



Making a difference...together

SPECIAL TASK FORCE ON INTEGRATED RESOURCE MANAGEMENT

Notice of Meeting on **Friday, January 15, 2016, at 8:30 a.m.**

Board Room, 6th floor, 625 Fisgard Street, Victoria, BC

B. Desjardins (Board Chair)	R. Atwell	V. Derman
A Finall	C. Hamilton	L. Helps
C. Plant	J. Ranns	K. Williams
G. Young		

AGENDA

1. Board Chair's Remarks
2. Election of Chair
3. Election of Vice Chair
4. Approval of Agenda
5. Chair's Remarks
6. Terms of Reference
7. Committee Business
 - 7.1 Integrated Resource Management Workshop Report – October 7, 2015
8. New Business
9. Adjournment
10. Next Meeting

To ensure a quorum, advise Denise Dionne at 250.360.3084 if you or your alternate cannot attend.



SPECIAL TASK FORCE ON INTEGRATED RESOURCE MANAGEMENT

TERMS OF REFERENCE

PREAMBLE

The Capital Regional District (CRD) Special Task Force on Integrated Resource Management is a select committee (Committee) established by the CRD Board and will examine options for integrated resource management of liquid and solid wastes.

The official name is to be:

CRD Special Task Force on Integrated Resource Management

1.0 PURPOSE

- To hold discussions about Integrated Resource Management
- Committee to:
 - define scope and parameters of Integrated Resource Management objectives
 - work within CRD procurement policy to engage a technical consultant to review and evaluate potential solutions to achieve objectives
 - recommend top 3-6 options to the Board endorsement
 - develop Request for Proposals for feasibility/technical evaluation

2.0 ESTABLISHMENT AND AUTHORITY

- The Committee will make recommendations to the Board, for consideration;
- The Board Chair will appoint the Committee Chair and Committee members; and
- It is expected the Committee will cease to exist once it has reported its findings and recommendations to the Board.

3.0 COMPOSITION

- Committee members will be CRD Directors and CRD Staff
- The CRD Board Chair is an ex-officio member of the Committee.

4.0 PROCEDURES

- The Committee shall meet at the call of the Committee Chair; and
- The Committee Chair shall determine the agenda or meetings, and any Committee member may request that a matter be placed on the agenda.
- At the request of a Committee member and with the consent of the Committee Chair guests or delegations may be invited to attend and participate in the meeting.

5.0 RESOURCES AND SUPPORT

- The General Manager, Parks and Environmental Services will provide strategic support and act as a liaison
- Minutes and agendas are prepared and distributed by the Environmental Resource Management Division.
- The Environmental Resource Management Division will provide additional administrative support as required.

Integrated Resource Management Workshop Report

October 7, 2015

MICHELLE COLUSSI FOR CRD COMMITTEE OF THE WHOLE

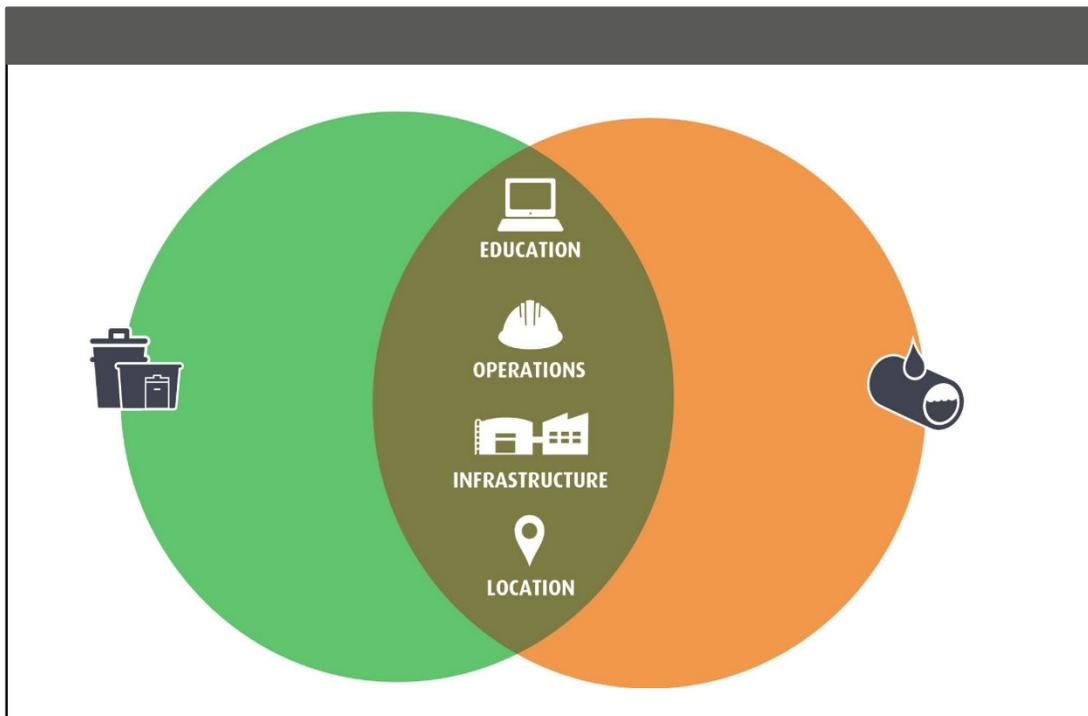


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Workshop Objectives, Agenda and Process

There are 12 priorities identified in the CRD 2015 - 2018 Strategic Plan. Integrated Resource Management (IRM) is one of those priorities. There are five goals established in order to advance this priority:

- a) Acquire additional expertise on technologies and solutions (including centralized and decentralized approaches and gasification) to liquid and solid waste treatment.
- b) Investigate region wide solutions to liquid and solid waste.
- c) Establish a systemic process of evaluation for all liquid and solid waste decisions.
- d) Investigate combined liquid and solid waste management plans.
- e) Ensure responsible management of waste water for the entire capital region.

