



REGULAR MEETING OF MUNICIPAL COUNCIL
AGENDA

Tuesday, April 23, 2024, 5:30 p.m.

Franz Wilhelmson Theatre at Maury Young Arts Centre
4335 Blackcomb Way, Whistler, BC V8E 0X5

1. CALL TO ORDER

The Resort Municipality of Whistler is grateful to be on the shared, unceded territory of the Lílwat People, known in their language as Lilwat7úl, and the Squamish People, known in their language as Skwxwú7mesh. We respect and commit to a deep consideration of their history, culture, stewardship and voice.

2. ADOPTION OF AGENDA

That Council adopt the Regular Council Meeting agenda of April 23, 2024.

3. ADOPTION OF MINUTES

That Council adopt the Regular Council Meeting minutes of April 9, 2024.

4. PUBLIC COMMENT AND QUESTION PERIOD

5. MAYOR'S REPORT

6. INFORMATION REPORTS

6.1 Zero Waste Action Plan 2024 Progress Report No. 24-041 File No. 0620-20

A presentation by municipal staff.

That Council receive Information Report No. 24-041 – Zero Waste Action Plan 2024 Progress Report.

7. ADMINISTRATIVE REPORTS

7.1 Property and Parcel Tax Report No. 24-042 File No. 3900-20-2443 to 2446

No presentation.

That Council consider giving first, second and third readings to the following bylaws:

- “Property and Parcel Tax Rates Bylaw No. 2443, 2024”;
- “Water User Fee and Regulation Amendment Bylaw (2024 Rates) No. 2444, 2024”;
- “Sewer User Fee Amendment Bylaw (2024 Rates) No. 2445, 2024”; and
- “Solid Waste Amendment Bylaw (2024 Rates) No. 2446, 2024”.

7.2 Whistler 2020 Development Corp – Transfer of Cheakamus Crossing Employee Affordable Housing Reserve Amendment Agreement Report No. 24-043 File No. 1660-20-2024

No presentation.

That Council direct staff to execute the draft 2024 Whistler 2020 Development Corp – Transfer of Cheakamus Crossing Employee Affordable Housing Reserve Amendment Agreement, attached as Appendix A to Administrative Report No. 24-043.

7.3 2024 Community Enrichment Program Grant Funding Report No. 24-044 File No. 1850-20-2024

No presentation.

That Council approve the 2024 Community Enrichment Program (CEP) grants, which are funded from the general operating revenue, and direct staff to take all steps to provide the CEP grants to the organizations as outlined in the table below:

No	Organization name	Funding amount	Funding allocation
1	Axeman Rugby Club	\$2,400	Coaching and administration cost for Whistler Secondary and Elementary School outreach programs.

That Council approve the 2024 CEP grants, which are funded from the general operating revenue, and direct staff to take all steps to provide the CEP grants to the organizations as outlined in the table below:

No	Organization name	Funding amount	Funding allocation
2	Whistler Youth Soccer Club	\$6,000	House Team coaching wages and tournament fees.
3	Whistler Slo Pitch Association	\$2,000	Purchase of helmets.
4	Whistler Youth Baseball Club	\$1,200	Purchase of equipment.

That Council approve the 2024 CEP grants, which are funded from the general operating revenue, and direct staff to take all steps to provide the CEP grants to the organizations as outlined in the table below:

No	Organization name	Funding amount	Funding allocation
5	BC Luge Association	\$1,100	Purchase of jackets for the athletes.
6	Whistler Sport Legacies Society	\$5,000	Payment of coaches' wages and two spots

			for Multi Sport summer camp.
7	Whistler Blackcomb Freestyle Ski Club	\$4,625	Coach Development.

That Council approve the 2024 CEP grants, which are funded from the general operating revenue, and direct staff to take all steps to provide the CEP grants to the organizations as outlined in the table below:

No	Organization name	Funding amount	Funding allocation
8	PearlSpace Support Services Society - PEACE	\$9,000	PEACE Program.
9	PearlSpace Support Services Society - Whistler Drop-in Centre	\$15,000	Parent-Tot Drop-in Program.
10	Pathways Serious Mental Illness Society	\$5,000	Coordination and oversight of program materials, supplies and promotion.
11	The Crisis Intervention and Suicide Prevention Centre of BC	\$5,000	Five TALK sessions in Whistler.
12	Sea to Sky Community Services Society	\$5,000	Whistler Playgroup program facilitator wages.
13	Whistler Community Services Society	\$25,000	Access to counselling services for Whistler community members.
14	Whistler Mature Action Community (MAC)	\$2,000	MAC sessions and seminar series.
15	Whistler Multicultural Society - Multicultural Community Kitchen	\$5,000	Community Kitchen program.

16	Whistler Multicultural Society - Resilience Whistler	\$4,000	Resilience Whistler program.
17	Zero Ceiling Society of Canada - Work 2 Live Program	\$2,000	50% of the alumni crisis response emergency support program.
18	Whistler Farmers Market	\$4,000	Sustainability and First Nations reconciliation (50% of both programs).
19	Whistler Independent Supported Housing Society	\$2,000	Enhancement of organizational visibility within the community.
20	Association of Whistler Area Residents for the Environment	\$5,500	\$5,000 for the GROW program and \$500 to support the Keela Annual Subscription.
21	Whistler Naturalists - BioBlitz	\$3,500	BioBlitz - with a focus on youth programs.
22	Whistler Naturalists - Fungus Among Us	\$3,500	Fungus Among Us - with a focus on youth programs.
23	Whistler Naturalists - Bird Studies	\$1,000	Bird Studies program.
24	Sea to Sky Nordics	\$4,000	\$3,000 purchase of equipment for Biathlon programs. \$1,000 Indigenous programs and reconciliation.
25	Whistler Adaptive Sports Program Society	\$7,500	Bursaries.
26	Whistler Gymnastics Club	\$3,060	Purchase of new gym floor plywood.
27	Whistler Mountain Ski Club	\$2,300	NCCP courses and cross training with Canadian Ski

			Instructors courses. Para Coaching Module fees.
28	Whistler Nordics Ski Club	\$4,000	Coaching and cross- country ski program administration.
29	Whistler Sailing Association	\$4,300	Purchase of new jibs for existing fleet.
30	Whistler Sea Wolves Swim Club	\$2,500	Accounting and administrative costs, training equipment and junior coaching program expenses.
31	Whistler Skating Club	\$5,000	\$250/coach for Ice Summit registration. \$300 for CanSkate supplies. 50% for coach certification (National Coaching Certification Program). \$1,000 for coaching.
32	Whistler Field Hockey Club	\$1,700	Purchase of equipment.
33	Whistler Wolves Rugby League Football Club	\$1,500	Transportation to away games.
34	Yoga Buggy	\$1,500	Yoga classes for kids and their families.
35	The Point Artist- Run Centre Society	\$4,000	50% of the summer concert cost. 50% for the grant writer's fee.
36	The Whistler Writing Society	\$3,000	Honorarium payment for guest author during Whistler Writers Festival.
37	Whistler Singers	\$2,000	Purchase of a choral riser.
38	Whistler Valley	\$2,000	Supplies and

Quilters' Guild
Society

instructor fee for a
two-day quilter
workshop.

39 Whistler Chamber
Music Society

\$2,000

Performance fees
during Whistler
Chamber Music
Society concerts.

8. BYLAWS FOR FIRST, SECOND AND THIRD READINGS

8.1 Property and Parcel Tax Rates Bylaw No. 2443, 2024

That Council give "Property and Parcel Tax Rates Bylaw No. 2443, 2024" first, second and third readings.

8.2 Water User Fee and Regulation Amendment Bylaw (2024 Rates) No. 2444, 2024

That Council give "Water User Fee and Regulation Amendment Bylaw (2024 Rates) No. 2444, 2024" first, second and third readings.

8.3 Sewer User Fee Amendment Bylaw (2024 Rates) No. 2445, 2024

That Council give "Sewer User Fee Amendment Bylaw (2024 Rates) No. 2445, 2024" first, second and third readings.

8.4 Solid Waste Amendment Bylaw (2024 Rates) No. 2446, 2024

That Council give "Solid Waste Amendment Bylaw (2024 Rates) No. 2446, 2024" first, second and third readings.

9. CORRESPONDENCE

9.1 Resort Municipality of Whistler Climate Targets File No. 3009

Correspondence from B. Ladner regarding the Resort Municipality of Whistler Climate Targets.

9.2 Wildfire Prevention and Prescribed Burns File No. 3009

Correspondence from B. Townsend regarding wildfire prevention and prescribed burns in Whistler.

9.3 City of Port Alberni Request for Support on Proposed Resolution - "Needs of Rural Seniors in British Columbia" File No. 3009

Correspondence from S. Minions, Mayor of the City of Port Alberni, requesting support for the City of Port Alberni resolution addressing the needs of rural seniors in British Columbia.

9.4 North Vancouver District Request for Support on Proposed Resolution - "Black Bear Cub Conflict Response by British Columbia Conservation Officer Service" File No. 3009

Correspondence from M. Little, Mayor of the North Vancouver District, requesting support for the North Vancouver District proposed resolution addressing "Black Bear Cub Conflict Response by British Columbia Officer Service".

9.5 Bill 44 and Small-Scale Multi-Unit Housing Legislation File No. 3009

Correspondence from E. Dearden regarding Bill 44 and Small-Scale Multi-Unit Housing Legislation.

9.6 Outdoor Potable Water Usage Amendment Bylaw (Irrigation Definitions, Stages and Schedules) No. 2428, 2024 File No. 3009

Correspondence regarding the "Outdoor Potable Water Usage Amendment Bylaw (Irrigation Definitions, Stages and Schedules) No. 2428, 2024" from the following individuals:

- D. Geringer
- J. Mellquist
- R. Ionescu
- J. Shadley
- S. Woolley
- G. Annand
- J.P Bachellerie
- M. Meszaros; and
- S. and H. Ludwin

9.7 Light-up and Proclamation Requests

a. National Injury Prevention Day File No. 3009.1

Correspondence from D. Wilson, requesting the Fitzsimmons Covered Bridge be lit green on July 5, 2024, in support of National Injury Prevention Day.

b. World Preeclampsia Awareness Month File No. 3009.1

Correspondence from L. Baker, requesting the Fitzsimmons Covered Bridge be lit pink and blue on May 31, 2024, in support of World Preeclampsia Awareness Month.

c. Menstrual Health Day Proclamation File No. 3009.1

Correspondence from L. Sinclair, requesting that May 28, 2024 be proclaimed Menstrual Health Day in Whistler.

10. TERMINATION

That Council terminate the Regular Council Meeting of April 23, 2024.



**REGULAR MEETING OF MUNICIPAL COUNCIL
RESORT MUNICIPALITY OF WHISTLER
MINUTES**

Tuesday, April 9, 2024, 5:30 p.m.
Franz Wilhelmsen Theatre at Maury Young Arts Centre
4335 Blackcomb Way, Whistler, BC V8E 0X5

PRESENT: Mayor J. Crompton
Councillor A. De Jong
Councillor J. Ford
Councillor R. Forsyth
Councillor J. Morden
Councillor J. Murl

ABSENT: Councillor C. Jewett

STAFF PRESENT: Chief Administrative Officer, V. Cullen
General Manager of Infrastructure Services, J. Hallisey
General Manager of Climate Action, Planning and Development
Services, D. Mikkelsen
Acting General Manager of Community Engagement and Cultural
Services, B. Andrea
Acting General Manager of Corporate Services and Public Safety, L.
DeBou
Director of Planning, M. Kirkegaard
Director of Planning, M. Laidlaw
Chief Financial Officer, C. Price
Manager of Legislative Services/ Corporate Officer, P. Lysaght
Manager of Climate and Environment, L. Burhenne
Planner, J. Rees
Legal Special Projects, B. Vagelatos
Senior Communications Officer, E. Marriner
Senior Communications Officer, J. Montague
Council Coordinator, P. Mendieta

OTHERS: Whistler Blackcomb's Chief Operating Officer, B. Trembath

1. CALL TO ORDER

Mayor J. Crompton recognized the Resort Municipality of Whistler is grateful to be on the shared, unceded territory of the Lílwat People, known in their language as Lílwat7úl, and the Squamish People, known in their language as Sk̓wx̓wú7mesh. We respect and commit to a deep consideration of their history, culture, stewardship and voice.

2. ADOPTION OF AGENDA

Moved By Councillor A. De Jong

Seconded By Councillor R. Forsyth

That Council adopt the Regular Council Meeting agenda of April 9, 2024.

CARRIED

3. ADOPTION OF MINUTES

Moved By Councillor J. Murl

Seconded By Councillor J. Morden

That Council adopt the Regular Council Meeting minutes of March 19, 2024.

CARRIED

4. PRESENTATIONS AND DELEGATIONS

4.1 Whistler Blackcomb Update

A presentation was given by B. Trembath, Whistler Blackcomb's Chief Operating Officer, regarding Blackcomb's 2023-2024 winter operations.

5. PUBLIC COMMENT AND QUESTION PERIOD

Heike Stippler

Ms. Stippler expressed concern about the “Outdoor Potable Water Usage Bylaw No. 2428, 2024” (Bylaw) and its potential impact on the landscaping industry in Whistler.

Ms. Stippler asked Council whether the Bylaw takes effect May 1, 2024, no matter the water levels in the reservoir which was confirmed by J. Hallisey, General Manager of Infrastructure Services.

Ms. Stippler asked whether staff considered limiting watering time compared to water volume. She suggested that when soil is dry it requires a higher volume of water due to run off from dry soil. Mayor J. Crompton noted that the staff report regarding the Bylaw explained considerations in drafting the Bylaw and used a best management approach.

Ms. Stippler noted the importance of monitoring the critical home ignition zones to prevent fires caused by not watering them and whether permitting this activity should be allowed in the Bylaw. J. Hallisey noted that the Resort Municipality of Whistler is restricted in ways that they would be able to enforce the Bylaw which is in part why staff chose time restrictions. It is further standard practice across the Province. As for using potable water for wildfire protection, residents are permitted certain hours each week to water critical home ignition zones but the RMOW does not have the water volume to ensure the forest interface zones are kept wet with potable water.

Ms. Stippler suggested implementing exceptions for audited irrigation systems that support a 50 per cent reduction in water use. She requested a review and consultation with the industry and stakeholders to conserve water and understand climate change's effects on water use.

Edgar Dearden

Mr. Dearden addressed the staff report regarding the Provincial Housing Legislation Update on Bill 44 Small-Scale Multi-Unit Housing. He noted that staff should consider the floor area limits in the new legislation to allow for more density. Mr. Dearden also suggested that staff should investigate the Provincial Policy Manual & Site Standards' setbacks, building height, and parking requirements to create more energy-efficient, low-carbon, generally affordable buildings.

Mayor J. Crompton acknowledged that there are many decisions to be made on this matter and that there is still much to consider before any final decisions are reached.

6. MAYOR'S REPORT

Mayor and Council provided an update on activities happening within the community.

7. INFORMATION REPORTS

7.1 2023 Fourth Quarter Financial Report No. 24-035 File No. 4530

Moved By Councillor J. Morden

Seconded By Councillor J. Murl

That Council receive Information Report No. 24-035 – Quarterly Financial Report for the period ended December 31, 2023.

CARRIED

8. ADMINISTRATIVE REPORTS

8.1 UBCM Community Emergency Preparedness Fund Application – Strategic Climate Risk and Resilience Assessment Report No. 24-036 File No. 1855-20-0541

Moved By Councillor J. Murl

Seconded By Councillor J. Ford

That Council endorse and authorize staff to apply to the Union of BC Municipalities' Community Emergency Preparedness Fund (CEPF) to prepare a strategic climate risk and resilience assessment for the Resort Municipality of Whistler; and if successful, direct staff to provide overall grant management in accordance with the CEPF grant's requirements.

CARRIED

8.2 Zoning Amendment Bylaw (1000 Alpha Lake Road) No. 2436, 2024 and DP001961 – 1000 Alpha Lake Road - Report No. 24-037 File No. 3060-20-1961/3360-20-1184

Moved By Councillor J. Murl

Seconded By Councillor J. Ford

That Council consider giving first, second and third readings to “Zoning Amendment Bylaw (1000 Alpha Lake Road) No. 2436, 2024” (Proposed Bylaw); and

That Council receive Development Permit DP001961 (DP001961) and direct staff to bring DP001961 back to Council for consideration for approval and issuance at a future meeting when the Proposed Bylaw is presented for adoption.

