will be established once it is apparent how the project components will move to advanced planning and/or RFP.

INTERGOVERNMENTAL IMPLICATIONS

In a letter from Minister Fassbender to Minister Sohi, the Province has committed to provide active facilitation support to enable the region to determine an immediate and positive path forward for the Project. This facilitation includes support of Partnerships BC (PBC), focused on a contribution to the development of the Project Concept Call. Staff have held an introductory orientation discussion with PBC staff and understand they are scheduled to complete their work by May 2016. In addition, the Province will assign a specialized facilitator whose task will be to work with the region to find consensus and the way forward respecting implementation. It is anticipated that this work would complete due diligence on behalf of the Province to enable the Project Concept Call to proceed as a pre-procurement phase. As this is part of the procurement process, provincial and federal funders would have to be satisfied that their interests are protected. Advancing this work will also require the development and approval of evaluation criteria prior to the release of the Call.

Minister Fassbender and a representative from PBC, Amanda Farrell, President and CEO, plan to attend the April 13 Core Area Liquid Waste Management Committee meeting.

CONCLUSION

In order to advance the Project Concept Call with an integrated resource management approach, a new Select Committee is proposed to provide oversight and recommendations to the Board. Draft Terms of Reference for the Select Committee are attached for the Board's consideration. The Province of BC has also offered to facilitate the process, both through procurement expertise offered by PBC and specialized facilitation for decision making.

RECOMMENDATION

1. That the Terms of Reference for the Integrated Resource Management Select Committee as outlined in Appendix B be approved; and
2. That staff be directed to retain the Evaluation Team consultants, to be funded as outlined, and report on progress to the Integrated Resource Management Select Committee meeting to be held in late April.

Submitted by:	Larisa Hutcheson, P.Eng., General Manager, Parks & Environmental Services
Concurrence:	Kevin Lorette, P.Eng., MBA, Acting Chief Administrative Officer

LH:cl

- Attachments: Appendix A – Integrated Resource Management Task Force Report to CRD Board on March 9, 2016
Appendix B – Draft Terms of Reference, Integrated Resource Management Select Committee
Appendix C – Work Plan Overlay
Appendix D – Organizational Chart

Integrated Resource Management Options for the Capital Regional District

Report from the Integrated Resource Management Task Force – March 9, 2016

Executive Summary

After considerable investigation, the Integrated Resource Management (IRM) task force concludes that IRM approaches to managing regional waste streams are feasible today and could provide substantial financial and environmental benefits to the region as a whole. The task force further concludes that appropriate structures to avoid potential jurisdictional conflicts while fully investigating and evaluating IRM approaches need to be established. Finally, the task force supports establishment of a pilot project for biosolids, kitchen scraps and municipal solid wastes (MSW) as soon as possible.

The CRD Integrated Resource Management (IRM) Task Force was created to examine the question of whether an IRM approach to managing waste streams might provide substantial financial and environmental benefits to the region and its residents. In its terms of reference, the task force has been asked to define the scope and parameters of Integrated Resource Management objectives, to recommend options to the CRD Board and to recommend a process for broadly seeking submissions from the private sector and potentially implementing a recommended solution.

Initially, the task force has been concerned with proof of concept and has examined the question of whether IRM approaches are feasible today or remain a desired outcome for the future. To answer this question, the task force entertained presentations from four potential providers. Each provider was given a list of questions to be answered and the opportunity to provide additional information. Presentations lasted 50 – 70 minutes followed by 20 – 25 minutes for questions. The task force also received presentations from Dr. Jon O’Riordan, an IRM consultant and former British Columbia Deputy Minister of the Environment, and from Rudy Kilian of Carolo Engineers, a consulting firm used by the Core Area Liquid Waste committee (See Appendix 1 for a detailed description of these presentations.)