There are a number of factors influencing the timing and process for moving these forward:

- Currently, the liquid waste planning process is garnering significant time and attention. This process is being driven in part by federal government deadlines for decisions that are linked to infrastructure funds. There are concerns about introducing another layer of decision-making to this process and having that stall these important decisions. On the other hand, there are concerns that opportunities for resource integration could be lost through decisions too narrowly construed around liquid waste management only.
- Solid and liquid waste management are driven by different legislative authorities and requirements and under the administration of different regional and local committees. There are tensions around different local and regional interests.
- There is a range of knowledge and experience among Directors related to solid and liquid waste management.
- There is a tension related to a sense of urgency and need for action on the one hand, that is represented in part by a desire to advance goal a), research and decisions related to integration technologies, and on the other hand a desire to advance goal c) and define the criteria and process of decision-making for IRM as the first step.

This workshop was designed to achieve the following objectives:

1. To strengthen a shared understanding of the priority and goals.
2. To ensure that all Directors have a common understanding of current solid and liquid waste management legislation and practices.
3. To provide direction to staff on IRM and the opportunities to advance Goal 'C' above.

Agenda

The agenda consisted of an orientation presentation and two plenary/group discussions.

Presentation: Liquid and Solid Waste Management and Integration

Discussion: What is the purpose of IRM in the region and what outcomes do you expect?

Discussion: What are the opportunities to advance the goal: "Establish a systemic process of evaluation for all liquid and solid waste decisions."

I. Presentation on Liquid and Solid Waste Management and Integration

The Presentation

The presentation slides are attached as Appendix A.

The presentation highlighted the different types of waste and the different methods for solid and liquid waste collection and treatment. The CRD does not have jurisdiction over the whole system.

Solid and Liquid waste management is governed by different legislations, management plans and local administrative bodies. Solid waste for example is administered regionally by the CRD through the Environmental Services Committee to the Board. Liquid waste on the other hand is administered by different bodies within the region: Sooke Council, Saanich Peninsula Waste Water Commission, Local Services Commissions and Committees and for the Core Area, the Liquid Waste Management Committee. The planning timelines are also different.

Plenary Discussion

The Plenary discussion asked participants to share the key challenges and opportunities that came out of the presentation for them. They were recorded by the facilitator as follows:

Challenges	Opportunities
Two sets of regulations contribute to inefficiency of the process and restrict innovation.	To lobby UBCM
Multiple governing bodies	We can create governance structures that better serve us.
CRD has decision-making authority; local interests are secondary	We can adopt a more efficient process that supports shared goals and innovation.
How to deal with liquid waste residuals?	To do a pilot project that tests an innovation.
The host community support and public acceptance needs to be addressed up front.	To do more public education.
How can the CRD create a process that works for everyone?	To recover resources in ways that reduce pollution, GHG emissions and costs
	To support the agricultural sector if we can quantify waste and potential compost.

II. The Purpose of IRM in the Region

This discussion is premised on the idea that IRM is a means to ends, rather than the end in and of itself. What are the outcomes or results that Directors expect from taking an IRM approach?

Small groups were asked to brainstorm outcomes, discuss them and then identify the three most important outcomes to share back in the plenary.

Small Group Discussions

Appendix B outlines the results of the small group discussions which have been organized into the following seven main themes:

- a) The net cost to taxpayers is minimized
- b) The contribution to reducing environmental impacts and GHG emissions is maximized
- c) The benefits from/use of resources, is maximized
- d) There is government support for IRM
- e) There is public support for IRM
- f) There are both regional and local approaches based on need and opportunity
- g) There is an improved CRD governance model

Appendix C provides the flip chart images created during group discussions from which the themes and outcomes were generated.

Plenary Reporting

Groups reported their top three outcomes:

- Minimize infrastructure
- No expansion of the landfill
- No net increase in costs from 2015 - develop new revenue streams

- Research possible technology
- Acknowledge tension and consider options for regional and local solutions
- Balance costs to the taxpayer with reduced environmental impacts

- Maximize energy from waste
- Residents take responsibility for waste reduction - public education
- Reduce water use, soil damage, pollution

- Maximize benefits from resource management
- Conservation 1st - minimize production of waste
- Minimize costs to taxpayer and environmental impacts

Facilitator Observations

There are two long term outcome themes reflected by all groups priorities:

1. Net costs to the taxpayer are minimized, and
2. The contributions to reducing environmental impacts and GHG emissions are maximized.

Two of the groups went as far as framing these outcomes together; being explicit about the need to balance and minimize costs and environmental impacts. The other priority outcomes might be represented as incremental or shorter term results or strategies, all of which could contribute to achieving the desired long term outcomes. Below is one potential approach of how group comments could be grouped under the two long term outcomes.

1. Net costs to the taxpayer are minimized

Through accomplishing the following shorter term results:

- Research possible technologies (that consider both local and regional interests)
- Develop new revenue streams
- Reduce infrastructure
- Maximize energy from waste
- Maximize other benefits from resource management
- Residents take responsibility for reducing waste
- No expansion of the landfill

2. The contributions to reducing environmental impacts and GHG emissions are maximized

Through accomplishing the following shorter term results:

- Conservation 1st approach - minimize production of waste
- Residents take responsibility for reducing waste
- No expansion of the landfill
- Reduce water use, soil damage, pollution

III. Strategic Plan IRM Priority Goal: *to establish a systemic process of evaluation for all liquid and solid waste decisions*

The process for this discussion was to make sure there was a common understanding of the goal, and then to have small group discussions around the opportunities to advance the goal.

Plenary: Is there a shared understanding of what this goal means?

There was a short discussion about the goal:

- Generally it was understood that the process of evaluation implied some kind of consistent criteria or lens for decision-making.