CARRIED

8.3 Terms of Reference for Three New Select Committees of Council Report No. 24-038 File No. 0540-01

Moved By Councillor A. De Jong

Seconded By Councillor J. Ford

That Council approve and endorse the Climate Action and Environment Select Committee of Council (Climate Committee) Terms of Reference as attached as Appendix A to Administrative Report No. 24-038, as amended to increase the permanent membership by adding a fifth member at large;

That Council approve and endorse the Housing and Strategy Select Committee of Council (Housing and Strategy Committee) Terms of Reference attached as Appendix B to Administrative Report No. 24-038; and

That Council approve and endorse the Smart Tourism Select Committee of Council (Smart Tourism Committee) Terms of Reference as attached as Appendix C to Administrative Report No. 24-038, as amended to:

- Add an additional element to the Smart Tourism Terms of Reference to provide input and recommendations on the ongoing use of parks and recreation infrastructure;
- Add a representative from Arts Whistler as a permanent voting member; and
- Increase the membership from three to four members at large; and further

That Council direct staff to initiate recruitment of committee members for the Climate, Housing and Strategy and Smart Tourism Committees.

CARRIED

Mayor, J. Crompton declared a recess at 6:52 p.m.

Mayor, J. Crompton called the Meeting back to order 7:00 p.m.

Amendment:

Moved By Councillor R. Forsyth

Seconded By Councillor J. Morden

That Council direct staff to amend the proposed Smart Tourism Select Committee Terms of Reference to add an additional element to provide input and recommendations on the ongoing use of parks and recreation infrastructure.

CARRIED

Amendment:

Moved By Councillor R. Forsyth

Seconded By Councillor J. Morden

That Council direct staff to amend the Smart Tourism Select Committee membership to add a representative of Arts Whistler as a permanent voting member.

OPPOSED: (1): Councillor J. Murl

CARRIED

Amendment:

Moved By Councillor R. Forsyth

Seconded By Councillor J. Morden

That Council direct staff to amend the Smart Tourism Select Committee membership to add a fourth member at large.

OPPOSED: (1): Councillor J. Murl

CARRIED

Amendment:

Moved By Councillor R. Forsyth

Seconded By Councillor A. De Jong

That Council direct staff to amend the Climate Action and Environment Committee membership to add a fifth member at large.

OPPOSED: (1): Councillor J. Murl

CARRIED

Mayor, J. Crompton declared a recess at 7:14 p.m.

Mayor, J. Crompton called the Meeting back to order at 7:25 p.m.

8.4 Code of Conduct Guidelines – Direction to Proceed No. 24-039 File No. 3900-20-2397

Moved By Councillor J. Ford

Seconded By Councillor J. Murl

That Council direct staff to bring “Code of Conduct Bylaw No. 2397, 2023”, attached as Appendix A to Administrative Report No. 24-039, for consideration of first three readings at a future Regular Council Meeting, as amended to:

- Delete section 20 [*Interactions with Staff*] and add a new section to focus on Council members’ exercise of good judgement when interacting with staff;
- Add two new sections to the Informal Resolution section (sections 62 to 67) to allow the investigator to refer the informal resolution process to the Mayor or CAO;
- Amend section 74 [*Adjudication and Reporting*] such that, in the case of a determination by the investigator that a Council member did not violate the New Code, the investigation report, or a summary, would only be made publicly available subject to that Council member’s approval;
- Add a new section after section 14 [*Application*], add a new section [*Complaint Outside of Jurisdiction*], amend section 51 [*Complaint Procedure*], amend section 56 [*Preliminary Assessment*], delete sections 58 and 59 [*Criminal Conduct*], and delete sections 60 and 61 [*Disqualification Proceedings*] to align with the City of Vancouver’s process for dismissing complaints;
- Replace section 17 [*General Conduct*] with a general conduct section that does not include harassment and amend section 26. b) [*Interactions with the Public and Media*] to remove the references to discrimination and harassment; and
- Amend section 89 [*Reimbursement*] to remove the \$10,000 claim limit.

CARRIED

Amendment:

Moved By Councillor J. Murl

Seconded By Councillor J. Morden

That Council direct staff to delete section 20 [*Interactions with Staff*] and add a new section to focus on Council members' exercise of good judgement when interacting with staff.

CARRIED

Amendment:

Moved By Councillor J. Murl

Seconded By Councillor J. Ford

That Council direct staff to add two new sections to the Informal Resolution section (sections 62 to 67) to allow the investigator to refer the informal resolution process to the Mayor or CAO.

CARRIED

Amendment:

Moved By Councillor J. Morden

Seconded By Councillor J. Ford

That Council direct staff to amend section 74 [*Adjudication and Reporting*] such that, in the case of a determination by the investigator that a Council member did not violate the New Code, the investigation report, or a summary, would only be made publicly available subject to that Council member's approval.

CARRIED

Amendment:

Moved By Mayor J. Crompton

Seconded By Councillor J. Murl

That Council direct staff to add a new section after section 14 [*Application*], add a new section [*Complaint Outside of Jurisdiction*], amend section 51 [*Complaint Procedure*], amend section 56 [*Preliminary Assessment*], delete sections 58 and 59 [*Criminal Conduct*], and delete sections 60 and 61 [*Disqualification Proceedings*] to align with the City of Vancouver's process for dismissing complaints.

CARRIED

Amendment:

Moved By Councillor R. Forsyth

Seconded By Councillor J. Ford

That Council direct staff to replace section 17 *[General Conduct]* with a general conduct section that does not include harassment and amend section 26. b) *[Interactions with the Public and Media]* to remove the references to discrimination and harassment.

CARRIED

Amendment:

Moved By Councillor R. Forsyth

Seconded By Councillor J. Morden

That Council direct staff to delete sections 82 and 83 *[Remuneration]* so that a Council member's remuneration will not be reduced where the investigator finds that that Council member breached the New Code, or submitted a complaint that was frivolous, vexatious, or made in bad faith.

OPPOSED: (3): Mayor J. Crompton, Councillor J. Ford, and Councillor J. Murl

DEFEATED

Amendment:

Moved By Councillor R. Forsyth

Seconded By Councillor J. Morden

That Council direct staff to amend section 89 *[Reimbursement]* to remove the \$10,000 claim limit.

CARRIED

Mayor J. Crompton declared a recess at 8:45 p.m.

Mayor J. Crompton called the Meeting back to order at 8:51 p.m.

8.5 Provincial Housing Legislation Update: Bill 44 - Small-Scale Multi-Unit Housing and Bill 47 - Transit-Oriented Development Areas Report No. 24-040 File No. 7729.04

Moved By Councillor J. Murl

Seconded By Councillor J. Ford

That Council direct staff to prepare an amendment to "Zoning and Parking Bylaw No. 303, 2015" to comply with the requirements of provincial Bill 44, consistent

with the approach described in this Administrative Report No. 24-040, including applying overlay regulations in Part 5, providing for development permit exemptions equivalent to those that apply to detached and duplex dwellings, and including employee housing provisions respecting a portion of the additional housing units permitted by the overlay regulations; and

That Council instruct staff to prepare a bylaw designating the “Gondola Exchange” as a transit-oriented development area in accordance with provincial Bill 47, and to prepare an amendment to Part 6 of “Zoning and Parking Bylaw No. 303, 2015” that makes residential off-street motor vehicle parking requirements inapplicable in the transit-oriented development area, except to the extent that Part 6 requires the provision of parking spaces for use by people with disabilities.

CARRIED

9. MINUTES OF COMMITTEES

9.1 Board of Variance

Moved By Councillor J. Ford

Seconded By Councillor J. Murl

That Council receive the Regular Meeting minutes of the Board of Variance of June 26, 2023.

CARRIED

9.2 Audit and Finance Committee

Moved By Councillor R. Forsyth

Seconded By Councillor J. Murl

That Council receive the Regular Meeting minutes of the Audit and Finance Committee of January 4, 2024.

CARRIED

9.3 Advisory Design Panel Committee

Moved By Councillor J. Murl

Seconded By Councillor J. Morden

That Council receive the Regular Meeting minutes of the Advisory Design Panel Committee of February 21, 2024.

CARRIED

10. BYLAWS FOR FIRST, SECOND AND THIRD READINGS

10.1 Zoning Amendment Bylaw (1000 Alpha Lake Road) No. 2436, 2024

Moved By Councillor A. De Jong

Seconded By Councillor R. Forsyth

That Council give "Zoning Amendment Bylaw (1000 Alpha Lake Road) No. 2436, 2024" first, second and third readings.

CARRIED

11. BYLAWS FOR ADOPTION

11.1 Outdoor Potable Water Usage Amendment Bylaw (Irrigation Definitions, Stages and Schedules) No. 2428, 2024

Moved By Councillor R. Forsyth

Seconded By Councillor A. De Jong

That Council adopt "Outdoor Potable Water Usage Amendment Bylaw (Irrigation Definitions, Stages and Schedules) No. 2428, 2024".

CARRIED

11.2 Bylaw Notice Enforcement Amendment Bylaw (Outdoor Potable Water Usage Penalty Amounts) No. 2433, 2024

Moved By Councillor A. De Jong

Seconded By Councillor R. Forsyth

That Council adopt "Bylaw Notice Enforcement Amendment Bylaw (Outdoor Potable Water Usage Penalty Amounts) No. 2433, 2024".

CARRIED

12. OTHER BUSINESS

12.1 Bylaw Officer Appointment

Moved By Councillor J. Ford

Seconded By Councillor J. Morden

Whereas the Council of the Resort Municipality of Whistler (RMOW) wishes to appoint Merideth Klau as a Bylaw Officer pursuant to Section 36 of the *Police Act*, and upon Merideth Klau swearing the oath pursuant to Section 1(b) of Police Oath/Solemn Affirmation Regulation, before a Commissioner for taking Affidavits in the Province of British Columbia, the RMOW hereby appoints Merideth Klau as a Bylaw Officer to perform the functions and duties specified in the Bylaw Officer job description.

CARRIED

13. CORRESPONDENCE

13.1 Outdoor Potable Water Usage Amendment Bylaw File No. 3009

Moved By Councillor A. De Jong

Seconded By Councillor R. Forsyth

That Council receive correspondence from P. and E. Hauschka and H. Stippler regarding the Outdoor Potable Water Usage Amendment Bylaw and refer it to staff.

CARRIED

13.2 Extension of Valley Trail File No. 3009

Moved By Councillor J. Morden

Seconded By Councillor J. Murl

That Council receive correspondence from P. Smyth regarding the extension of the Valley Trail and refer it to staff.

CARRIED

13.3 River of Golden Dreams Habitat Enhancement Project File No. 3009

Moved By Councillor A. De Jong

Seconded By Councillor J. Murl

That Council receive correspondence from K. Swerhun regarding the River of Golden Dreams habitat enhancement project and refer it to staff.

CARRIED

13.4 Whistler Climate Policy File No. 3009

Moved By Councillor A. De Jong

Seconded By Councillor J. Ford

That Council receive correspondence from J. MacInnes regarding the Resort Municipality of Whistler Climate Policy and refer it to staff.

CARRIED

13.5 Sea to Sky Highway Shoulders File No. 3009

Moved By Councillor J. Morden

Seconded By Councillor J. Ford

That Council receive correspondence from E. Dearden regarding the Sea to Sky highway shoulders and refer it to staff.

CARRIED

13.6 Alpha Lake Road Valley Trail Conditions File No. 3009

Moved By Councillor J. Morden

Seconded By Councillor J. Murl

That Council receive correspondence from E. Dearden regarding Alpha Lake Road Valley Trail conditions and refer it to staff.

CARRIED

13.7 Light-up and Proclamation Requests

a. World Lupus Day File No. 3009.1

Moved By Councillor J. Morden

Seconded By Councillor J. Ford

That Council receive correspondence from A. Ranjbar, refer it to staff and that the Fitzsimmons Covered Bridge be lit purple on May 10, 2024, in support of World Lupus Day.

CARRIED

b. International Mucopolysaccharidoses Awareness Day File No. 3009.1

Moved By Councillor A. De Jong

Seconded By Councillor R. Forsyth

That Council receive correspondence from J. Chee, refer it to staff and that the Fitzsimmons Covered Bridge be lit blue and yellow on May 15, 2024, in support of Mucopolysaccharidoses (MPS) Awareness Day.

CARRIED

c. Food Allergy Awareness Month File No. 3009.1

Moved By Councillor J. Ford

Seconded By Councillor J. Morden

That Council receive correspondence from A. Elliott, refer it to staff and that the Fitzsimmons Covered Bridge be lit teal on May 22, 2024, in support of Food Allergy Awareness Month.

CARRIED

d. Moose Hide Campaign Day File No. 3009.1

Moved By Councillor J. Morden

Seconded By Councillor J. Murl

That Council receive correspondence from R. Barrett, refer it to staff and that the Fitzsimmons Covered Bridge be lit orange on May 16, 2024, in support of Moose Hide Campaign Day.

CARRIED

e. Sexual Assault Awareness Month File No. 3009.1

Moved By Councillor A. De Jong

Seconded By Councillor R. Forsyth

That Council receive correspondence from A. Kruger, refer it to staff and that the Fitzsimmons Covered Bridge be lit teal from April 23 to April 25, 2024, in support of Sexual Assault Awareness Month.

CARRIED

f. Menstrual Health Day File No. 3009.1

Moved By Councillor J. Murl

Seconded By Councillor J. Morden

That Council receive correspondence from L. Sinclair, refer it to staff and that the Fitzsimmons Covered Bridge be lit red on May 28, 2024, in support of Menstrual Health Day.

CARRIED

g. International Day Against Homophobia and Transphobia File No. 3009.1

Moved By Councillor J. Ford

Seconded By Councillor J. Morden

That Council receive correspondence from L. Breault, refer it to staff and that May 17, 2024, be proclaimed International Day Against Homophobia and Transphobia in Whistler.

CARRIED

h. Human Values Day File No. 3009.1

Moved By Councillor R. Forsyth

Seconded By Councillor A. De Jong

That Council receive correspondence from M. Rughani, refer it to staff and that April 24, 2024, be proclaimed Human Values Day in Whistler.

CARRIED

14. TERMINATION

Moved By Councillor J. Morden

Seconded By Councillor J. Murl

That Council terminate the Regular Council Meeting of April 9, 2024, at 9:33 p.m.

CARRIED

Mayor, J. Crompton

Corporate Officer, P. Lysaght

DRAFT

STAFF REPORT TO COUNCIL

PRESENTED: April 23, 2024 **REPORT:** 24-041
FROM: Transportation and Waste Management **FILE:** 0620-20
SUBJECT: ZERO WASTE ACTION PLAN 2024 PROGRESS REPORT

RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Infrastructure Services be endorsed.

RECOMMENDATION

That Council receive Information Report No. 24-041 – Zero Waste Action Plan 2024 Progress Report.

PURPOSE OF REPORT

The purpose of this report is to highlight Whistler’s progress towards achieving the 2021-2026 Resort Municipality of Whistler (RMOW) [Zero Waste Action Plan’s](#) (Plan) goals. The report provides a summary of Whistler’s community waste generation amounts for the calendar year 2023, an update on the priority actions from the Plan, a summary of a waste audit completed in April 2023 and a summary of related outreach and communication initiatives.

Information Report Administrative Report (Decision or Direction)

DISCUSSION

Background

The municipal solid waste program includes guidance documents that shape staff decisions on effective waste management, including considerations for reducing associated greenhouse gas emissions. These guidance documents are comprised of the Squamish-Lillooet Regional District’s (SLRD) Solid Waste and Resource Management Plan (SWRMP), attached as Appendix A, and the RMOW Zero Waste Action Plan (the Plan).

The SWRMP is a document that every community within the SLRD must follow to move their respective community toward the ultimate goal of zero waste. Priorities established in the SWRMP encourage community behaviour change to reduce waste. This behaviour change requires continued outreach and education to the community and incentives that support overall waste reduction.

In 2021, the Plan was developed by the Zero Waste Committee and endorsed by Council. The Plan set a target to decrease the amount of waste sent to landfill by 80 per cent from 2019 levels by 2030. This target requires Whistler’s landfill waste to be decreased from 11,841 to 2,368 tonnes by 2030 to

achieve an 80 per cent reduction. The Plan includes strategies and actions to achieve our target. These actions include participating in available Extended Producer Responsibility (EPR) programs, advocating to higher levels of government for change to waste management programs and increasing diversion of industrial, commercial and institutional (ICI) as well as multi-family residential (MFR) waste from landfill. Work to achieve these goals is discussed later in this report.

To communicate progress towards the adopted targets in the Plan, annual performance reports are required. This is the second annual progress report to Council and it provides information directly related to the Plan's targets and actions. The first annual progress report was presented to Council on April 3, 2023 ([Administrative Report No.23-038](#)) (2023 Progress Report).