Based on the investigation carried out, the IRM task force concludes it is very likely IRM approaches to waste stream management exist and are feasible today. The task force also concludes that IRM approaches could provide financial and environmental benefits so substantial that a compelling case for IRM likely exists. On the financial side, capital costs for a completed IRM project have been projected to be in the \$250 - \$400 million range. In addition, lifecycle costs are generally proposed to be revenue positive with at least one provider suggesting revenues would be sufficient to cover all capital costs. Without question, these cost estimates need further substantiation. Nevertheless, they are much lower than could be accomplished with current waste practices and waste projects being planned at the CRD. Similarly, estimates for GHG reduction are much greater than what could be expected from current practices and projects being planned. GHG reduction will become increasingly critical and is likely a very important consideration for federal and provincial funding partners. To summarize, the task force is of the opinion that IRM approaches could offer very considerable benefits to the region as a whole.

The task force also concludes that current and future regional waste management decisions should take place in an environment that **fully investigates and evaluates IRM approaches**. To do this, appropriate structures must be established. Currently at the CRD, a variety of initiatives for processing waste streams have been proposed. The Core Area Liquid Waste Committee, for example, is planning to treat liquid wastes and is considering using a Request for Expression of Interests (RFEI) to solicit innovative liquid treatment designs and compare them against a base case. Furthermore, the core area committee has agreed, in principle at least, to another RFEI intended to establish whether current biosolids processing estimates can be improved. In respect to this biosolids RFEI, the core committee's Technical Oversight Panel (TOP) has recommended gasification or similar technology as the best choice for processing and has recommended mixing biosolids with solid waste streams such as kitchen scraps and municipal solid wastes (MSW). The IRM task force has confirmed the desirability of mixing biosolids and other solid wastes through an interview with Mr. Rudy Kilian of Carollo Engineering. An "IRM initiative" involving mixed waste streams is very likely desirable but could run into problems of jurisdiction. Solid waste is a regional function and is the responsibility of the full board. In turn, the Environment Committee has been given responsibility for oversight of solid wastes and making recommendations to the board. It is unclear, therefore, who should be managing any RFEI involving biosolids **and** solid waste streams. Further complicating this situation is the Peninsula Wastewater Commission's interest in establishing a pilot to process peninsula biosolids, currently being landfilled at Hartland, with MSW.

The task force, through its chair, has worked with staff to create a structure that would fully investigate and evaluate IRM approaches while respecting initiatives put forward by CRD committees and commissions (Please see Appendix 2 for a schematic representation of the proposed structure). Within the proposed structure oversight for the CRD Board would be provided by a select committee comprised of the Board Chair and chairs of the Core Area Liquid Waste Committee, the Environment Committee and the Finance Committee. An expert Evaluation Team tasked with managing RFEI processes and evaluating responses would be central to the proposed structure. This Evaluation Committee would forward reports and conclusions to staff, who would make recommendations to the select committee. The select committee in turn would consider staff reports and make recommendations to the board.

The IRM task force also supports establishing a pilot program, as soon as possible, to use gasification, or other appropriate technology, for processing biosolids, kitchen scraps and MSW. The pilot could provide further proof of concept for an IRM approach and valuable baseline data for any future IRM solution to managing waste streams. As with other initiatives, an RFEI for the pilot would be managed by the Evaluation Team with the reporting stream going through staff to the select committee and ultimately the board. Appendix 3 contains task force suggestions re questions for respondents to such an RFEI. Finally, the task force recommends that during the process for establishing a pilot a non-voting liaison from the Peninsula Wastewater Commission should be added to the select committee.