- There was a discussion about “systemic” being a reference to the waste management system as a whole, and the desire to ensure that decisions are considering all aspects of the system; that a decision about kitchen scraps for example, would not be thwarting or contradicting the intent of decisions made about the land fill.
- There was a comment wondering what is being integrated and a suggestion that this was the main decision that Directors should be answering. The need for information about different technical solutions was raised by several Directors. There was a suggestion that the information about feasible technology should come first, and then a governance structure would follow.

Plenary Discussion of the Process:

There is frustration with the process today and a sense of more planning to plan. It feels too vague to be useful and some Directors want a report from staff and then to make decisions. That is the process the Committee of the Whole has followed in the past.

Some felt the decision that was needed was around the feasibility of gasification; others felt that this decision could not be made without first defining some criteria for decisions and the governance structure for IRM overall. Being swamped in process is a barrier, however a process that is not transparent and representative will not succeed.

This led to comments about the current governance structure and process; that shared criteria is only part of what is needed, and that there is also a need to define the scope of who is making what decisions? Given the diverse interests and administrative bodies involved in waste management in the region, the responsibility for integration must be shared.

During the discussion it was suggested that the next steps were fairly clear:

Suggested Next Steps to Advance IRM

1. Review all existing plans in order to identify the implications for IRM. What are the resources and where are the opportunities to integrate? What is being integrated: governance, management, collection, treatment, infrastructure, public education?
2. Review the draft outcomes from this session and refine as needed to finalize. We should be goal/priority driven.
3. Identify “who” is in charge of IRM in the region. This might be different roles for different bodies, or one body, but we need to be clear what the authorities are. Create a governance sub-committee to do this.
4. Canvass the private sector for solutions (flowing from the research in 1 and based on the desired outcomes).

Small Group Discussion: What are the governance options for IRM?

In the interests of seeing some progress, groups were unanimous in their suggestions for nimble, short term and pilot approaches to both governance and developing solutions.

There was also consistent acknowledgement of the need for decision-making to include local interests, with one group going as far as suggesting a process for communities to opt in/opt out of proposals.

Governance discussion points from all groups:

- Discussion about what it means to integrate decision-making. The Strategic Plan is a board level document, however there are other committees with different interests and jurisdictions. How do we respect these interests and integrate across the existing committees?
- Decision-making needs to be triple bottom line: social, environmental, financial and support the goals of the Strategic Plan.
- We need examples from other communities about what is possible and the costs of integrated options.
- We also need expertise and “outside eyes” to advise us.
- Could also seek extended liquid waste deadlines from the province
- Consider that some integration solutions might be at the local level. Is there a way to include opt in/opt out provisions? Can we include analysis of local versus regional, or multiple smaller sites versus a centralized site for different solutions?
- This is where the criteria are important: what is most cost effective and has the greatest environmental benefit?
- We could create a project now to handle food scraps in one location and test an approach.
- Stay open to short term, interim solutions and activities while the process is underway.
- Premature to settle on a formal structure; we need to move forward while we test different approaches - we need a nimble structure like the FN Task Force. The chairs could determine the questions and decisions to be made by the board.
- A short term, nimble task force should be created:
 - Composed of board and staff
 - Guided by the outcomes (of today), the goals of IRM and the Strategic Plan
 - Ensure communication/integration with other bodies and plans
 - Define the scope/parameters and canvas the private sector for the best answers
 - Could also look to other communities for integration options and cost analysis
 - Recommend a body to review and evaluate solutions in order to advance the top 3-6 options to the board within 2-3 months (10 weeks suggested also)
 - Board approval and develop RFP for feasibility/technical work

Facilitator Observations

There are several principles or approaches that seem to be at the root of group discussions on governance:

- A desire for communication, co-operation and shared decision-making that acknowledges both local interests and needs and region wide opportunities.
- A desire for a nimble, short term or ad hoc governance approach that can advance the priority and bring information and options back to the CRD board.
- A recognition that external expertise can be useful to review options.
- A sense that the shared outcomes of minimizing costs and negative environmental impacts could be useful filters for decision-making.

Facilitator Closing Comments

The comments and suggested framing of participant outputs by the facilitator is not intended to be directional but rather as a contribution to finding and defining common ground among diverse interests and stakeholders. The potential for shared outcomes seems relatively strong given the two long term outcomes identified above, and the task force idea feels like it could begin to advance the research and identification of solutions. There is another level of detail around both the governance process and the application of outcomes as criteria - participants will need additional time for discussion of these approaches.

APPENDIX A: SOLID AND LIQUID WASTE PRESENTATION

This slide features a teal header with the CRD logo. The main title is "Solid & Liquid Waste Management Orientation" in a large, bold font, with the subtitle "Committee of the Whole" and the date "October 7, 2015" below it. The central graphic consists of a teal clipboard icon with a checklist, positioned above a series of circular icons. On the left, green circles contain icons for a dog, a mountain landscape, a fish, and a garbage truck. On the right, orange circles contain icons for a toilet, a bottle, a factory, and a water treatment facility.

This slide has a teal header with the CRD logo and the title "Board Priority Areas". The main content is a dark blue grid with the text "INTEGRATED RESOURCE MANAGEMENT" centered. Surrounding this text are ten icons, each with a label: "Housing" (house icon), "Changing Demographics" (people icon), "First Nations" (fish icon), "Active & Multi-Modal Transportation" (bicycle icon), "Governance" (gears icon), "Economic Development" (dollar sign icon), "Biodiversity & Ecosystem Health" (plant icon), "Climate Change" (sun and thermometer icon), "Public Engagement & Communications" (computer monitor icon), and "Agricultural Land & Food Security" (crops icon). A "Land Use Planning" icon (calendar icon) is also present at the bottom right.

Solid & Liquid Waste Basics 

What is solid waste?



Organics



Recyclables



Garbage (residuals)



SOLID WASTE

Solid & Liquid Waste Basics 

What is liquid waste?