Waste Management Facilities

The Resort Municipality of Whistler (RMOW) owns several facilities to collect waste for recycling and disposal. The Nesters and Function Junction Waste Depots provide access to residential landfill waste disposal, provincial EPR programs and organics (food scraps, yard waste and Christmas trees) collection. Bulk metal can also be dropped off at the Nesters Waste Depot. Non-municipal for-profit and not-for-profit businesses also operate out of the depots to collect EPR materials each sharing a mandate similar to the RMOW in keeping waste out of the landfill.

Private haulers collect landfill waste, recyclables and compostable material from the ICI sector, construction and demolition (C&D) sector, as well as MFR properties. Much of this material is taken to the Whistler Transfer Station (WTS) located in the Callaghan Valley.

The Whistler Landfill ceased operation in 2005 in preparation for the 2010 Olympic Games. Ongoing environmental monitoring programs have been established since closure with Morrison Hershfield and Norseman Engineering. Landfill environmental monitoring programs include ongoing observation of on-site surface water, groundwater, and migration of landfill gas. These landfill monitoring programs help to ensure and confirm the closed landfill is not causing negative impacts to the surrounding environment. These reports are submitted to BC Ministry of Environment and Climate Change Strategy by Morrison Hershfield on behalf of the RMOW on a yearly basis to confirm ongoing compliance to the provincial standards.

Waste Hauling

Landfill waste collected at the WTS is compacted then loaded onto transport trucks before being hauled to the Campbell Hill landfill located in Cache Creek. The majority of food scrap organics and compostable packaging material generated in Whistler is collected and brought directly to Sea to Sky Soils located south of Pemberton, but periodically can be processed at the municipal composting facility located next to the WTS. Recyclable material collected from ICI and MFR properties is collected and compacted at the WTS then hauled to processors outside of Whistler to be recycled. Materials collected at the Function Junction and Nesters Waste Depots through the Recycle BC EPR program are sent directly to lower mainland processors, bypassing the WTS; this includes paper and packaging materials such as mixed containers, flexible plastics, foam packaging, paper and cardboard.

Analysis

Waste Management Data

The RMOW collects waste disposal information to track progress towards waste reduction objectives. The data collected tracks waste generated from the residential and ICI sector as well as C&D sector

waste processed at the WTS. The data also includes some items recycled through Regional Recycling and textiles recycled by the Whistler Community Services Society.

The RMOW has consistent, historical data for most waste streams, but there are a few small gaps in the data collected as some waste materials leave Whistler directly without being reported to the RMOW. For example, some demolition waste generated by the C&D sector has been moving directly to the lower mainland, bypassing the WTS. Material collected by EPR programs, such as antifreeze containers recycled through the Interchange Recycling (formally B.C. Used Oil Management) program by local automotive shops, do not report back to the RMOW. Large volumes of mattresses disposed of by local hotels are transported directly to the city for recycling. Despite these gaps in the RMOW waste management data, differences in year-to-year waste stream data is still highly informative to the waste management program, and the data collected is useful for measuring our progress towards our goals.

Tracking Community Progress

In 2023, approximately 13 per cent of the waste stream came from the Nesters and Function Junction Waste Depots (residential properties), approximately 71 per cent was generated by the ICI and MFR sectors and 15 per cent came from the C&D sector. As stated previously, not all C&D waste is included in these figures as some demolition waste is hauled directly to the lower mainland and loads categorized as mixed waste are captured in ICI and MFR.

The 2023 breakdown of Whistler landfill waste by sector remains similar to 2022 proportions.

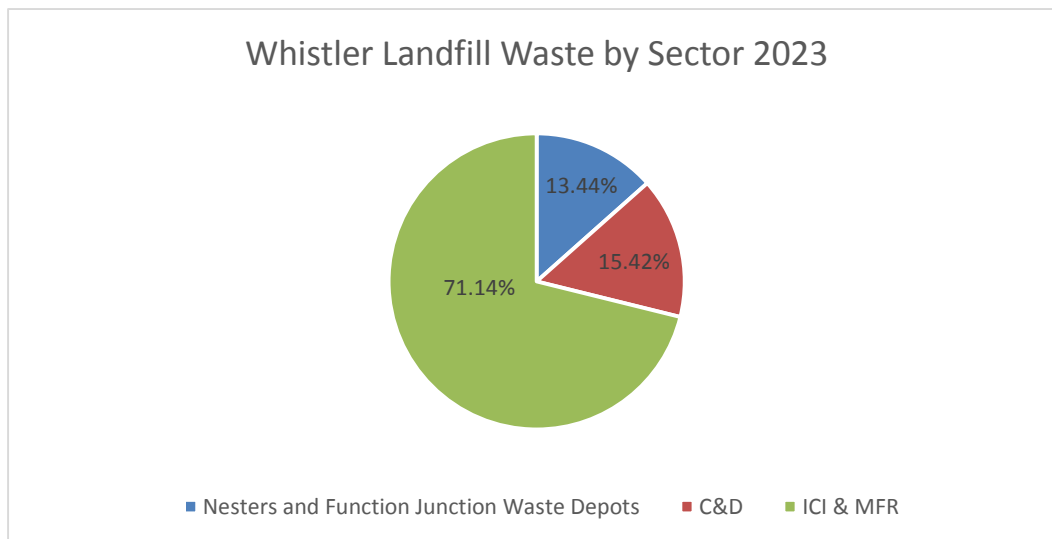


Figure 1. Whistler landfill waste by sector

As shown in Figure 2, the total amount of landfill waste generated in Whistler in 2023 was 11,561 tonnes and the per capita disposal rate was 304 kilograms (kg) per person. For reference, in 2021 the provincial per capita disposal rate was 506 kg per person and the SLRD per capita disposal rate was 440 kg per person. This indicator considers the total tonnage of solid waste material that was sent to the landfill from the Nesters and Function Junction waste depots and the WTS from sources within the RMOW divided by the Whistler 2023 population equivalent. The WTS processed a total of 14,067 tonnes of landfill waste in 2023 however this includes waste generated in Pemberton and other areas within the SLRD. The total amount of waste landfilled in 2023 is similar to the past four years but the per capita waste generation has decreased slightly due to a slight increase in population equivalent over the same period. This result is encouraging.

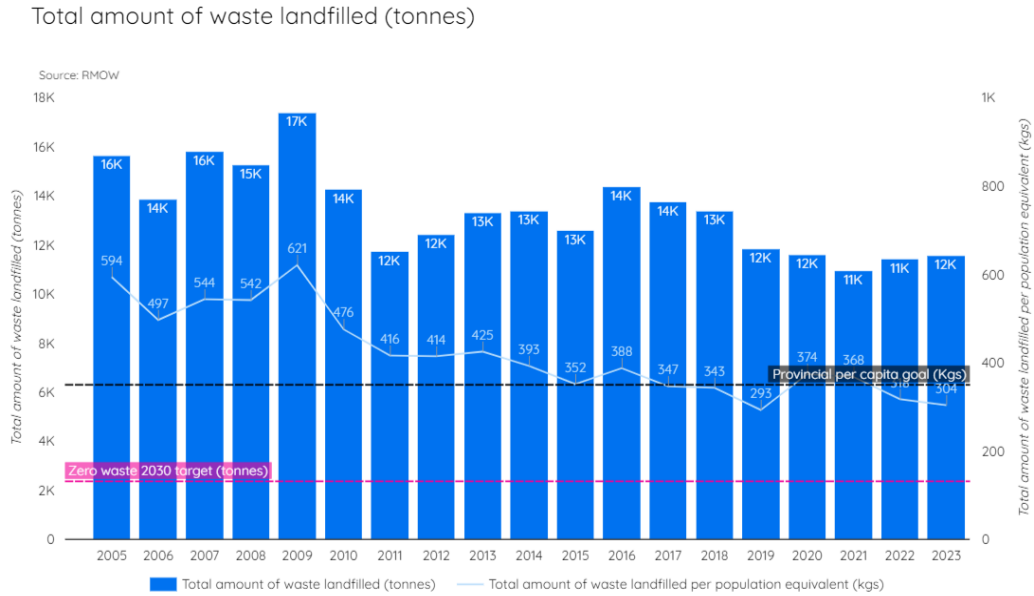


Figure 2. Total amount of waste landfilled (tonnes) and per capita diversion rate (kilograms)

As shown in Figure 3, the estimated diversion rate in 2023 was 47 per cent. The diversion rate in 2023 is identical to the diversion rate in 2022 which means that although the community is generating more landfilled waste, more materials are also being recycled and composted. This indicator represents the estimated proportion of materials that was generated and not landfilled (i.e., the percent recycled or composted through the various programs offered in Whistler). Yard debris, land clearing and wastewater treatment biosolid compostable materials have not been included in the graph since 2008 as those materials are easily divertible and not generally included in diversion rate calculations. More focus will need to be made by the RMOW and the community to significantly reduce the amount of materials going to the landfill in order to meet the ambitious zero waste target by 2030.

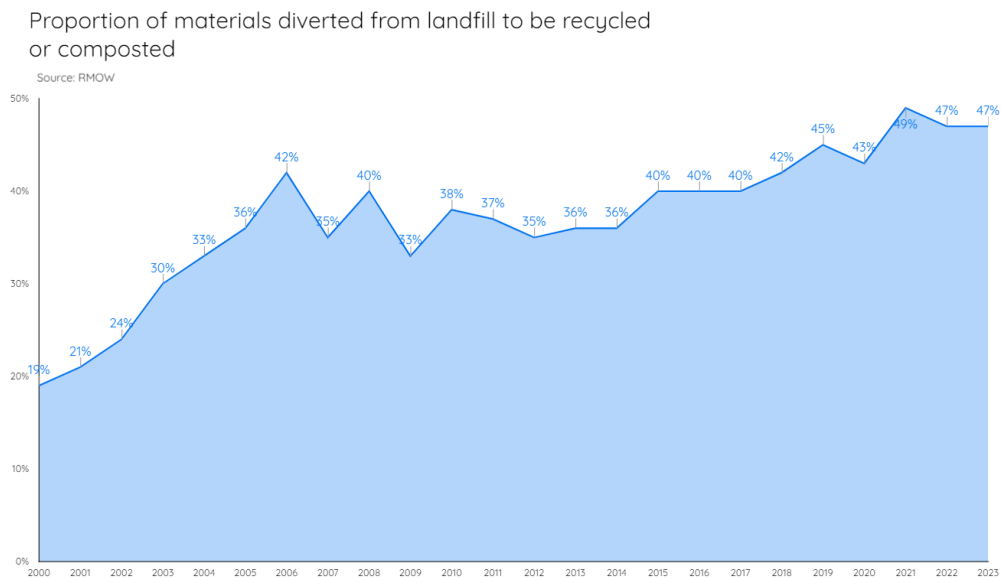


Figure 3. Proportion of materials diverted from landfill to be recycled or composted

2023 Waste Audit – Summary

In April 2023, the RMOW hired a consultant to conduct a composition audit of the landfill waste stream at Nesters and Function Junction Waste Depots. This composition audit was a continuation of the 2022 audit as the 2022 audit only included residential landfill waste that was self hauled to the WTS. The 2022 audit also looked at ICI and C&D material and was presented in the 2023 Progress Report.

The 2023 audit was carried out over a period of one day and provides a snapshot of the landfill waste that was generated at Nesters and Function Junction Waste Depot over that day. The audit involved analyzing two samples from the Nesters Waste Depot and two samples from the Function Junction Waste Depot.

Figures 4 and 5 show the residential landfill waste composition as well as the diversion potential respectively. The audit found that compostable organics is the largest category of material (by weight) in Whistler’s residential landfill waste stream, accounting for approximately 31 per cent (Figure 4) of the total residential waste stream. For compostable organics, the largest component was avoidable food waste (20.4 per cent) followed by unavoidable food waste (7.8 per cent). Avoidable food waste is defined as edible food and some examples for this category were bread, fruit and meat. Unavoidable food waste is food waste that is not edible and examples for this category are eggshells and fruit and vegetable peels. Unfortunately, these results are an increase from the 2019 audit where compostable organics accounted for 27 per cent of residential landfill waste.

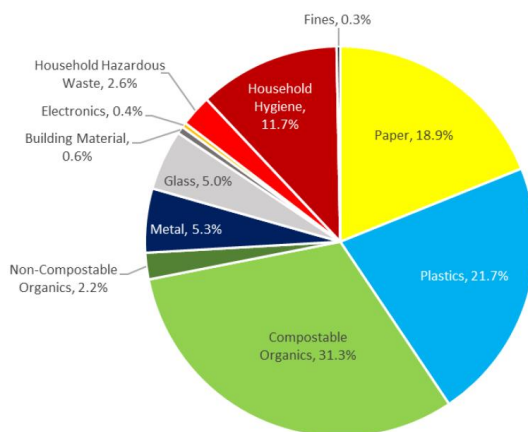


Figure 4. Whistler 2023 residential waste audit landfill waste composition

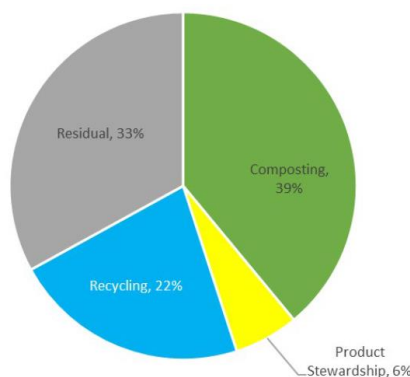


Figure 5. Diversion potential of residential landfill waste (2023 waste audit)

The audit found that approximately 67 per cent of the materials (1,098 tonnes) found in the residential landfill waste stream have the potential to be diverted through programs such as composting, recycling, and product stewardship depots. This means that over half of the waste that is currently going to the landfill (from the residential waste depots) could be diverted to more sustainable solutions. Removing compostable organics from the landfill waste stream will significantly increase the community’s diversion rate and reduce the tonnage sent to landfill, especially as organics are typically heavy.

Audits are a snapshot in time to show the diversion potential available within the collected landfill waste stream. It is noted that removing 67 per cent of material from the residential waste stream will not get the community to the 2030 target. The RMOW Zero Waste goal is an 80 per cent reduction in waste weight from 2019 levels by 2030, which would result in only 2,368 tonnes of waste being generated in 2030. Removing 67 per cent of materials generated in the residential waste stream would get the community to 10,463 tonnes. It is therefore important to note that ICI and C&D sources are the greatest contributors to Whistler’s waste stream and that is where the community has the greatest opportunity to reduce waste tonnage.

To achieve the 2030 target, more effort will be required by community stakeholders to reduce the amount of material purchased, consumed and then disposed of as waste. The community also needs to find more opportunities to upcycle waste materials that are generated. The RMOW will continue to support the community in achieving this goal by executing on the strategies and actions in the Plan.

Zero Waste Action Plan – Priority Action’s Update

The Plan was developed by the Zero Waste Select Committee of Council. The Plan includes eight priority actions. This update provides information on the current status of these actions.