Recommendations:

1. That, subject to future approval of costs involved, the Board authorize the establishment of an appropriate structure to attract, evaluate and potentially help procure IRM approaches to managing CRD waste streams including:

- a. A select committee comprised of the Board Chair, the Chair of the Environment Committee, the Chair of the Core Area Liquid Waste Committee, the Chair of the Finance Committee and, during the process of establishing a pilot, a non-voting liaison from the Peninsula Wastewater Commission.
 - b. That the committee would provide political oversight on behalf of the CRD board. Specifically this would include recommending appointments to the Evaluation Team, providing oversight, along with staff, to the creation of RFEI documents and directing recommendations to the board.
 - c. An Evaluation Team comprised of a Project Lead and members with expertise in: procurement of Innovation, liquid waste (innovative design and implementation), solid waste to resource technologies, financial analysis of complex business cases, analysis of greenhouse gas (GHG) reduction claims and legal advice.
 - d. That the Evaluation Team would be mandated to provide advice on creation and implementation of high level requests for expressions of interest (RFEI). On the solid waste side the team would also evaluate RFEI submissions, provide a recommended short list and, through a process of competitive dialogue, work with those on the short list to shape a final proposed project. On the liquid side, the team would also evaluate RFEI submissions, provide a recommended short list and evaluate submissions on the short list against a base case provided by the Core Area Liquid Waste committee. The team would also manage an RFEI for a solid waste to resource pilot project, would recommend a short list of respondents to be evaluated in greater detail and would recommend a provider for the pilot program. All Evaluation Team reports would be directed to staff who would make recommendations to the select committee and through that committee to the board.
2. That the board authorize the creation of RFEI documents for: a) a pilot waste to resource program for biosolids, kitchen scraps and municipal solid waste (MSW), b) a full region wide waste to resource program for biosolids, kitchen scraps and MSW and c) submission of conceptual designs for liquid waste treatment designed to be evaluated against a base case established by the Core Area Liquid Waste Management committee.

Submitted by:

Director Vic Derman, Chair, IRM Task Force

Terms of Reference

CRD

INTEGRATED RESOURCE MANAGEMENT SELECT COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Integrated Resource Management Select Committee is a select committee established by the CRD Board and will oversee and make recommendations to the Board regarding integrated resource management planning.

The Committee's official name is to be:

Integrated Resource Management Select Committee

1.0 PURPOSE

The mandate of the Committee includes providing advice and making recommendations to the Board regarding the following:

- The Project Concept Call as outlined in the Core Area Liquid Waste Management Plan, Amendment No. 10, including,
 - Terms of Reference for the Evaluation Team, as shown in the organization chart attached as Appendix A
 - Approval of procurement documents including scope and parameters
 - Recommendations on timing, funding and Terms of Reference for a potential pilot waste to resource program for biosolids, kitchen scraps and/or municipal solid waste
 - Recommend options for Board endorsement on future governance and implementation for liquids treatment and solids treatment
 - Members to provide timely updates to their respective Standing Committee or Commission on progress

2.0 ESTABLISHMENT AND AUTHORITY

- The Chair and Vice Chair will be elected from among its membership;
- The committee will report its findings to the Board for consideration; and
- The committee will continue until it has made recommendations to the Board on implementation of outcomes from the Project Concept Call, not later than the September 14, 2016 Board meeting.

3.0 COMPOSITION

- The membership is comprised of the Finance Committee membership plus one additional Board member representing the Saanich Peninsula;
- The CRD Board Chair is an ex-officio member of the Committee; and,
- The Chair of the Core Area Wastewater Treatment Program Commission and the Saanich Peninsula Wastewater Commission will sit as non-voting members of the Committee.

4.0 PROCEDURES

- The CRD Board Procedures Bylaw will apply;
- The committee shall meet as required at the call of the Chair at least once monthly;
- The agenda will be finalized in consultation between CRD staff and the Committee Chair and any committee member may make a request to the Chair to place a matter on the agenda;
- With the approval of the IRM Select Committee Chair and the Board Chair, committee matters of an urgent or time sensitive nature may be forwarded directly to the Board for consideration; and
- A quorum is a majority of the committee membership and is required to conduct committee business.