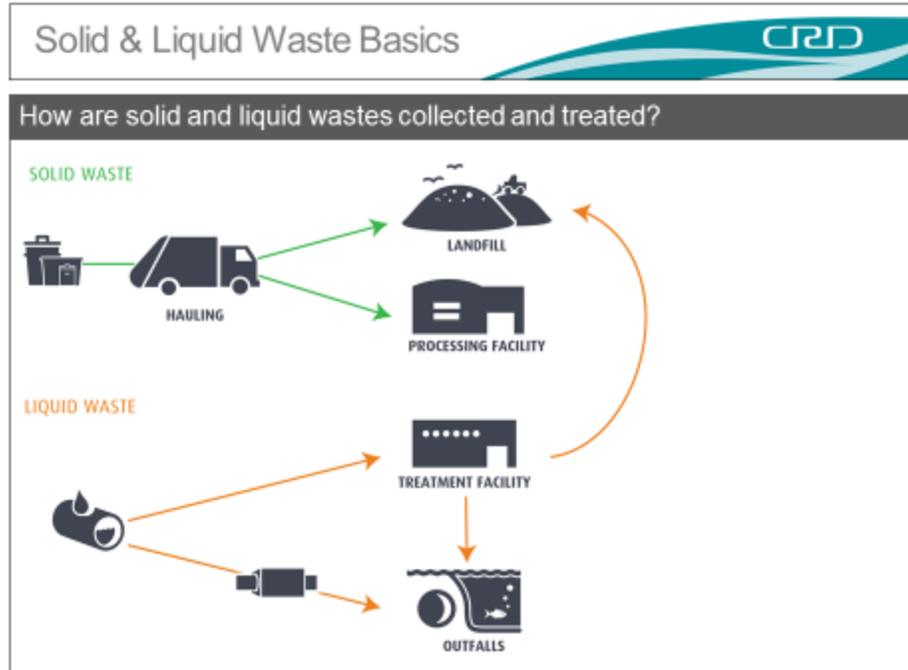
Wastewater

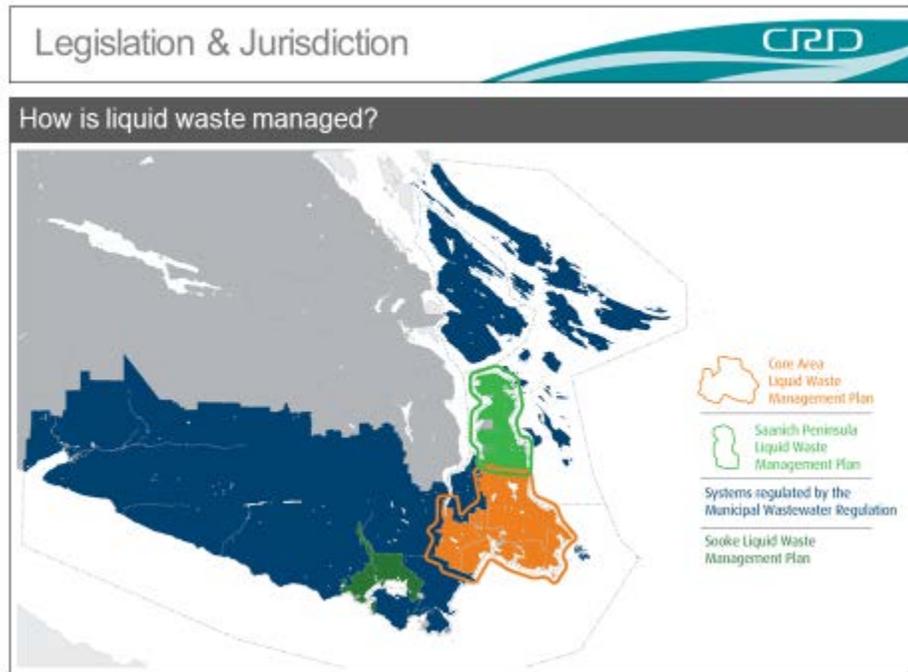


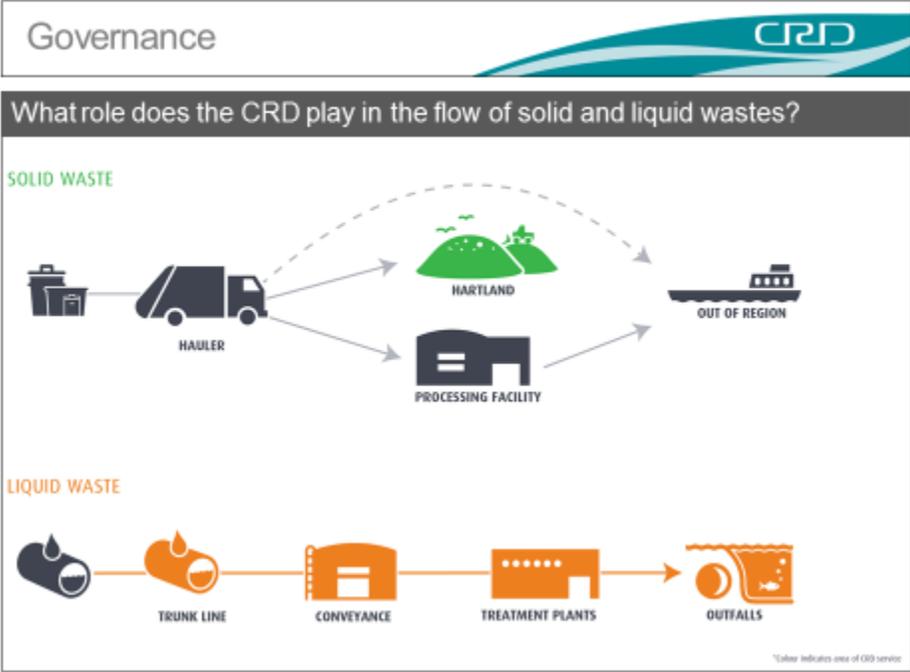
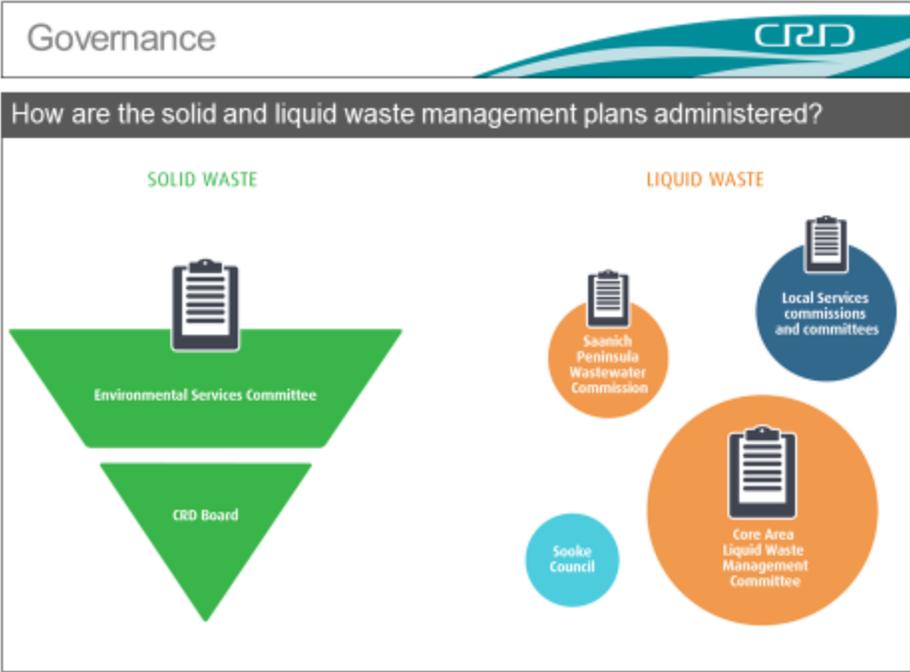
Residual Solids

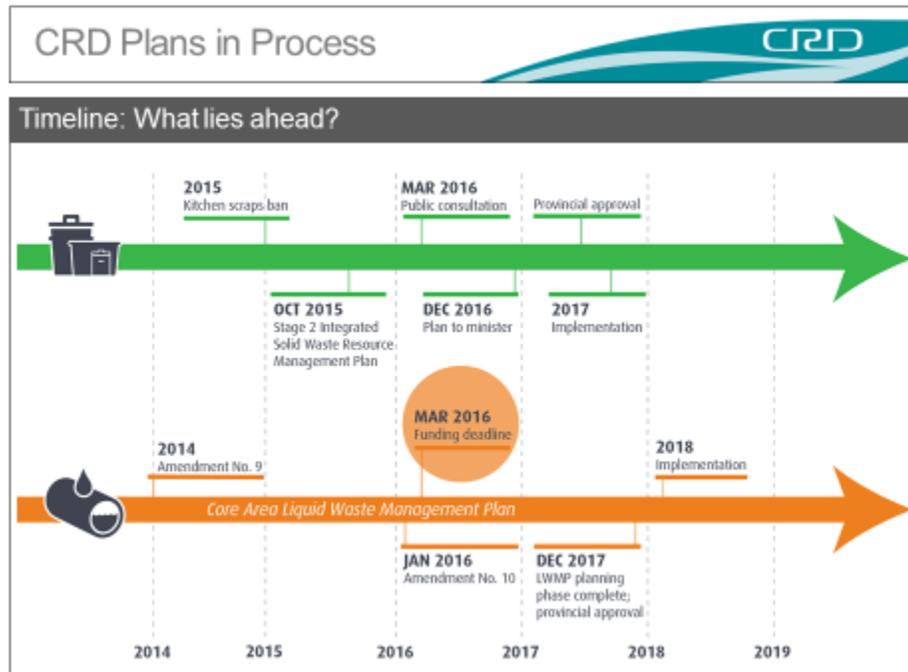
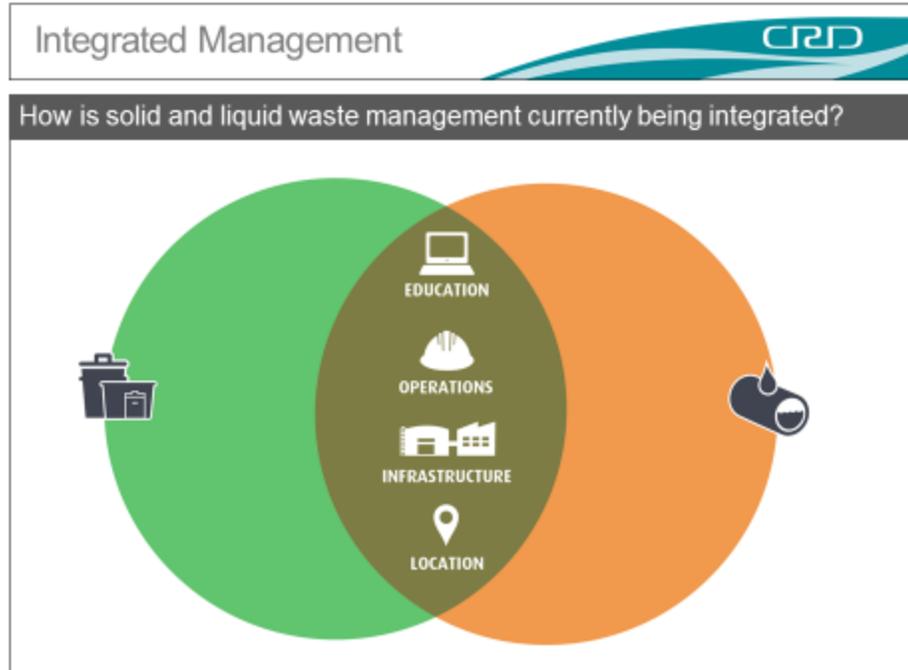


LIQUID WASTE









APPENDIX B: SMALL GROUP OUTCOMES ORGANIZED UNDER SEVEN THEMES

Each item below comes from small group generation of outcomes from IRM. The flip chart pages are copied in Appendix C. In this section, they are organized by themes, rather than by groups. This helps us see the degree of consistency, or differentiation, across groups and is a way to begin to “make sense” of long lists of ideas. Note also that:

- some bullet items could apply under more than one heading - some of these are noted
- the () number indicates that this item was mentioned by more than one group
- some of the outcomes are shorter term, or incremental results, some are clearly longer term, or end game outcomes; this would be another way to organize the lists.

a) The net cost to the taxpayer is minimized.