Priority Action	Status
1. Provide education and technical assistance to businesses to reduce waste in the commercial and accommodations sector	<p>In 2023, a report titled ‘How to Achieve Zero Waste in Whistler Restaurants’ (Restaurants Guide) was published by municipal staff in conjunction with the Association of Whistler Area Residents for the Environment (AWARE). The purpose of this guide is to assist restaurant owners, managers and employees reduce food waste and food waste packaging in restaurants. It is crucial that restaurants in Whistler reduce or avoid edible food waste and compost unavoidable food waste to help us reach our zero waste goals.</p> <p>In 2023, 19 food service Solid Waste Management Plan’s (SWMP) were reviewed by municipal staff. This is a requirement for food service operators to receive their business license and is an opportunity for municipal staff to ensure that food service operators have the correct waste streams and tools in place to separate waste.</p> <p>Lastly, municipal staff hired a consultant to conduct a waste room assessment project (WRAP). This project involved assessing 53 waste rooms attached to restaurants in Whistler to ensure compliance with the RMOW “Solid Waste Bylaw No. 2139, 2017” (Solid Waste Bylaw) and assist businesses with identifying opportunities for improvement in their waste management systems. The next phase of this project involves presenting the findings to the property manager’s and restaurant owners. This work is currently happening.</p>
2. Improve monitoring/data	<p>The Plan progress report (this report) is an initiative to improve monitoring/data collection reporting.</p>

Priority Action	Status
collection and reporting	The WRAP also improves monitoring and data collection as staff now have data on what streams these waste rooms have available and an understanding of their contamination level.
3. Provide alternatives to single-use items	AWARE has delivered a report detailing the feasibility of a reusable coffee cup program in Whistler. Municipal staff are in the process of determining next steps to make a reusable cup program successful in a tourist destination.
4. Implement comprehensive programs to reduce food waste and packaging	<p>The RMOW continued to participate in the Love Food, Hate Waste (LFHW) campaign. LFHW is an online campaign aimed to raise awareness of the need to reduce food waste. LFHW messages were shared through social media and zero waste tips on Whistler Today.</p> <p>Work continues on reducing the amount of food waste going to landfill. An example of such work is an ongoing project to enhance food security and resiliency within the SLRD. This project work is funded by the Union of BC Municipalities and led by Whistler Centre for Sustainability Engagement and Planning, working with the RMOW and several food distribution organizations operating in the corridor. The goal is to develop a system to ensure edible food reaches people in need and does not end up in the landfill.</p> <p>The Restaurants guide, food service SWMPs, WRAP and reusables report are also related to this priority action.</p>
5. Increase space for materials to be dropped off and picked up for re-use	Some of the WTS has been redesigned to better utilize the existing space and serve the community's changing needs. Staff will continue the redesign process in 2024 and the new design will include more space for materials to be dropped off and organized for re-use (not recycling or landfilling), as well as an area for sorting C&D waste.
6. Advocate to the provincial and federal governments for increased support for zero waste initiatives	RMOW staff provided feedback on Environment and Climate Change Canada (ECCC) Pollution Prevention planning (P2) Notice regarding primary food plastic packaging. This P2 Notice would set requirements for Canada's largest grocery retailers to prepare and implement a pollution prevention plan with an aim towards zero plastic waste from primary food packaging. Municipal staff are strongly in support of this P2 Notice which has yet to be finalized.
7. Strengthen waste and diversion policies, requirements and enforcement	<p>RMOW staff are currently working on an update to the Solid Waste Bylaw. This update will strengthen waste and diversion policies.</p> <p>The WRAP also improved enforcement of the Solid Waste Bylaw.</p>
8. Mandate deconstruction (not demolition) of buildings	<p>Staff worked with a local contractor and a deconstruction contractor on the possibility of a pilot project to deconstruct a home in Whistler in 2023, unfortunately this project did not go ahead. Staff were able to determine cost differences between deconstruction and traditional demolition and identified items that are typically salvaged through traditional demolition.</p> <p>Staff are working with the building department to determine next steps in regard to improving C&D waste diversion.</p>

Changes to Federal and Provincial Policy Regarding Single Use Plastics

Federal Policy

In 2021, the federal government listed plastics under the *Canadian Environmental Protection Act* (CEPA) as a toxic substance. Designating plastics as a toxic substance allowed the federal government to enact policy on a plastics registry, recycled content and labelling rules for plastics and to create single-use plastics prohibitions. The first single-use plastic prohibitions came into effect for sale of material on December 20, 2023, and covered plastic checkout bags, plastic cutlery, foodservice ware (made of expanded polystyrene foam, polyvinyl chloride, carbon black or oxo-degradable plastics), stir sticks and straws; prohibitions on ring carriers and flexible straws packaged with beverage containers will come into effect June 20, 2024. Figure 6 illustrates the plastic materials that will be prohibited in Canada and their reusable alternatives.

A successful legal challenge has occurred against the inclusion of all plastics under CEPA; however, the federal government has appealed this decision, and the regulation of single-use plastics remains in effect under the appeal.



Figure 6. Prohibited single-use items and reusable alternatives. Source: Environment and Climate Change Canada.















Provincial Policy

The *Single-Use and Plastic Waste Prevention Regulation* came into effect December 20, 2023, regulating disposable foodservice accessories, shopping bags, foodservice ware and oxo-degradable plastics. It is similar to the federal regulation but also has fees for paper and reusable bags (with some exceptions), does not permit biodegradable or compostable plastics, and requires that foodservice accessories are given out on request only. There are also future prohibitions on PVC film wrap (2028) and polystyrene foam meat trays (2030). Figure 7 illustrates the provincial phase out of single use and plastic items.


This regulation will be enforced through the Report All Poachers and Polluters (RAPP) service.

BRITISH COLUMBIA SINGLE-USE & PLASTIC WASTE PREVENTION REGULATION

Provincial Phase Out of Single-Use and Plastic Items

<p>December 20, 2023</p> <p>PROHIBITED</p> <p> Plastic utensils*</p> <p>AVAILABLE BY REQUEST</p> <p> Wooden utensils</p> <p> Drink cup lids and sleeves</p> <p> Straws</p> <p> Condiments</p> <p> Napkins and wet wipes</p> <p> Garnishes (e.g., plastic sushi grass, drink umbrellas)</p>	<p>July 15, 2024</p> <p>PROHIBITED</p> <p> Plastic shopping bags (new reusable and paper bags have minimum fees)</p> <p> Food service ware (excludes polystyrene foam trays for raw proteins <i>only</i>)**</p> <p> Biodegradable plastic / PVDC film wrap</p> <p> All oxo-degradable plastics</p> <p>RESTRICTED USE</p> <p> Compostable plastic food service ware and film wrap</p>	<p>July 1, 2028</p> <p>PROHIBITED</p> <p> PVC film wrap</p> <p>July 1, 2030</p> <p>PROHIBITED</p> <p> Polystyrene foam trays (used for raw proteins)</p> <p>* Utensils include spoons, forks, knives, chopsticks, stir sticks and drink splash plugs.</p> <p>** Made of biodegradable plastic, polystyrene foam, PVC or PVDC including bowls, boxes or cartons, cups, containers, plates, platters and trays (excludes polystyrene foam for raw proteins)</p> <p>Additional information and resources</p> <p>For more information and resources on BC's Single-Use and Plastic Waste Prevention Regulation: gov.bc.ca/reuse</p>
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The regulation supports BC's efforts to prevent single-use and plastic waste, divert more waste from landfills and keep what we do use working for us longer - creating a cleaner, better future for everyone.



Ministry of Environment and Climate Change Strategy

Figure 7 British Columbia Single Use and Plastic Waste Prevention Regulation. Source. British Columbia Ministry of Environment and Climate Change Strategy.

Staff are in the process of determining how to best promote and ensure compliance with these regulations in Whistler.

Communications and Outreach Overview

The key outreach and communication initiatives that the solid waste team have been working on are outlined below. The goal of any outreach is to create community awareness and the required behavior change to ultimately reduce the amount of waste material generated each year by the community.

RMOW Social Media and Whistler Today

18 social media posts were created in 2023 to promote waste management which reached 20,245 people. This is a significant improvement from 2022 posts which only reached 11,941 people. Reach is the number of people who saw the content published. The most viewed social media post was regarding operational changes to drywall disposal procedures. The second most viewed post was about the Repair Café event.

Two paid advertisements were run on Meta in 2023. One was about Pitch-In Day which had a reach of 8,048 people and 399 link clicks. The second was about proper hazardous waste disposal and had a reach of 11,078 people and 539 link clicks.

In addition, 40 zero waste tips were shared through the Whistler Today newsletter. These posts aim to educate the community on how to reduce landfill waste and to provide an update to solid waste operational changes they should be aware of. The most successful zero waste tip was regarding Recycle BC changes to the flexible plastics stream. This tip had 30 per cent of people click on the link (which is what makes it the most successful).

Recycling Council of British Columbia (RCBC) Recyclepedia Widget

In 2021, a Recyclepedia widget, hosted by the Recycling Council of British Columbia (RCBC), was added to the RMOW website. This widget (search portal) helps residents search for where to recycle their household items. In addition, the RCBC operated a recycling hotline where people can call someone directly to ask questions about recycling.

2023 data from Recyclepedia is summarized below:

Total hotline and Recyclepedia inquiries from Whistler:	888
Total number of hotline inquiries:	9 calls, representing 24 material requests
Recyclepedia web searches (RMOW Website):	641
Recyclepedia Web Searches (all sources):	864

Top 10 materials searched for (RMOW website):

1. Plastic Bags and Overwrap
2. Clothing Non-Reusable
3. Other Flexible Plastic Packaging
4. Ferrous Metal
5. Car or Light Truck Tires
6. Paint
7. Cardboard
8. Plastic (Packaging) Foam
9. Plastic Packaging Container
10. Food Scraps

Events

Solid waste staff conducted outreach at six community events in 2023 including two clothing swaps and two garage sales organized by AWARE, the Canada Day pancake breakfast and the Inside Scoop. These events were chosen because they were run by partner organizations and have a strong local turn out. The RMOW also financially supported AWARE to host zero waste stations and conduct outreach at the weekly farmer's market.

In addition, staff organized a Repair Café with the library and AWARE as partners. Repair Café provides an opportunity for people to bring in broken items to have them fixed by volunteer fixers. Repair Cafés are a great way to keep items out of the landfill to promote a community culture of repair. This event was very successful, and staff will be organizing four Repair Cafés in 2024.

Solid waste staff had a presence at RMOW events in 2023 and hosted Zero Waste stations at the Pitch-In Day Barbeque (BBQ), staff pizza day and the Years of Service BBQ. These events all achieved a diversion rate of over 95 per cent.

Lastly, staff engaged with youth by speaking to a fourth-grade class at Spring Creek Elementary School on Local Government Awareness Day about waste in Whistler. Staff were also a mentor for Project NOW which is a youth mentorship program centered around climate action and engagement. Staff worked with youth on a project related to fast fashion.

Overall, these initiatives are intended to increase public awareness, promote best practices, and ultimately reduce the amount of waste generated in Whistler.

POLICY CONSIDERATIONS

Relevant Council Authority/Previous Decisions

[April 3, 2023: Administrative Report No. 23-038](#), Zero Waste Action Plan Progress Report

[August 17, 2021: Administrative Report No. 21-096](#), Whistler Zero Waste Action Plan 2021-2026

2023-2026 Strategic Plan

The 2023-2026 Strategic Plan outlines the high-level direction of the RMOW to help shape community progress during this term of Council. The Strategic Plan contains four priority areas with various associated initiatives that support them. This section identifies how this report links to the Strategic Plan.

Strategic Priorities

- Housing
Expedite the delivery of and longer-term planning for employee housing
- Climate Action
Mobilize municipal resources toward the implementation of the Big Moves Climate Action Plan
- Community Engagement
Strive to connect locals to each other and to the RMOW
- Smart Tourism
Preserve and protect Whistler's unique culture, natural assets and infrastructure
- Not Applicable
Aligns with core municipal work that falls outside the strategic priorities but improves, maintains, updates and/or protects existing and essential community infrastructure or programs

Community Vision and Official Community Plan

The Official Community Plan (OCP) is the RMOW's most important guiding document that sets the community vision and long-term community direction. This section identifies how this report applies to the OCP. The Zero Waste Action Plan 2024 Progress Report aims to provide transparent access to relevant waste management data, as well as to provide an update on actions listed in the Plan. The progress report is strongly aligned with the goals, objectives and policies in Community Vision Chapter

2, Climate Action and Energy Chapter 10 and Infrastructure Chapter 12. Specifically, the report supports the following goals:

- Goal 10.4 – Substantially reduce GHG emissions with solid waste management
- Goal 12.3 – Move progressively towards zero waste

BUDGET CONSIDERATIONS

The tracking and reporting of Whistler’s zero waste progress does not have direct budget implications beyond the dedication of staff time. An annual Solid Waste Depot Operations fee is charged each year to properties allowed to use the depots as per the Solid Waste Bylaw. Capital improvements made at solid waste facilities and projects dedicated to achieving zero waste are paid for by the solid waste reserve which is funded by waste generators through tip fees paid at the WTS. Tip fees are reviewed annually to ensure that taxpayers are not subsidizing the waste management program.

LÍLWAT NATION & SQUAMISH NATION CONSIDERATIONS

The RMOW is committed to working with the Lílwat People, known in their language as *L'il'wat7úl* and the Squamish People, known in their language as the *Skwxwú7mesh Úxwumixw* to: create an enduring relationship; establish collaborative processes for Crown land planning; achieve mutual objectives; and enable participation in Whistler’s resort economy.

There are no specific considerations to include in this report.

COMMUNITY ENGAGEMENT

Level of community engagement commitment for this project:

- Inform Consult Involve Collaborate Empower

There was no specific engagement required to develop the Zero Waste Action Plan 2024 Progress Report, but all levels of engagement have been utilized as part of implementing the Zero Waste Action Plan. Engagement that has occurred as part of implementing the Zero Waste Action Plan is detailed throughout this report.

REFERENCES

Appendix A – SLRD Solid Waste and Resource Management Plan

SUMMARY

The RMOW relies on several guidance documents to ensure an effective waste management program is maintained. The Plan is the most recent plan adopted by Council and this progress report highlights Whistler’s annual waste generation performance and provides an update on the Plan’s eight priority actions. Most of the waste is generated by the ICI and MFR sectors which is expected as Whistler is a destination resort community. Compostable organics still make up the largest fraction of waste that could be diverted from the landfill.

New educational tools continue to be developed that will help the community to more effectively manage the waste that they generate each day. Regular messaging occurs through various social channels to remind the community they have an important role and responsibility to think about the waste they generate.

A waste audit was completed to provide a snapshot understanding of what waste is still making its way to the landfill. Additional work will be done by staff and the community to reduce the amount of waste generated or to direct more waste towards recycling. Progress has been made to implement changes that will move the community toward achieving the adopted zero waste target, but the work continues into 2024.

SIGN-OFFS

Written by:

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Solid Waste Technician

Reviewed by:

Andrew Tucker,
Manager of Transportation and Waste

James Hallisey,
General Manager of Infrastructure Services

Virginia Cullen,
Chief Administrative Officer



MORRISON HERSHFIELD

SLRD SOLID WASTE AND RESOURCE MANAGEMENT PLAN



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16 March, 2016

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GLOSSARY

C&D waste	Waste materials generated at construction, renovation and demolition projects
Disposal	Landfilling
Diversio	Activities that divert waste materials away from disposal as garbage to alternatives such as recycling or composting. Does not include combustion of garbage to product energy.
DOL	District of Lillooet
DOS	District of Squamish
Generation	The sum of all materials discarded that require management as solid waste, including garbage, recycling, and organic waste. Does not include organic waste composted at home.
ICI	Industrial, commercial and institutional (does not include heavy industry)
MOE	BC Ministry of Environment
organic waste/organics	kitchen scraps, food waste, yard and garden waste
RMOW	Resort Municipality of Whistler
SLRD	Squamish-Lillooet Regional District
SWRMP	Solid Waste and Resource Management Plan
Plan	Solid Waste and Resource Management Plan
SWRMP AC	Solid Waste and Resource Management Plan Advisory Committee
VOP	Village of Pemberton

EXECUTIVE SUMMARY

Over the past three years, Squamish-Lillooet Regional District (SLRD) has engaged in a process to update the 2007 Solid Waste and Resource Management Plan (SWRMP or the Plan) to reflect current and future waste management needs. The process to update the Plan was conducted in three stages. The first stage involved reviewing of the current solid waste management system. The second stage involved the assessment and selection of options to address the region's future solid waste management needs. The third and final stage involved community consultation to obtain input on the selected options. This document, the updated SWRMP, reflects the results of that consultation process.

As part of the planning process, a long term vision for solid waste management in the SLRD was established that encompasses the following:

1. The ultimate goal is zero waste – all of our discards are regarded as resources.
2. To the greatest extent possible, these resources are used locally, thereby moving the SLRD towards a closed-loop economy.
3. The system to manage discards is financially self-sustaining. Embedded in this goal is to have the cost to purchase a product include the cost of re-resourcing it at the end of its useful life.
4. Citizens are actively engaged in behaviours that reflect the waste management hierarchy (i.e. reduce before reuse before recycle...).
5. Until we have achieved zero waste, the infrastructure to manage residual waste meets or exceeds provincial guidelines and regulatory requirements.

Waste composition studies indicate that there is still a significant quantity of disposed waste that can be recycled or managed through composting or similar methods. It is estimated that up to 43% of the disposed waste stream is compostable organics, while plastic and paper make up an additional 25% of the landfilled waste stream. The initiatives described in this report target the recyclable and compostable components of the waste stream. Upon full implementation, these initiatives have the potential to reduce the amount of waste sent to landfill from the current estimate of 525 kg per person to 347 kg per person, a reduction of 34%.

The key diversion initiatives in this Plan are:

- a residential food scraps reduction campaign;
- ICI / multi-family communications strategy;
- tourist accommodation communication strategy;
- Re-Build It facilities in Pemberton and Lillooet; and
- curbside collection services in Pemberton and surrounding area.