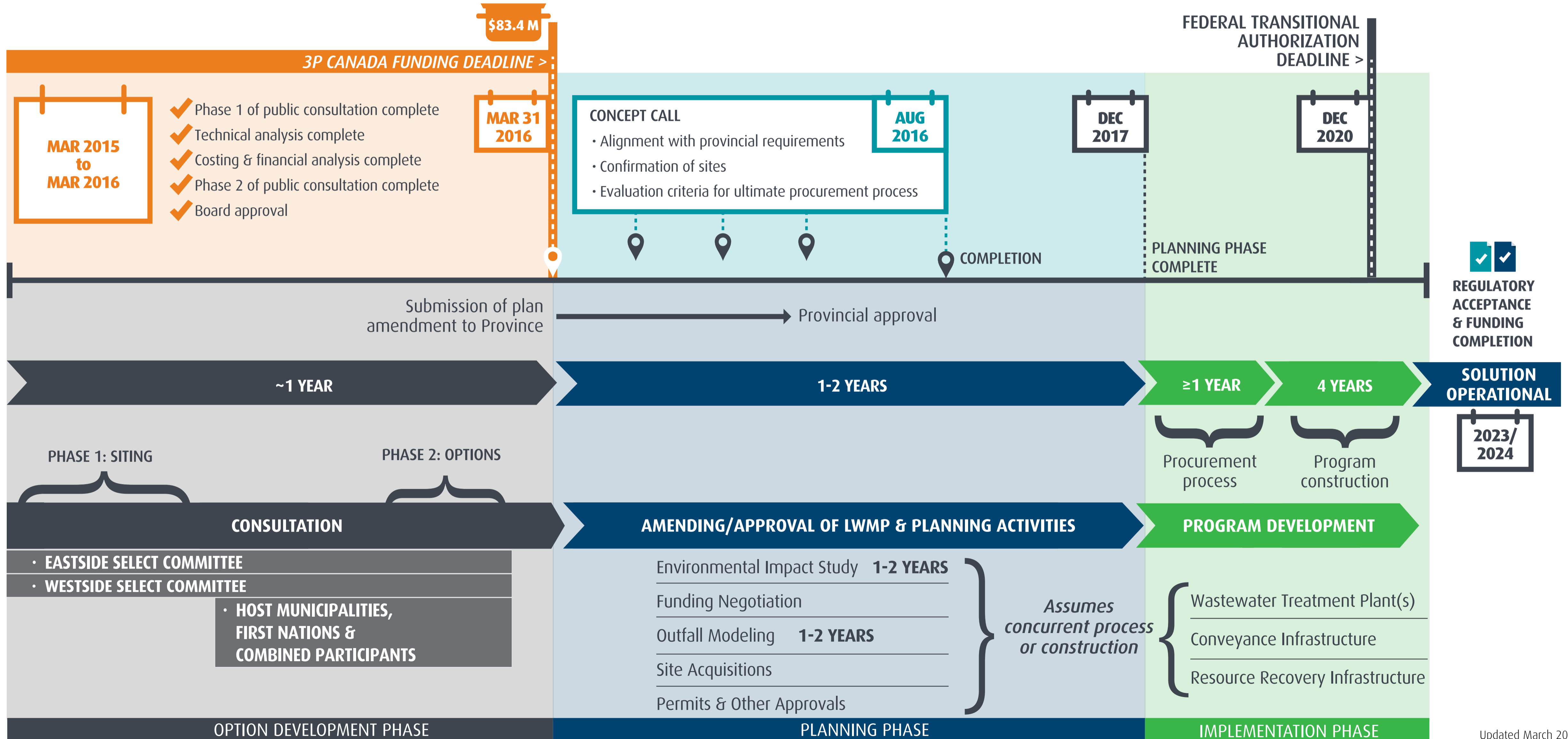
5.0 RESOURCES AND SUPPORT

- The General Manager of Parks & Environmental Services will lead the coordination and allocation of resources to the Committee;
- Minutes and agendas are prepared and distributed by the Legislative and Information Services Department.

Approved by CRD Board on _____, 2016

Proposed Work Plan Overlay

OPTION DEVELOPMENT, PLANNING & IMPLEMENTATION PHASES



Planning Process

CORE AREA LIQUID WASTE MANAGEMENT PLAN

ROLES, INPUT & RELATIONSHIPS