- Revenue generation including from new revenue streams (4)
- There is no increase in costs from 2015
- Cost reduction is balanced with reduced environmental impacts (see also b)
- We are earning a profit
- Minimize production of waste
- Resource recovery matched to market opportunity
- We adopt a cost recovery approach
- Packaging is reduced (see also d)
- There are reduced transportation and conveyance costs
- We minimize infrastructure and ensure it is viable
- Waste streams are integrated

b) The contribution to reducing environmental impacts and GHG emissions is maximized.

- There is a cleaner ocean environment, reduced toxins in the water (pharmaceuticals) and soil (4)
- There is reduced air pollution
- Reduced GHG emissions/carbon footprint (4)
- Material streams are distinct and separate (2)
- Material streams are efficient
- We apply a cradle to cradle approach to resource management
- There is reduced dependence on imported materials through resource collection
- Region produces products that are resolved within the region - no shipping out
- We fulfill federal sewage regulations ahead of schedule
- Cost reduction is balanced with reduced environmental impacts

c) The benefits from/use of resources is maximized.

- Energy is generated from waste (4)
- There is a CRD owned utility (EG: Edmonton methanol/ethanol used to run fleet)
- Energy is generated from liquid but NOT solid waste
- Water is recovered and re-used

- Produce upcycled materials with greater value to the region including increased re-use and re-purposing (2)
- IRM contributes to agricultural fiscal stability
- Create products with agricultural benefits (compost)
- We evaluate and acknowledge the cost of doing nothing (as well as costs of solutions)
- Staff recommendations are based on rigorous research and evaluation
- Take advantage of innovative solutions from the private sector (EG: Gibson material depot)
- Technology has as little impact as possible (green)

d) There is government support for IRM

- Policies exist that encourage industry to reduce packaging and/or ensure it is biodegradable (2)
- Federal government implements policies to restrict products with negative environmental impact
- Regulations are aligned to support a more holistic outcome
- UBCM advocates for changes to regulations

e) There is public support for IRM

- The public has embraced an IRM approach; public is aware of personal responsibility (3)
- There is consideration for the impact on neighbours; impact is reduced (2)
- The production of waste is continually declining

f) There are both regional and localized approaches based on need and opportunity

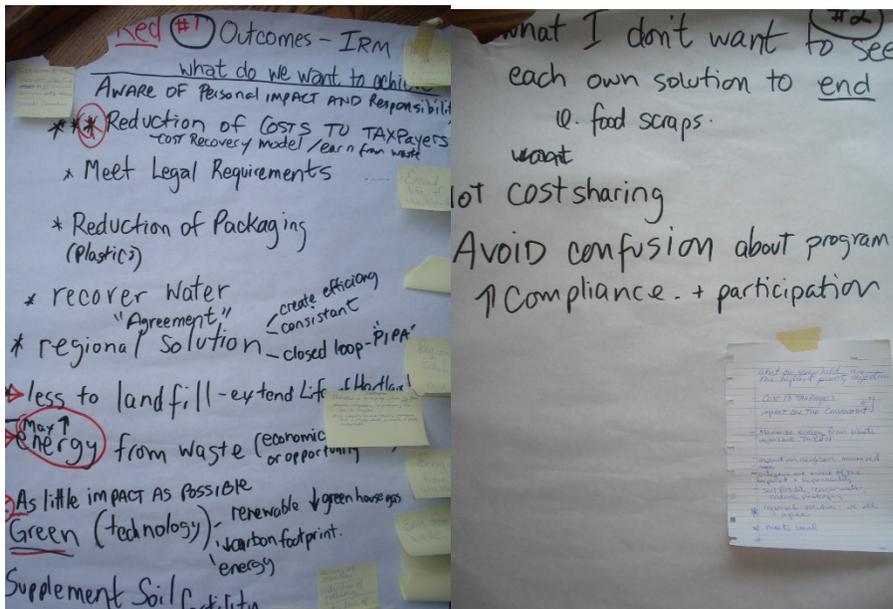
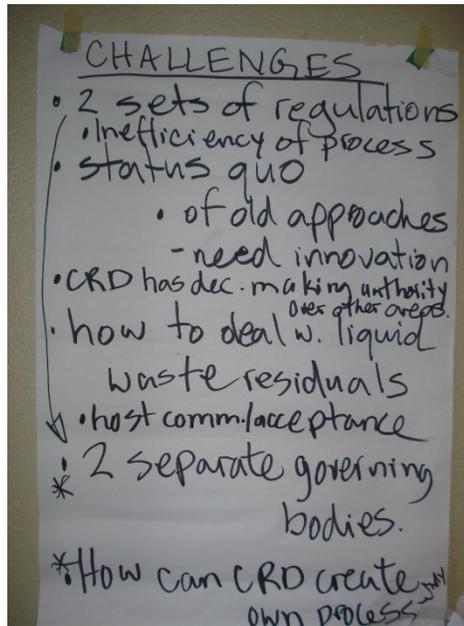
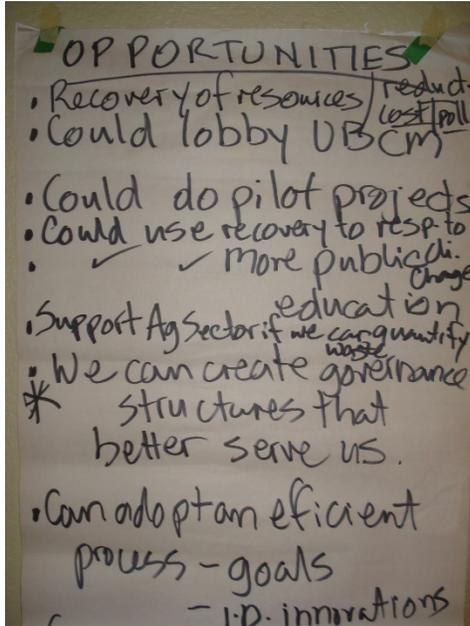
- Avoid landfill replacement; extend life of Hartland without expansion (3)
- Landfilling of materials is reduced
- IRM begins and ends at source; treat waste as close to the source as possible (2)
- Consider Island wide approaches where feasible and beneficial (2)
- Solutions support a regional agreement for a closed loop system that is consistent and efficient
- Co-operative resource management: systems benefit each other
- Do NOT want to see separate solutions to issues like food scraps where cost and resource sharing makes sense
- Programs don't require more resources than they save
- We add resiliency to our storm/waste programs
- We meet legal requirements