The other key component of this planning process has been establishing long term residual waste disposal capacity. There is a lack of long term disposal capacity in the region. Whistler currently sends its waste to a privately-owned landfill in Washington State. The District of Squamish landfill is nearing capacity and expansion options are currently under consideration. In the short-term, the District intends to expand the landfill vertically to gain an additional 13-14 years of capacity. A long-term option is to expand the site horizontally; although this option has a number of technical hurdles to overcome. If the horizontal expansion becomes possible, the Squamish Landfill could be designated as a regional landfill and would be able to receive waste from all of the southern corridor communities. A working group of municipal, SLRD and First Nation representatives will be established to collectively consider long term residual waste management options.

The implementation schedule for this Plan is 2016 to 2020. The estimated additional annual operating costs to the SLRD range from \$20,000 to \$55,000, as shown in the table below. Capital expenditures are anticipated for the

establishment of two Re-Build It centres and the provision of new curbside collection services. The capital cost to expand the Squamish Landfill will be the responsibility of the District of Squamish.

Implementation of New Initiatives	2015	2016	2017	2018	2019	2020
Estimated new operating costs	\$ 55,000	\$ 35,500	\$ 50,000	\$ 41,000	\$ 37,000	\$ 20,000

The implementation of the new Plan will be overseen by the Plan Monitoring Advisory Committee. They will report to the SLRD Board on an annual basis on the Plan's progress and effectiveness.

1. INTRODUCTION

In British Columbia, each regional district is mandated by the Provincial Environmental Management Act to develop a Solid Waste and Resource Management Plan that provides a long term vision for solid waste management, including waste diversion and disposal activities. Plans are updated on a regular basis to ensure that the plan reflects the current needs of the regional district, as well as current market conditions, technologies and regulations.

Over the past two years, Squamish-Lillooet Regional District (SLRD) has engaged in a process to update the 2007 Plan to reflect current and future waste management needs. The process to update the Plan was conducted in three stages. The first stage involved reviewing of the current solid waste management system. The Stage 1 Report can be found on SLRD's website.¹

The second stage involved reviewing options to address the region's future solid waste management needs and the selection of preferred management options. The preferred options were presented in a draft version of the Solid Waste and Resource Management Plan (SWRMP or Plan). The third and final stage involved community consultation to obtain input on the options presented in the draft SWRMP.

Two advisory committees, established for both the South (Furry Creek to Pemberton) and the North (Gold Bridge to Lillooet) areas of the region, provided input throughout the planning process. Both advisory committees have public, local government and technical representation and are collectively referred to as the Solid Waste and Resource Management Plan Advisory Committee (SWRMP AC).

As result of the effort provided by the members of the Solid Waste Management Plan Advisory Committee as well as the input received from the community on the draft Plan, this updated SWRMP was finalized. This document provides an update of the 2007 Plan and provides a path forward for the SLRD and member municipalities for managing solid waste.

The planning process and the development of this report have been undertaken in accordance with the BC Ministry of Environment (MoE) document entitled "Guide to the Preparation of Regional Solid Waste Management Plans by Regional District" (BC MoE, 1994) with consideration of the MOE's Solid Waste Management Planning Guideline Intentions Paper (September 2015).

1.1 LONG TERM VISION

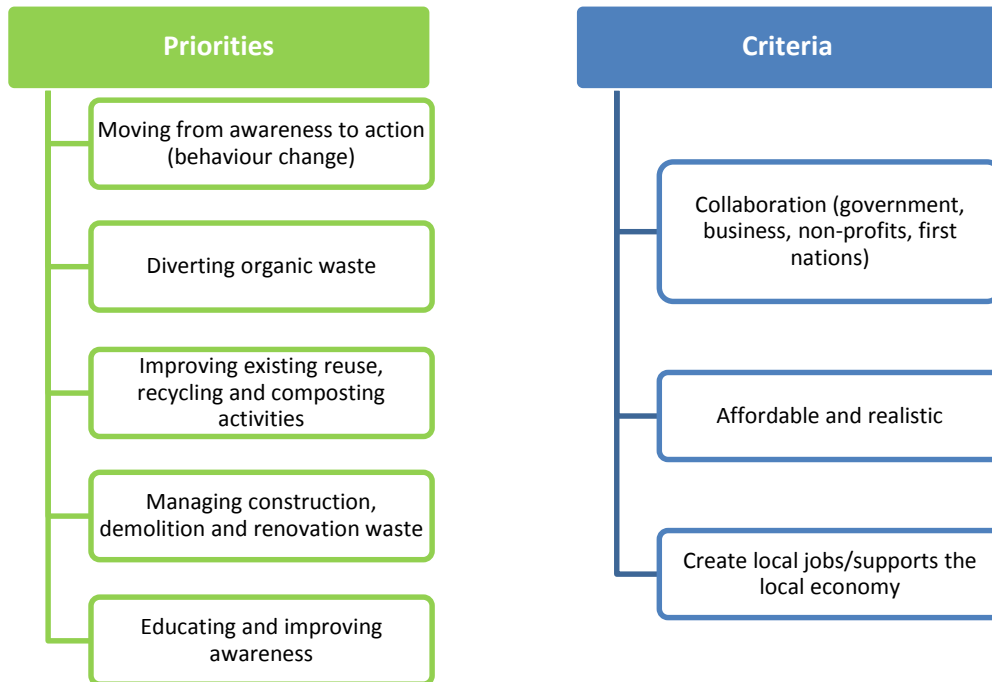
A long-term vision for the SWRMP was developed by the SWRMP AC during Stage 1 of the planning process. The initiatives described in this document are intended to move the SLRD towards this vision:

1. The ultimate goal is zero waste – all of our discards are regarded a resources.
2. To the greatest extent possible, these resources are used locally, thereby moving the SLRD towards a closed-loop economy.
3. The system to manage discards is financially self-sustaining. Embedded in this goal is to have the cost to purchase a product include the cost of managing it at the end of its useful life.
4. Citizens are actively engaged in behaviours that reflect the waste management hierarchy (i.e. reduce before reuse before recycle...).
5. Until we have achieved zero waste, the infrastructure to manage residual waste meets or exceeds provincial guidelines and regulatory requirements.

¹ <http://www.slrd.bc.ca/inside-slrd/current-projects-initiatives/solid-waste-and-resource-management-plan>

1.2 OBJECTIVES

At the initial meeting of the SWRMP AC, an exercise was conducted to help define the priorities (key issues) for the planning process. During this exercise, the committee also identified criteria that they felt are important to include in the consideration of options for managing solid waste. The priorities and criteria are:



2. PLAN AREA AND DEMOGRAPHICS

The plan area shown in Figure 2-1 includes four incorporated municipalities and four unincorporated electoral areas, including:

- District of Squamish (DOS);
- Resort Municipality of Whistler (RMOW);
- Village of Pemberton (VOP);
- District of Lillooet (DOL);
- Electoral Area A (Gold Bridge, Bralorne and area);
- Electoral Area B (Yalakom, Bridge River, Seton/ Tsal'álh, Texas Creek, Fountain Valley, Pavilion);
- Electoral Area C (Pemberton Meadows, Mt. Currie - D'Arcy corridor, Whistler-Pemberton Corridor (excluding municipalities);
- Electoral Area D (Furry Creek, Britannia, Upper Squamish, Upper Cheakamus, Ring Creek, Pinecrest/Black Tusk).

First Nations within in the SLRD include the Xwisten (Bridge River), Tsal'álh (Seton Lake), Sekw'elw'as (Cayoose Creek), T'itq'et (Lillooet), Ts'kw'aylaxw (Pavilion), Xaxli'p (Fountain), N'Quatqua, Lytton, Lil'wat (Mt. Currie), and Squamish peoples. Thirty-six reserves are located in the region, with a total on-reserve population of 3,275 persons in 2011². Lil'wat Reserve 6 has the largest population, with over 1,300 people. Seven other reserves have populations of 100-300 persons. All other reserves have populations of under 100 persons, with the smallest having five or fewer residents.



² Statistics Canada, 2011 Census.



Figure 2-1: Plan Area

2.1 POPULATION

Table 2-1 provides a breakdown of the permanent population of the SLRD for 2011 (based on the 2011 Census) and estimated for 2012 to 2014.

Table 2-1: Population Data for the Service Areas within the SLRD

JURISDICTION	2011 POPULATION DATA	2012 POPULATION DATA	2013 POPULATION DATA	2014 POPULATION DATA
Lillooet	2,324	2,337	2,335	2,344
Pemberton	2,485	2,513	2,579	2,601
Squamish	17,727	18,377	18,789	19,294
Whistler	10,333	10,409	10,194	10,447
Unincorporated Areas	6,644	6,982	6,970	6,810
Squamish-Lillooet TOTAL	39,513	40,618	40,867	41,496

Source: British Columbia Regional District and Municipal Population Estimates
Prepared by: BC Stats, Ministry of Labour, Citizens' Services and Open Government
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

Whistler receives over two million visitors every year with large seasonal variation in the resident population. Therefore the RMOW calculates an equivalent adjusted population figure to account for the impact of the visiting population on amenities and services. In 2011, the adjusted population number for Whistler was 26,132³, which would increase the overall SLRD population to 55,312 for 2011 (an increase of 40%).

³ Combination of BC Stats and Tourism Whistler equivalent population estimates.

3. CHARACTERIZATION OF THE CURRENT WASTE STREAM

This section provides estimates of the current composition of the SLRD’s waste and the quantity of waste disposed and recycled. Additional information is presented in the Stage 1 report. The data presented in this section is from 2012 and represents the most recent data available when the Stage 1 report was prepared.

3.1 WASTE GENERATION, DIVERSION AND DISPOSAL ESTIMATES

The SLRD has tracked its waste disposal rate for many years. Figure 3-1 shows the per capita quantity of waste disposed in the SLRD from 2001 to 2012. The amount of waste disposed is typically driven by two factors: the range of diversion opportunities, such as recycling and composting, available to the population and the level of regional economic activity. In 2012, the disposal rate was 541 kg per capita.

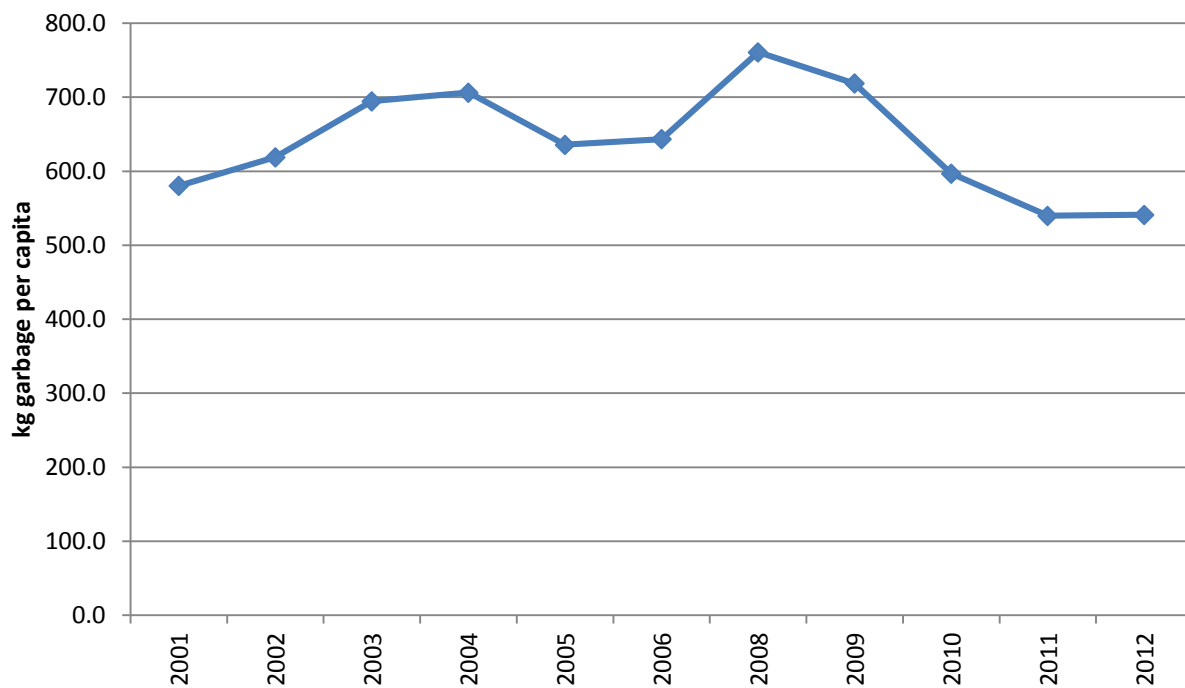


Figure 3-1: SLRD per Capita Waste Disposed (2001 – 2012)

Table 3-1 provides a summary of the estimated waste disposal and waste diversion quantities recorded at the different disposal facilities and for the various methods of diversion. The table presents disposal data for garbage disposed at landfills. The quantities exclude garbage disposed of in landfills on First Nations Reserves (believed to be a relatively small quantity) and biosolids because they are not considered solid waste.

Table 3-1: Disposal and Diversion Estimates (2012)

Disposal and Diversion	Estimated Tonnes (2012)
Disposal	
Squamish Landfill	11,692
Rabanco Regional Landfill via Whistler Transfer Station	12,795
Lillooet Landfill	2,479
Total disposal	26,966
Diversion	
Squamish curbside recycling program	936
Squamish other recycling + composting	5,525
Recycling at Whistler Transfer Station	1,698
Whistler other recycling	5,109
Whistler Composting Facility	2,510
Whistler Re-Use-It Center	309
Whistler Re-Build-It Centre	221
Pemberton Transfer Station Recycling	294
Lillooet Landfill Recycling (includes tonnes from Gold Bridge Transfer Station)	196
Devine Transfer Station Recycling	7
Extended Producer Responsibility Programs (estimated)	3,339
Total diversion	20,144
Total waste generation (disposal + diversion)	47,110
2012 Diversion rate (diversion/waste generation)	43%

The disposal data is based on scale data from SLRD and member municipality disposal facilities. Not all recycling and diversion activities have available data, so the estimated total diversion is considered to be conservative. Based on SLRD's estimated disposal and diversion quantities, the region achieved a diversion rate of 43% in 2012.

3.2 COMPOSITION OF WASTE DISPOSED

The composition of the SLRD landfilled waste is estimated based upon several information sources including a regional waste composition study conducted by Dillon Consulting in 2012 as part of the Regional Composting Feasibility Study⁴ and municipal data available for RMOW.

The purpose of the 2012 regional waste composition study was to estimate the proportion of potentially compostable organic materials in the garbage currently being landfilled. The study separated the garbage into 3 main categories: organics, recyclables, and residual waste. The organics waste stream was further broken down into: backyard compostable food, non-backyard compostable food, yard waste, and non-food organic. Table 3-2 shows the composition of the waste received at four different disposal locations separated by source. Figure 3-2 illustrates how the garbage is broken into the three primary categories (organics, recyclables, and residual waste).

Table 3-2: SLRD's Estimated Waste Composition at Four Disposal Locations shown as % by Weight (2012)

Location	Source	Food - Backyard Compostable	Food -Non Backyard Compostable	Yard Waste	Non Food Organic	Total Organics	Recyclables	Residuals
Squamish	Residential garbage	22	16	12	5	56	13	32
	Mixed Commercial garbage	11	26	0	8	44	24	32
Whistler	Residential garbage	16	14	5	4	39	23	38
	Commercial - Ski Resort Housing garbage	13	13	1	4	31	39	30
	Commercial - Grocery Store garbage	7	47	0	2	56	21	23
Lillooet	Residential garbage	10	11	9	3	34	21	46
	First Nations garbage	16	25	2	6	49	25	25
	Mixed Commercial garbage	11	10	1	5	27	58	15
Gold Bridge	Mixed Residential & Commercial garbage	16	26	2	7	52	21	27

⁴ Dillon Consulting, Regional Composting Feasibility Study, Final Report, July, 2013.

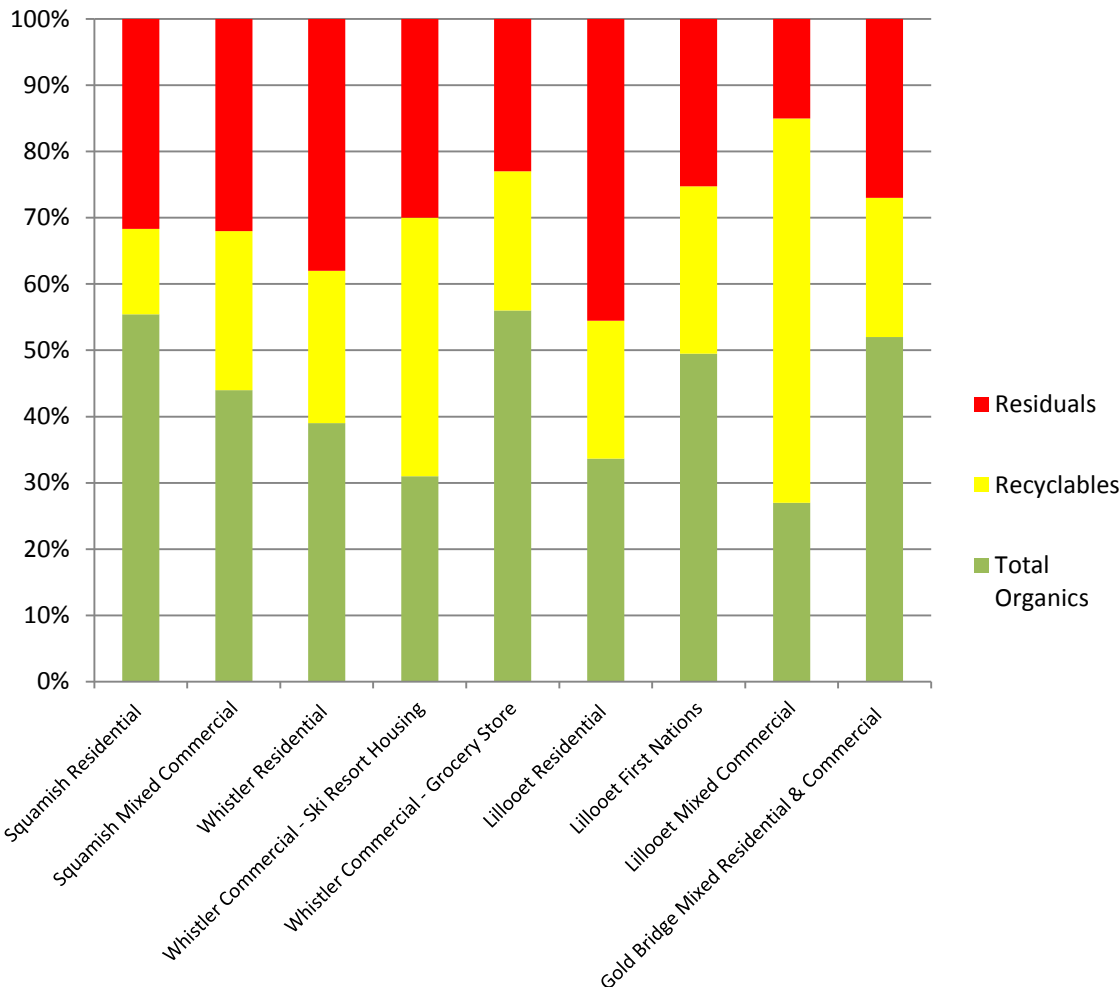


Figure 3-2: 2012 Estimated Waste Composition shown as the Proportion of Organics, Recyclables and Residual Waste (% by Weight)

The largest components disposed, by weight, are organic waste (average of 43% across sources), residual waste (30%) and recyclables (27%). The waste composition results were based on a one-week sort and do not represent seasonal variations in a waste stream.

To obtain additional insight into the potential composition of the waste currently sent to landfill, the results of a 2012 waste composition study conducted for the Regional District of North Okanagan (RDNO) were also considered. The RDNO is a combination of rural areas and smaller towns, similar to SLRD (with the exception of Whistler). As a result, the waste composition data from the RDNO is considered to have reasonable application for the SLRD’s purpose. The RDNO’s study provides a breakdown of the main waste composition categories, as shown in Figure 3-3. The RDNO study indicates that compostable organics constitute the highest percentage of waste landfilled (43%); and plastic and paper constituted the second highest percentage (13% and 12% respectively). Collectively, these three waste categories constituted at least 71 % of the residential waste stream⁵.

⁵ TRI Environmental Consulting Inc., 2012 Solid Waste Composition Study for Regional District of North Okanagan.

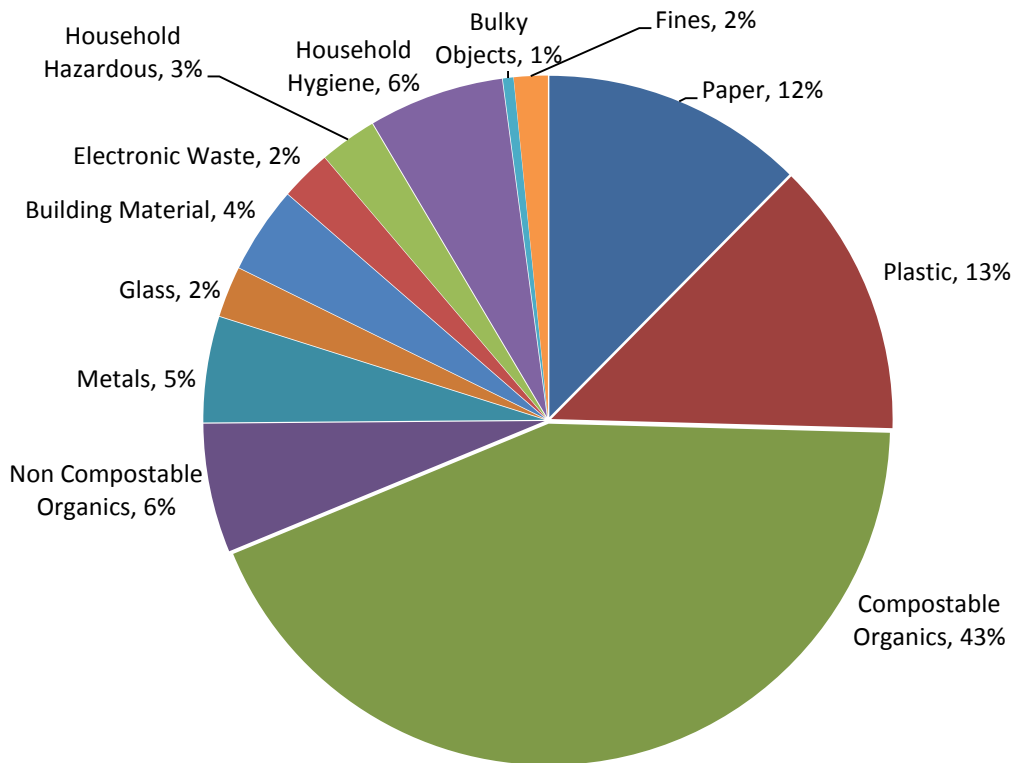


Figure 3-3: Waste Composition of Regional District Similar to the SLRD

3.2.1 RMOW Waste Composition

The RMOW has a unique demographic; it is a tourism community with a fluctuating population. The type and amount of waste produced in the municipality varies with number of visitors throughout the different seasons of the year. RMOW has conducted a variety of waste composition studies in 2004, 2010, 2011, and most recently in 2012. These studies indicated that the largest components of garbage disposed in Whistler are: compostables (25%), paper products (17%), wood waste (16%), plastics (8%) and metal (8%). The RMOW's 2013 Solid Waste Strategy states that 41% of Whistler's garbage could be diverted to the compost facility, and another 40% could be recycled⁶.

⁶ RMOW, Whistler Solid Waste Management Strategy, 2013.

4. EXISTING WASTE MANAGEMENT SYSTEM

The following sections provide a brief outline of the SLRD's existing solid waste management system. A detailed description of the system is included in the *Solid Waste and Resource Management Plan Stage 1 Report* available on the SLRD website.

Education and Promotion: The SLRD and member municipalities participate in educating residents and businesses about proper waste management. A range of waste management-related promotion and education programs are used to support all solid waste services. The SLRD provides financial support to the Recycling Council of BC (RCBC). RCBC provides a toll-free Recycling Hotline and an on-line searchable database called "Recyclepedia" that provides residents with information on waste management programs in the region.

In addition to the SLRD's initiatives, private and non-profit organizations in the region also engage in education and promotion activities to increase waste diversion.

Reduction and Reuse Programs: Across the SLRD communities there are several reduction efforts targeting edible unwanted food, the use of plastic bags, bottled water, and encouraging green purchasing and green building. Free stores are operated at the Pemberton, Gold Bridge and Devine transfer stations, as well as at the Lillooet landfill. There are also a number of commercial and non-profit stores in the region focused on reuse, repair or rental of equipment.

Extended Producer Responsibility Programs: The SLRD is a member of the BC Product Stewardship Council, a body that advocates on behalf of local government for effective product stewardship programs. SLRD staff has also engaged in consultation and discussions with stewardship programs in their plan development process. A wide range of EPR products are collected and recovered under the regulated programs. In addition, there are also voluntary programs operating in the SLRD, targeting things like bike tubes, obsolete agricultural pesticide, fridges, and old vehicles.

Back Yard Composting: The SLRD operated a residential composter distribution program, however this program ended due to lack of participation and the availability of composters at local retailers. Backyard composting is not widely encouraged in the SLRD due to concerns with attracting bears into residential areas. Some municipalities have addressed the issue in their bylaws.



Recyclables Collection: Curbside recycling collection is provided to single-family homes in Squamish, Furry Creek, Britannia Beach and on Squamish Nation's reserve lands. For residents in the rest of the SLRD, there are recycling, drop off facilities available in Squamish, Whistler, Pemberton, Lillooet, Devine and Gold Bridge.

In Squamish, Pemberton and Whistler, owners of multi-family buildings and industrial, commercial and

institutional (ICI) buildings can arrange for recycling collection via private collection service providers.

Compost Collection: Squamish residents receive seasonal curbside yard waste collection. Drop off facilities (available all year around) are available for yard waste in Squamish, Whistler, Pemberton and Lillooet. Britannia Beach and Furry Creek have seasonal drop off sites for yard waste. The ICI sector and multi-family buildings can arrange for their private collection service providers to collect organics in Squamish, Pemberton and Whistler.

Garbage collection: Curbside garbage collection is currently provided to residents in Squamish (municipal service), Lillooet (municipal service), Furry Creek and Britannia Beach (SLRD service), and on Squamish Nation reserve lands (Squamish Nation service). Private collection companies are available to provide residential garbage collection service on a subscription basis in Pemberton, Pinecrest and Whistler. Residents in other communities in the region and in rural areas self-haul their garbage to a transfer station, landfill or Whistler depot.

In Squamish, Pemberton, Whistler and Lillooet, multi-family and ICI buildings must hire a private garbage collection service.

Processing facilities for recyclables and compost: There are two Materials Recovery Facilities (MRFs) in the SLRD for sorting, processing and marketing of recyclables. The SLRD owns one at the Lillooet Landfill, which is operated by a private contractor. The other MRF is privately owned in Squamish.

There are two composting facilities located within the Region; a municipal facility in Whistler and a privately owned facility in Pemberton (Sea-to-Sky Soils). The SLRD recently established a yard waste composting capacity at the Lillooet Landfill.

Construction, demolition and land clearing waste management: Efforts have been made to encourage separation of the reusable and recyclable portions of construction and demolition (C&D) waste generated in the region. There are two C&D waste sorting and processing areas: one next to the Squamish Landfill, and the other at the Whistler Transfer Station. Source separation is encouraged through differential tipping fees charged at Squamish Landfill, Whistler Transfer Station, Lillooet Landfill and Gold Bridge Transfer Station.

Clean wood waste (i.e. untreated wood) is accepted at the Whistler Transfer Station, the Squamish Landfill and the Lillooet Landfill, where it is chipped for use in composting.

Source-separated scrap metal, cardboard and gypsum are collected and stored for recycling at all local government solid waste facilities in the SLRD (Lillooet, Pemberton, Squamish, and Whistler).

Land-clearing waste refers to tree waste, including trunks and stumps that are generated as a result of clearing land for development. In the SLRD, land-clearing waste is generally managed by grinding wood waste to incorporate into the soil, or for other uses such as composting or hog fuel.



Recovery and Residual Waste Management: Resource recovery means the extraction and utilization of materials and energy from the waste stream. None of the landfills within the Region are capturing landfill gas for energy recovery. Whistler's composting facility is recovering waste heat from the composting process and it is used to heat the compost operations building. Whistler is currently investigating the business case for producing biofuel from its current composting operation as a product for sale in addition, or as an alternative to, compost, which is the current saleable product.

Residual waste is the portion of the solid waste stream that is not managed through recycling, composting and/or recovery activities. It is commonly referred to as “garbage”.

There are four publicly owned transfer stations operating in the region; the Whistler, Pemberton, Devine and Gold Bridge transfer stations. In addition, there are two depots located in Whistler, where residential garbage can be dropped off at no cost.

There are two operating landfills in the SLRD, the Squamish Landfill and the Lillooet Landfill. The planned closure date for the Squamish Landfill is 2018⁷, however there is potential to expand the site to accommodate for waste disposal until 2059⁸. Since the closure of the Whistler Landfill, garbage from the Whistler transfer station and depots has been compacted and transported to Roosevelt Regional Landfill (also known as Rabanco) in Washington State, US.

First Nations are responsible for providing their own waste management systems, as regulated under the federal *Indian Reserve Waste Disposal Regulations*. In the SLRD, some communities have their own landfills, while others contract with commercially available collection and disposal services or they self-haul to SLRD or municipal facilities.

⁷ Conestoga Rovers Associates, Lifespan Analysis Update - District of Squamish Landfill, 2013.

⁸ Sperling Hansen Associates, Squamish Landfill Lifespan Analysis and Recommended Operational Improvements, 2011.

5. A NEW PLAN FOR THE SLRD

The components of the new plan focus on:

- Improving communication and collaboration. The new plan incorporates the recommendations of the SLRD Solid Waste and Resource Management Strategic Communications Plan that was approved by the SLRD Board in October 2014;
- Improving the use of existing recycling and composting services;
- Putting more emphasis on reduction (i.e. not creating waste that needs to be “managed”); and
- Identifying the process to establish long-term disposal capacity for District of Squamish, as well as the communities that use the DOS landfill for disposal.

The sections of the Plan are presented as follows:

- Communications
- Reduction and reuse
- Extended producer responsibility
- Waste diversion through policy
- Residential waste management
- Commercial and multi-family waste management
- Organic waste management
- Construction and demolition waste management
- Landclearing waste management
- Resource recovery
- Residual waste management
- Illegal dumping
- Wildlife and waste management
- Land use planning
- Monitoring of Greenhouse Gas Emissions
- Authority over waste management activities in the SLRD
- Plan Implementation
- Plan targets
- Monitoring and measurement
- Plan flexibility

A summary of the new initiatives is presented at the end of each section. For each new initiative, the summary table includes information under the following headings:

- Responsibility – indicating which organization(s) will be responsible to implement the initiative;
- Implementation – indicating the year(s) in which the initiative will be implemented;
- Estimated staffing requirements – indicating the estimated hours of SLRD staff time on an annual basis that the initiative will require;
- Estimated capital cost – referring to estimated SLRD capital expenditure requirements; and
- Estimated operating cost – referring to estimated SLRD operating expenditure requirements.

6. COMMUNICATIONS

During the first stage of this planning process, the top priorities for updating the Solid Waste and Resource Management Plan were identified. Some of these priorities relate to communications, specifically:

- Moving from awareness to action (behaviour change)
- Improving on existing reuse, recycling and composting activities
- Educating and improving awareness.

Consequently, many of the new initiatives in this plan are focused on communications. In October 2014, the Regional Board approved the Solid Waste and Resource Management Strategic Communications Plan prepared by Ecoinspire. The Strategic Communications Plan is intended to meet the waste reduction and diversion communications needs of the SLRD over the next five years by:

- Building on existing organizational objectives and strengths of the SLRD and partner organizations;
- Providing a unifying brand that harmonizes waste reduction efforts across the region;
- Focusing on proven audience-focused social marketing technique and behavioral change science;
- Identifying specific belief, behavior, and knowledge objectives, and a practical action plan to achieve them; and
- Creating an approach that can be replicated to solve other social, environmental or economic challenges.

The Strategic Communications Plan provides detailed information on the process and mechanisms for developing and implementing a successful communications plan and is included in Appendix A for reference. Implementing the Strategic Communications Plan will ensure that the waste reduction and diversion goals identified in the SLRD SWRMP (current and updated versions), as well as the waste reduction and diversion goals of member municipalities, are achieved sooner and with longer lasting effects.

Communication and education are critical support mechanisms to successful waste diversion. The SLRD already provides 20 workshops per year to schools throughout the SLRD and conducts an Earth Day event. Additionally, the SLRD has provided funding to AWARE's Zero Waste Station at the Whistler Farmers Market and there is on-line information provided by the SLRD, member municipalities, recycling collection companies and local environmental organizations.