g) There is an improved CRD governance model

- There is research, evaluation and predictability to resource management decisions
- There is a distinction between needs and wants that enables more co-operation
- There is increased municipal co-operation

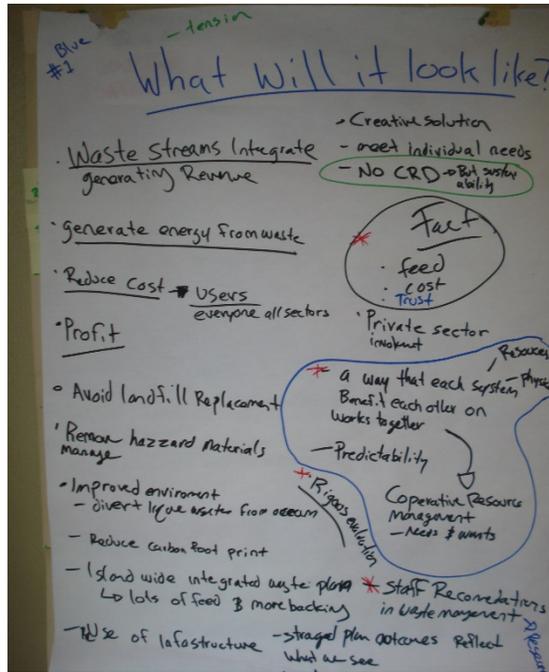
APPENDIX C: IMAGES OF FLIP CHART PAGES

Presentation Discussion

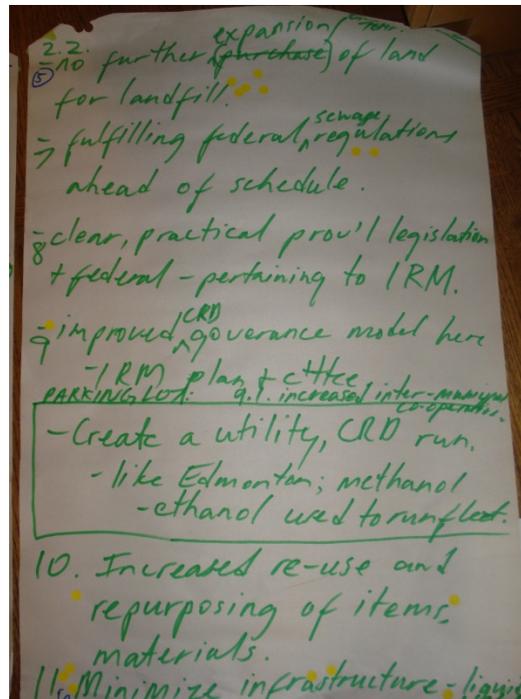
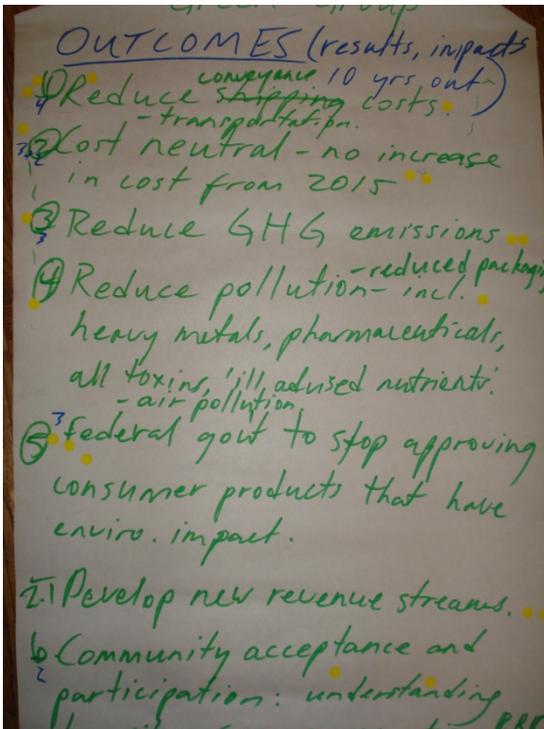