To enhance current communication initiatives, improve on waste diversion programs and support new diversion actions, the following communications initiatives are planned:

1. The SLRD and member municipalities incorporate community based social marketing (CBSM) into solid waste management endeavors with a significant focus on behaviour change. CBSM is an approach to program promotion and education that encourages high rates of effective participation and long-term behavior change. As outlined in the Strategic Communications Plan, a CBSM plan should include 6 strategic phases (refer to Appendix A for details on each of these phases):
 - Analysis
 - Strategy development
 - Program and communication design
 - Pretesting
 - Implementation
 - Evaluation

2. Develop a Communications Strategy focused on reducing food scraps in waste from single-family homes. This will be the first communications strategy developed under the new SWRMP. The approach and tools used in this strategy are intended to be used for future strategies. It is anticipated that these campaigns could be a collaborative effort by SLRD, Squamish, Whistler, Pemberton, Lillooet, First Nations, and possibly other stakeholders.
3. Establish a mechanism for sharing, standardizing and coordinating communication and education efforts amongst organizations involved in providing waste management services, such as an annual strategic communications planning session. The SLRD would facilitate this collaboration of Squamish, Whistler, Pemberton, Lillooet, First Nations, and other stakeholders as appropriate. Through doing so, the desired outcomes can be harmonized and efficiencies improved.
4. Implement the logo and tagline “Love this place. Reduce your waste” developed for SLRD solid waste communications (part of the Communication Strategy).
5. Develop a communications strategy for ICI and multi-family properties to improve the performance of recycling and organic waste diversion.
6. Develop a communications strategy for tourist accommodations to improve the performance of recycling and organic waste diversion.
7. Coordinate local government efforts to establish internal zero waste programs, so that the SLRD and member municipalities can lead by example. See the ICI and Multi-family section for more information on this initiative.
8. Expand the SLRD’s zero waste workshops beyond schools to other public venues.
9. Encourage and support “bear smart” backyard composting.
10. Increase public awareness of EPR take back programs available in the SLRD.
11. Promote construction and demolition waste reuse and recycling opportunities.

Love this place. Reduce your waste.



Table 6-1 below summarizes the new communication initiatives and resource requirements such as staffing and financial implications. An initiative not listed below indicates that there are no anticipated resource requirements.

Table 6-1: Summary of Communications initiatives

NEW INITIATIVE	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Incorporate community-based social marketing into major campaigns	SLRD, municipalities	2015 onwards	included under individual initiatives	included under individual initiatives	included under individual initiatives
Residential food scraps reduction campaign	SLRD, municipalities	2015-2017	1000	\$ -	\$ 66,000 over 3 yrs
ICI and multi-family communication strategy	SLRD, municipalities	2017-2018	1000	\$ -	\$ 30,000 over 2 yrs
Tourist accommodation communication strategy	Whistler, Squamish	2019-2020	500	\$ -	\$ 20,000 over 2 yrs

NEW INITIATIVE	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Construction & demolition communication strategy	SLRD, municipalities	2019-2020	500	\$ -	\$ 15,000 over 2 yrs
Coordination of local governments' internal zero waste initiatives	SLRD, municipalities	2015 -2016	40	\$ 0	\$ 1000 over 2 yrs
Expansion of zero waste workshops	SLRD, municipalities	2015 onwards	0	\$ -	\$ 5,000 annually
Bear Smart backyard composting	SLRD, municipalities	2015 onwards	20	\$ -	\$ 1,000 every 3 rd year
EPR awareness	SLRD, municipalities	2015 onwards	20	\$ -	\$ 1,000 every 3 rd year
Promote local construction and demolition waste reuse/recycling opportunities	SLRD, municipalities	2015 onwards	40	\$ -	\$ 1,000 every 3 rd year

7. REDUCTION AND REUSE

Reduction and reuse initiatives prevent waste from entering the waste management system resulting in conservation of resources. Although reduction and reuse initiatives are at the top of the waste management hierarchy, historically solid waste management strategies have not focused on these initiatives. As noted in the previous sections, one of the priorities for this planning process is improving on existing reuse, recycling and composting activities.

Real change will ultimately have to be driven from the consumer level. This can be driven by consumer demand for more durable goods, and also through increased consciousness regarding what and how much we consume. The SLRD and member municipalities can support a change in mindset through encouraging the reuse of goods before they become waste. This is currently being done through:

- Whistler's Reuse It and Rebuild It Centres
- Squamish's Reuse It Fair
- Free stores at the all SLRD transfer stations (Pemberton, Gold Bridge, Devine) and the Lillooet Landfill

In addition, there are other reuse opportunities in the SLRD available through non-profit initiatives such as Squamish ReBuild and Pemberton Re-Use-It, consignment and thrift stores, on-line services such as Facebook, Craigslist and Kijiji, and many rental, repair and maintenance shops.

The SLRD and member municipalities will be able to promote the "reduce and reuse" mindset shift through undertaking the following activities:

1. Develop campaigns to encourage reduction and reuse behavior. These campaigns are discussed in the Communications section. The initial focus would be on reducing the amount of food scraps in residential waste.
2. Establish a Re-Build-It Centre type of facility in Pemberton where usable construction, demolition and renovation discards can be stored for reuse.
3. Establish a Re-Build-It Centre type of facility at Lillooet Landfill.
4. Encourage bear smart backyard composting.
5. Establish a fund to foster local zero waste initiatives that would be administered by the SLRD. It is anticipated that applications for funding would be received and reviewed on an annual basis by the Plan Monitoring Advisory Committee (see Section 23 for additional information on this committee). The committee would collaborate on establishing criteria for eligibility for funding.

Table 7-1 below summarizes the new reduction and reuse initiatives and their associated resource requirements such as staffing and finances. Resource requirements for bear smart composting have been included under Communications.

Table 7-1: Summary of new reduction and reuse initiatives

NEW INITIATIVE	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Campaigns to encourage reduction and reuse behavior	Incorporated into Communication Initiatives				
Re-Build-It Centre type of facility in Pemberton	SLRD, Pemberton	2017	40	\$ -	to be determined
Re-Build-It Centre type of facility at Lillooet Landfill	SLRD	2018	60	\$ 15,000	to be determined
Bear smart backyard composting	Incorporated into Communication Initiatives				
Fund for local zero waste initiatives	SLRD	2017	15	\$ -	\$ 5,000 annually

8. WASTE DIVERSION THROUGH POLICY

Two policy approaches to encouraging diversion were explored during this planning process: variable tipping fees and disposal bans.

Variable tipping fees refers to the application of different disposal rates for different types of waste at landfills and transfer stations. For example, in the SLRD, tipping fees on recyclable and compostable materials are generally lower than the tipping fee for garbage. Additionally, loads of garbage that contain an excessive amount of recyclables can be charged a tipping fee higher than the one for regular garbage. Variable tipping fees act as a financial incentive to source-separate these types of materials from the regular garbage. This is particularly effective for businesses and construction/demolition projects.

Although variable tipping fees are in effect throughout the SLRD, how they are applied varies from facility to facility. The SLRD and member municipalities aim to use variable tipping fees to target the same waste types for source-separation (based on the availability of local alternatives) so that the policy is more consistent throughout the region. Waste types that could be considered include:

- Cardboard
- Metal
- Yard waste
- Food waste
- Clean wood waste
- Drywall
- Products covered under an Extended Producer Responsibility (EPR) program

A similar policy approach involves banning specific materials from disposal. Disposal bans are typically implemented using a bylaw that specifies which waste materials must be collected separately from garbage for the purpose of recycling or composting. Bans are also used to prohibit hazardous materials from entering landfills. They are enforced at the point where garbage is deposited at a landfill or transfer station and non-compliance with the bylaw results in the deliverer of the garbage being ticketed or having a surcharge placed on the tipping fee.

Disposal bans, which are not currently a policy tool used by in the SLRD, will only be implemented if variable tipping fees are not as effective at achieving the desired diversion behaviours. Some exceptions are anticipated when a specific waste stream is determined to warrant the establishment of a disposal ban prior to determining if variable tipping fees would be effective. To this end, it is also planned that landfill bans on most EPR products be established when and where local collection services are available for those products. The specific list of EPR products to be banned from garbage will be determined through collaborative dialogue between SLRD and the municipalities of Squamish and Whistler. This initiative is discussed further in the next section on EPR (Section 9).

Creating greater consistency in terms of disposal policies throughout the southern part of the SLRD will require that local government representatives meet on a regular basis (at least annually) to review existing policies and consider opportunities to enhance the effectiveness of their policies. Table 8-1 lists the new policy initiatives and their implications.

Table 8-1: Summary of new waste diversion policy initiatives

NEW INITIATIVE	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Establish regionally consistent tipping fee categories	SLRD, Whistler, Squamish. Coordinated by SLRD.	2016	10 hrs annually for collaboration and revisions to tipping fee schedule	\$ -	\$ -

9. EXTENDED PRODUCER RESPONSIBILITY

Use of Extended Producer Responsibility (EPR) as a policy tool aims to shift the responsibility for end-of-life management of products (physically and economically) to the producer and away from municipalities to create an incentive for producers to include environmental considerations in design of products. EPR programs in BC are mandated by Recycling Regulation 449/2004, under the Environmental Management Act. The regulation requires producers of the designated products to develop a program for their collection and recovery of materials and to consult stakeholders (including local governments) when developing their plans. The Ministry of Environment, who is responsible for the regulation, requires the product stewards to file annual reports on the materials collected and recovered, and to breakdown collection volumes by regional district where possible.

Table 9-1 lists the current EPR programs in BC. Most of these programs operated “take back” programs where consumers can return the used product to a depot or to the retailers. In the SLRD, several EPR programs have arranged for municipal and SLRD landfills and transfer stations to operate as take-back depots. It is planned that local governments continue to provide EPR take-back services, as needed, to ensure local access to these programs by residents. Local government participation may be dependent on the level of cost recovery that is offered by the EPR program to the SLRD or member municipality to provide the service.

Table 9-1: Current EPR programs in BC

PRODUCT CATEGORY	PROGRAM(S)
Antifreeze, Used Lubricating Oil, Filters and Containers	BC Used Oil Management Association
Beverage Containers	Encorp (non-alcoholic and wine, spirits, coolers and import beer in non-refillable containers) Brewers Distributed Limited (fillable and canned beer)
Electronics and Electrical	Call2Recycle (batteries and cell phones) Canadian Wireless and Telecommunications Association (CWTA) (batteries and cell phones) Electronics Products Recycling Association (EPRA) (electronics: Computers, televisions, audio-visual, medical equipment, office equipment) LightRecycle (lamps and lighting equipment) Major Appliance Recycling Roundtable (MARR) (large appliances) Outdoor Power Equipment Institute (OPEI) (Outdoor Power Equipment) Canadian Electric Stewardship Association (CESA) (small appliances, power tools, sports and exercise equipment, hobby, craft) AlarmRecycle (smoke and carbon monoxide alarms) Switch the 'Stat (thermostats) Canadian Brandowner Residual Stewardship Corporation (toys –electric and electronic)
Lead Acid Batteries	Canadian Battery Association Interstate Battery System
Packaging and Printed Paper (residential)	Multi-Material BC
Paint and Solvents and Flammable Liquids, Gasoline and Pesticides	Product Care
Pharmaceuticals	Health Product Stewardship Association
Tires	Tire Stewardship BC

The SLRD is a member of the BC Product Stewardship Council (BCPSC), a body that advocates on behalf of local government for effective product stewardship programs. As a member of BCPSC, it is planned that SLRD:

- Liaise with member municipalities to share information on the outcomes of the BCPSC meetings and provide information on other EPR-related initiatives.
- Encourage BCPSC to invite First Nations to participate on the Council.

SLRD staff also engage in consultation with stewardship programs in their plan development process, and advocates that these programs provide reasonable service levels for the SLRD.

To reinforce that EPR products are a private sector responsibility and they should not be landfilled in the SLRD, specific EPR products should be added to the list of materials that are banned from disposal as garbage. This ban should be implemented at landfills and transfer stations only when a take-back program for the targeted EPR products is locally available. A list of EPR products that could be banned from landfilling includes:

- Lead-acid batteries
- Appliances
- Paints and solvents
- Pesticides
- Household batteries – single use and rechargeable
- Electronics
- Motor oil and filters
- Pharmaceuticals
- Tires

During the planning process, it was noted that more awareness of the breadth of EPR programs and drop off locations is needed. SLRD and municipal staff intend to work with the product stewardships organizations to support increased awareness throughout the SLRD as part of the overall Communications strategy discussed in Section 6.

Table 9-2 below summarizes the new EPR related initiatives and their associated resource requirements such as staffing and finances.

Table 9-2: Summary of the new EPR related initiatives

NEW INITIATIVE	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Landfill bans on specified EPR materials/products	SLRD, Squamish, Whistler	2016	40 hrs for bylaw revision and communications	\$ -	\$ -
Increase awareness of EPR programs and services	Incorporated into Communication Initiatives				

10. RESIDENTIAL WASTE MANAGEMENT

This section describes collection services provided by local government to residents, including the collection of garbage, recyclables and compostable waste. Residential services *currently* provided in the SLRD include:

District of Squamish	Door-to-door collection of garbage, recycling and seasonal yard waste (curbside food waste to be collected with yard waste starting in 2015)
Resort Municipality of Whistler	Depot-based collection of garbage, recycling and food waste
District of Lillooet	Door-to-door collection of garbage
SLRD	Door-to-door collection of garbage and recycling in Britannia and Furry Creek Drop off facilities for seasonal collection of yard waste in Britannia and Furry Creek Depot-based collection of garbage, recycling and food waste in Pemberton Depot-based collection of garbage, recycling and yard waste in Lillooet Depot-based collection of garbage and recycling for Electoral Areas A, B and C

Note that the services above do not include collection services for multi-family buildings. For the purposes of waste collection, multi-family buildings are treated as commercial buildings. Refer to Section 11 for a list of actions related to commercial and multi-family buildings.

In addition to maintaining the current residential waste collection system, the following initiatives are planned:

- Implement curbside collection services in Pemberton and surrounding area. This process will begin with community consultation to determine the community's support for a collection service, the possible breadth of the service (garbage and/or recycling and/or organic waste collection) and the collection protocols (e.g. types of collection containers, frequency of collection). If there is support for a curbside service, it is expected that the service requirements for the Pemberton transfer station may be reduced and that there will be costs savings associated with operating the transfer station.
- Assess the provision of curbside recycling and yard waste collection services in Lillooet. District of Lillooet intends to undertake an assessment of the cost-benefit of adding curbside recycling and yard waste collection to their existing curbside collection service (currently for garbage only). One of the considerations for implementing this service may be the availability of funding for the recycling service through Multi-Material BC or other producer responsibility organization.

These initiatives are intended to achieve following objectives:

- To reduce the amount of residential garbage sent to landfill
- To provide services and incentives that encourage diversion of recyclable and compostable discards

Table 10-1 below summarizes the new residential waste initiatives and their associated resource requirements such as staffing and finances.

Table 10-1: Residential Waste Management Initiatives

NEW RESIDENTIAL INITIATIVES	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Curbside collection services in Pemberton and surrounding area					
a. Community consultation	SLRD and Pemberton	2015	80	\$ -	\$ 2,500
b. Implementation	SLRD or Pemberton	2016	150	\$ -	\$ 10,000
c. On-going collection service	SLRD or Pemberton	2017	40	to be determined	to be determined
Assess provision of curbside recycling and / or yard waste collection services in Lillooet	Lillooet	2016	20	\$ -	\$ -

11. COMMERCIAL AND MULTI-FAMILY WASTE MANAGEMENT

Throughout the SLRD, private collection companies are contracted to collect their garbage, recycling and organic waste from commercial, institutional and multi-family residential buildings. During Stage 1 of the planning process, it was noted that in communities where recycling and organic waste collection services are offered, not all businesses and multi-family buildings subscribe to these services. Waste composition data presented in the Stage 1 report indicates the 24% of Squamish's commercial garbage is recyclable, 39% of Whistler's ski resort accommodation garbage is recyclable, and 21% of commercial grocery store garbage is recyclable. This data indicates that there is a significant opportunity to increase diversion by improving the use of existing recycling services.

Current local government approaches to encouraging recycling and composting in commercial and multi-family settings include:

- Variable tipping fees at disposal facilities in Squamish, Whistler and the SLRD to encourage source-separation and diversion (discussed in Section 8);
- Allowing small multi-family waste generators in Squamish to participate in the residential curbside collection service on a voluntary basis; and
- Implementing a bylaw in Whistler that makes recycling and organics collection from all multi-family and commercial buildings mandatory (the collection service will continue to be provided by private waste collection companies).