Outcomes Discussion

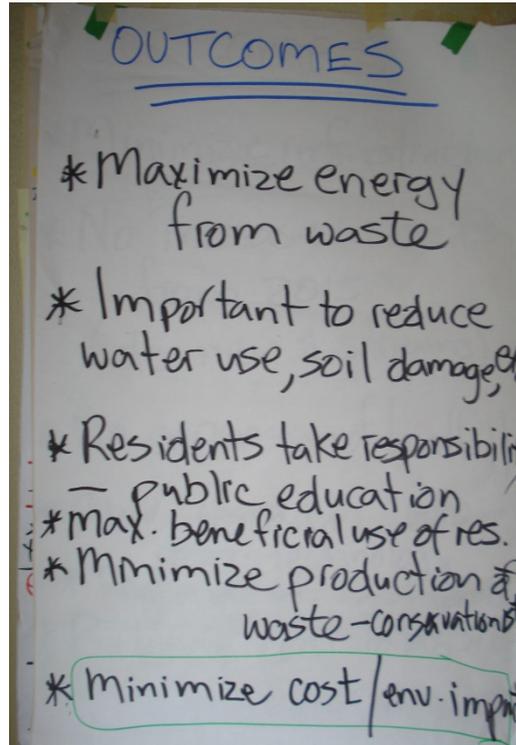
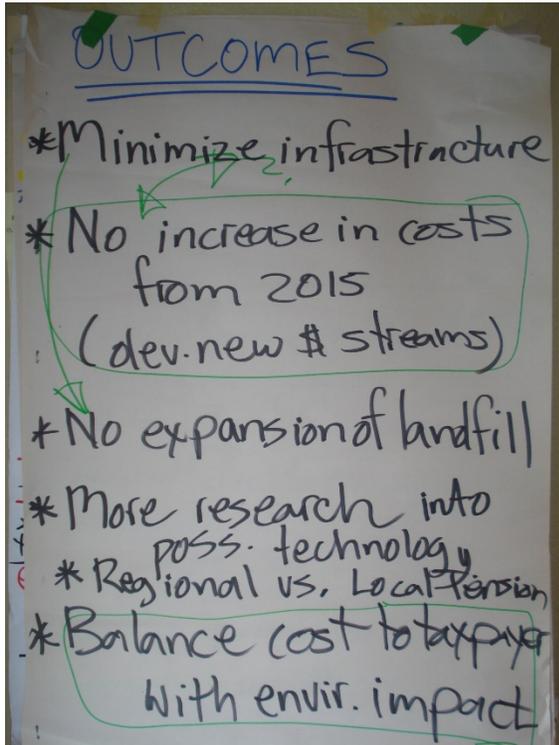
Integrated Resource Management Workshop Notes



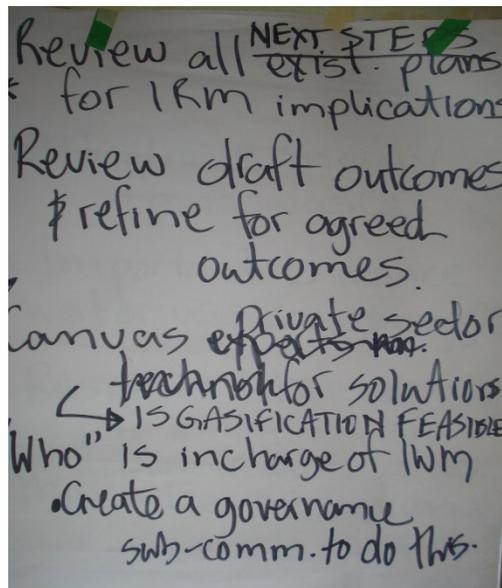
Outcomes Discussion



Top Three Outcomes from Each Group



Possible Next Steps Suggested



Discussion of Governance Considerations and Options

Red #2 Looking at Resource Management as a system
 Governance decision making approach #3

CRITERIA? Lenses
 Process? - who

- Is the appropriate structure for decision making the Committee of whole or another structure?
 Debate over what strategic plans means

how do we respect/integrate/utilize the existing committees?

↳ creating integration between offices w/different juris + interests

↳ premature to set up formal structure try small + nimble (ie. FN TASK FORCE)

Adhoc-chairs to come up w/ the questions and decisions to be made by the board.

decision tree.

2) Committee for the whole OR
 2) A New structure ~~best~~ Blue #2

What is the process IRM

To Do what? - task?

- opt. in / opt. out
- options
- Reports on strategies
- Implementation
- Reports
- RFPs

Scientific
 - economic
 - Political

Criteria → weight
 is it going to make? → Political Burden

- The environment Better
- Cost less money

Informed decisions

- 1 Project Food scrapes
- 2 location that accepts all those things right now

Are we going to Do this on a Regional Basis or Break off?
 Multi Sites

Define Integrated

outside exps.

LW TF SW

6 weeks - 10

WATER

Multiple Bottom Line: environmental, financial, social

UPPER 7 GOALS OF SP.

consultant expertise

- governance
- technology

Recommendations to Proc - economic

- extend time line: L. waste

Examples from other cons.

- what's possible here.
- cost analysis - of integrated opt

Integrated governance, pla

WHAT IS THE APPROPRIATE PROCESS / STRUCTURE FOR IRM DECISION MAKING?

EXISTING BODY

- ↳ seeks info
- ↳ receives staff

TASK FORCE TO TACK ACTION

SUB-COMMITTEE / ON IRM

PROS CONS

- nimble
- how do you select members

TOR

(i) to take action on IRM

(ii) to develop pilots / interim solutions to be developed will permanent solutions

Task Force ^{Blend of officials / to take action on interim staff / exp}

- ① → guided by outcomes / main goals
- ② → tasked to set process to quickly / broadly canvas the (private sector) solution providers for best answers to goals
- ③ ^{Recommend} Establish a "body" to evaluate solutions ~~including consideration of sites~~ & Reduce to top 3-6 contenders (2-3 months)
 - ↳ taskforce Recomm. to the Board.

- ④ ~~Recommend~~ the materials that can or cannot be integrated. best a
- ④ Technical oversight analysis of 3-6 options
 - ↳ Board would endorse move of top 3-6 into the tech eval stage.
 - BEST ~~THE~~ SOLUTION FOR IRM
- ⑤ RFP FOR ~~the~~ service providers
- * willingness to accept S/T interim solutions while process underway