In addition to these approaches, the following initiatives are planned:

1. Develop a communications plan for the multi-family residential and commercial sectors to increase diversion of recyclable and compostable waste. This initiative is part of the Communication strategy described in Section 6. Possible initiatives to be considered include:
 - Implementation of a bylaw similar to Whistler's mandatory bylaw in other areas of the SLRD.
 - Like Squamish, allow small multi-family and commercial waste generators to participate in residential curbside recycling and organic waste collection service, where these services exist.
2. Improve recycling at tourist accommodations. This initiative would require the development of a communications strategy using community-based social marketing principles and is incorporated into the Communications initiatives described in Section 6.
3. Improve recycling and waste minimization at events. This initiative would include the development of common Event Guidelines that could be used as a template by local governments in the SLRD, as well as requiring the organizers of large events to submit a Solid Waste and Resource Management Plan for large events.
4. Require new multi-family and commercial developments (and significant re-developments and renovations) to design for 3 stream waste management (garbage, recycling, composting) storage and collection. The SLRD can coordinate the development of model bylaw language that could be used by the municipalities and would allow for greater consistency across the region.
5. Local governments should provide leadership to the ICI sector lead by working together to implement internal zero waste initiatives and procurement policies that support the waste minimization and diversion. This collaborative effort will be coordinated by the SLRD and is considered to be part of the broader communications strategy described in Section 6.

These initiatives are intended to meet the following objectives:

- Moving from awareness to action (behaviour change)
- Increasing the diversion of organic waste
- Improving on existing reuse, recycling and composting activities.

Table 11-1 below summarizes the new commercial and multi-family initiatives and resource requirements such as staffing and financial implications.

Table 11-1: New Commercial and Multi-Family Waste Management Initiatives

NEW INITIATIVE	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Commercial and multi-family communications plan	Incorporated into Communication Initiatives				
Improve recycling at tourist accommodations	Incorporated into Communication Initiatives				
Recycling and waste minimization at events	SLRD, municipalities. Coordinated by Whistler.	2016 - ongoing	20 to coordinate in Yr 1. 10 hrs/yr for each local government to implement and maintain	\$ -	\$ 1,000
Require new developments to design for 3 stream waste management	SLRD, municipalities. SLRD to coordinate.	2016 - ongoing	40 hrs to coordinate in Yr 1. 20 hrs for each local government to implement	\$ -	\$ 2,000
Local government leadership	Incorporated into Communication Initiatives				

12. ORGANIC WASTE MANAGEMENT

There has already been significant investment in organics processing facilities in Whistler (the Whistler composting facility), Pemberton (Sea to Sky Soils) and the yard waste composting facility at the Lillooet landfill. In addition, there are a range of collection services in place:

- Food waste drop offs in Whistler, Squamish and Pemberton.
- Seasonal curbside yard waste collection in Squamish.
- Yard waste drop offs in Squamish, Whistler, and Lillooet (Note: there is a private depot in Pemberton).
- Seasonal yard waste drop off in Britannia Beach and Furry Creek
- Curbside kitchen scraps collection in Squamish (starting in 2015).

However, the SLRD waste composition data presented in the Stage 1 report indicates that, by weight, organic waste (primarily food) remains a significant component of what is currently landfilled. Consequently, establishing mechanisms to capture organic waste for other purposes (e.g. compost, energy) has the greatest potential for waste diversion and has been identified as a priority for the updated SWRMP.

The following initiatives are intended to maximize the diversion of organic waste:

- Investigate the potential for curbside food scraps and yard waste collection for Pemberton and the surrounding area. See the Residential waste management chapter (Section 10) for more details on this planned initiative.
- Assess the potential for curbside yard waste collection for Lillooet. See the Residential waste management chapter (Section 10) for more details on this initiative.
- Consider the use of financial incentives (e.g. variable tipping fees) to encourage the diversion of yard waste to local yard waste depots and composting sites, help protect air quality and, at the same time, encourage residents to remove excess woody debris around their home. This initiative can be incorporated into the *variable tipping fee coordination* initiative described in the Policy section (Section 9).

Table 12-1 summarizes the new organic waste management initiatives and resource requirements such as staffing and financial implications.

Table 12-1: New Organic Waste Management Initiatives

NEW INITIATIVE	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Investigate organic waste collection in Pemberton		Incorporated into Residential Waste Management Initiatives			
Assess yard waste collection in Lillooet		Incorporated into Residential Waste Management Initiatives			
Financial incentives to encourage diversion of yard waste		Incorporated into Policy Initiatives			

13. CONSTRUCTION AND DEMOLITION WASTE MANAGEMENT

Waste generated by construction, demolition and renovation projects includes a wide variety of waste materials, including cardboard, plastic, metal and wood. A large portion of the waste is typically reusable, recyclable or can be used as hog fuel in accordance with MoE legislation, regulations and requirements, and therefore this waste stream represents a significant opportunity for waste diversion. The quantity of construction, demolition and renovation waste generated is quite variable compared to other waste streams as it tends to be directly linked with the level of local economic activity.

Local governments encourage separation of the reusable and recyclable portions of construction and demolition (C&D) waste generated in the region, including:

- Applying variable tipping fees;
- Supporting non-profit building material reuse centres in Whistler and Squamish; and
- Recovering of clean wood waste from mixed loads of C&D waste at the Whistler transfer station.

In addition to maintaining these activities, the following new initiatives are planned:

- Establish a Re-Build-It Centre type of facility in Pemberton and Lillooet. These initiatives are described under the Reduce & Reuse section
- Actively promote local C&D waste reuse and recycling opportunities
- Establish a communications plan targeting the construction, demolition and renovation industry that would reduce the amount of C&D waste sent to landfill. Coordinated by the SLRD, possible components of this plan could include:
 - Establishing a mechanism requiring large construction projects to commit to reusing and/or recycling their C&D waste materials as a condition of receiving a building/demolition/renovation permit;
 - Reviewing and revising permitting processes to reduce barriers to deconstruction and/or the complete re-use of a building at a different location (i.e. house moving); and
 - Establishing a 3Rs education and information program focused on construction, demolition and renovation contractors.

Table 13-1 summarizes the new C&D waste management initiatives.

Table 13-1: New C&D Management Initiatives

NEW INITIATIVE	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Establish a Re-Build-It Centre type of facility in Pemberton and Lillooet		Incorporated into Reduction and Reuse Initiatives			
Promote local C&D waste reuse and recycling opportunities		Incorporated into Communication Initiatives			
Establish a communications plan targeting the C&D industry		Incorporated into Communication Initiatives			

14. LANDCLEARING WASTE MANAGEMENT

Landclearing waste refers to tree waste, including trunks and stumps that are generated as a result of clearing land for development. In the SLRD, land-clearing waste is generally managed in one of the following manners:

- A grinder is brought to the site that was cleared and the ground wood waste is left on-site and incorporated into the soil;
- The wood waste is hauled to a wood waste management site that will grind the wood waste for a subsequent use (composting, hog fuel, etc.);
- At the Lillooet Landfill it is collected bi-annually – brush is chipped and large woody debris is burned or landfilled; and
- At the Gold Bridge Transfer Station it is accepted for fire reduction programs and burned by the Ministry of Forests, Lands and Natural Resources.

In recent years, there has been an emphasis on regularly clearing woody debris from around homes and other buildings to mitigate the risk and spread of forest fires. As a result, residents are encouraged to burn this debris or deliver it to a local facility. Information on burning safely and the Open Burning Smoke Control Regulation are promoted to the public.

There are no new initiatives associated with landclearing waste management planned.

15. RESIDUAL WASTE MANAGEMENT

Residual waste is the portion of municipal solid waste that remains after the diversion of materials destined for reuse, recycling, or composting. Residual waste can be managed through a combination of resource recovery and disposal technologies. Currently all residual waste in the SLRD is managed through landfilling.

15.1 RESOURCE RECOVERY

Resource recovery technologies involve the extraction and utilization of materials and/or energy from the residual waste stream prior to disposal and can provide an opportunity to maximize the use of the resources embedded in residual waste. Extraction of materials is typically done through mixed waste material recovery facilities (MRFs). Extraction of energy is typically done through thermal treatment of waste such as mass burn incineration, pyrolysis, or gasification.

These technologies were assessed for application to the SLRD's residual waste stream as part of the planning process. Specifically, mixed waste processing and waste-to-energy were considered. The assessment determined that: in order for these options to be economically feasible, both mixed waste processing and waste-to-energy require large volumes of waste, much greater than the tonnes available in the SLRD. Consequently, the consultants recommended the SLRD and member municipalities:

- Follow the developments in other regions (e.g. Metro Vancouver and Fraser Valley Regional District) that are exploring resource recovery options,
- Assess new opportunities as they arise or become cost-effective for lower tonnages, and
- Consider out-of-region resource recovery facilities as potential future solutions for managing a portion of the region's residual waste stream, as long as these options do not compromise local waste diversion initiatives.

During the community consultation phase of the planning processing, the Resort Municipality of Whistler and the District of Squamish both passed resolutions indicating that they do not support the thermal treatment of mixed waste as an option for future management of residual waste. Consequently, the above recommendations related to resource recovery will be pursued under this plan, but mixed waste thermal treatment will be excluded from further consideration. It is anticipated that the SLRD will act as a facilitator in the on-going exploration of resource recovery as a residual waste management option in the future.

15.2 DISPOSAL

The long-term vision for disposal in the SLRD is to establish infrastructure to manage residual waste that addresses the following issues:

- Establishing long term residual waste disposal capacity for Squamish,
- Developing strategies to meet the Regions' long term disposal needs for residual waste, and
- Continued regulatory compliance at all residual waste management facilities.

Residual waste is currently received at several transfer stations and landfills within the Region, as outlined in Table 15-1.

Table 15-1 - Summary of Garbage Receiving Facilities in the SLRD

LOCATION	SERVICES AREA(s)	DESTINATION OF RESIDUAL WASTE RECEIVED
Squamish Landfill	Squamish, Pemberton and Areas C,D	Squamish Landfill
Whistler Transfer Station	Whistler, Pemberton and Areas C,D	Rabanco Regional Landfill (Washington)
Whistler Function Junction Depot	Whistler, Pemberton and Areas C,D	Rabanco Regional Landfill via Whistler Transfer Station
Whistler Nester's Depot	Whistler, Pemberton and Areas C,D	Rabanco Regional Landfill via Whistler Transfer Station
Pemberton Transfer Station	Pemberton and Area C	Squamish Landfill
Lillooet Landfill	Lillooet and Area A,B	Lillooet Landfill
Devine Transfer Station	Area C	Squamish Landfill
Gold Bridge Transfer Station	Area A	Lillooet Landfill

Currently, all regional facilities meet provincial guidelines and regulatory requirements.

In order to ensure sustained landfill capacity and continued regulatory compliance at all residual waste management facilities, the following activities are planned:

1. Expand Squamish Landfill to increase the capacity of the landfill. Within the current disposal management operations, the DOS landfill will reach capacity in 2018. An expansion can include a number of steps:
 - a) Expand the landfill laterally to the east. This expansion would provide Squamish with up to 46 years of additional landfill life. However, it may be several years before it is determined whether the lateral expansion is a viable option. For example Squamish needs to consult with Squamish First Nation. This option is also dependent on other expansion options, as described below.
 - b) Expand the landfill vertically on their existing site by constructing retaining walls at the base of the existing landfill that allow the landfill to be built higher (i.e. a vertical expansion). This option has received approval-in-principle by Squamish Council. This could gain 13-14 years of additional capacity and would only accommodate the needs of current users (i.e. primarily Squamish). Whistler would continue to export their solid waste out of the region.
 - c) If the Squamish Landfill receives approval to expand laterally, Squamish, with support from Whistler, Pemberton and SLRD should review the opportunity to designate the Squamish Landfill as a regional landfill. Whistler has indicated their intent to send their waste to the Squamish Landfill on the condition that the site meets BC Landfill Criteria guidelines and that the cost of using the disposal facility is cost competitive with out-of-region options.

2. Establish a working group made up of SLRD, Whistler and Squamish staff with the responsibility of evaluating residual waste management options and reporting to councils and the SLRD Board. This group would continually evaluate in and out of region options for shared disposal services including waste transfer. The group would work closely with First Nations communities and Aboriginal Affairs and Northern Development Canada to manage residual waste cooperatively. Objectives of the group would include lowering residual waste management costs for all and establishing secure long term options for the region. If a lateral expansion of the Squamish Landfill appears unlikely, SLRD, Whistler, Squamish and affected First Nations need to evaluate long term in and out of region options for shared services. In order to move waste

to an out-of-region waste management facility, a large-scale transfer station would need to be constructed either at the landfill or another location within Squamish.

3. Evaluate the requirements for the Lillooet Landfill to remain compliant with new BC Landfill Criteria, once the Criteria are finalized. This initiative would be conducted by a qualified consultant.

Table 15-2 details the implications of these recommendations.

Table 15-2: Residual Waste Initiatives

NEW RESIDUAL WASTE MANAGEMENT INITIATIVES	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Expand Squamish Landfill	Squamish	To be determined if approvals are granted	0 (only DOS staffing required)	\$ -	\$ -
Establish a working group with the responsibility of evaluating residual waste management options	SLRD, and member municipalities	2016	20	\$ -	\$ -
Evaluate the requirements for the Lillooet Landfill to remain compliant with new BC Landfill Criteria	SLRD	To commence once the Criteria are finalized	20	\$ -	\$ 15,000 for assessment

16. ILLEGAL DUMPING

Illegal dumping is an issue in many areas of the SLRD, as it is across BC. Although quantities are not significant, illegally dumped waste in the bush and in alleyways is unsightly and can, on occasion, be an environmental hazard. Cleaning up illegal dump sites can also be a costly endeavor for both public and private landowners.

The SLRD and member municipalities regularly support organizations that undertake clean-ups of illegal dump sites or litter. There are bylaws in place throughout the SLRD prohibiting illegal dumping but enforcement is challenging. Consequently, a region-wide illegal dumping strategy will be developed that can better harness the collective resources available in the region. The development of this strategy could be led by the SLRD but it is anticipated that the following stakeholders may also get involved:

- Municipalities
- Forestry companies
- Back-country user groups (mountain bikers, fishermen, etc.)
- First Nations
- BC Hydro
- Ministry of Environment Conservation officers

This strategy may include the following actions:

- a. Conduct a survey to determine the most common materials illegally discarded and the most frequent locations, providing a basis for types of materials and “hot spots” on which to build an education campaign and clean-up program;
- b. Conduct targeted outreach campaigns if/when specific “problem” groups can be identified;
- c. Establish a reporting mechanism where residents and outdoor groups can report dumping location, to be targeted for contracted / volunteer cleanup;
- d. Post signs at frequent illegal dumping sites to educate about reporting and prosecuting dumpers; and
- e. Establish enforcement capacity.

Table 16-1 outlines the estimated timing and resource requirements to establish and implement a regional illegal dumping strategy.

Table 16-1: New Initiatives to Prevent Illegal Dumping

NEW INITIATIVE	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Regional Illegal Dumping Strategy	SLRD, municipalities		200	\$ 0	\$ -
<i>Survey</i>		2017	20	\$ 0	\$ 10,000
<i>Campaign</i>		2018	100	\$ 0	\$ 10,000
<i>Signage</i>		2018	20	\$ 0	\$ 10,000
<i>Enforcement</i>		2018	to be determined	\$ 0	to be determined

17. WILDLIFE AND WASTE MANAGEMENT

The SLRD is home to a large population of bears that are integral to the local ecosystem. Having a solid waste management system that minimizes the potential for human-bear conflict is a priority for all local governments and wildlife conservation groups in the area. Currently, local government have the following strategies and bylaws in place to mitigate the potential of wildlife-human conflict associated with solid waste:

- Support to local wildlife awareness groups that encourage citizens to be Bear Smart;
- Design and maintain all solid waste management facilities that receive food waste (e.g. landfills, transfer stations and composting facilities) such that they do not allow access by bears;
- Ensure that all litter containers are animal-proof; and
- Require commercial garbage and organic waste containers that contain bear attractants (e.g. food and grease) to be animal-proof. Note: this requirement is in place for all municipalities but not the SLRD.

It is anticipated that the SLRD will also mandate that commercial garbage and organic waste containers that contain bear attractants (e.g. food and grease) be animal-proof, so that all areas of the SLRD have the same requirement. It is also anticipated that each local government ensure that their bylaw is enforced in this regard.

Table 17-1 outlines the estimated timing and resource requirements for SLRD to establish or amend a bylaw to require commercial garbage and organic waste containers that contain bear attractants to be animal-proofed.

Table 17-1: New Wildlife Management Initiative

NEW WILDLIFE MANAGEMENT INITIATIVES	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Require commercial collection containers to be animal-proof in electoral areas	SLRD	2016	20	\$ -	\$ -
Enforce animal-proofing bylaw requirements	SLRD, municipalities	2016	to be determined	\$ -	\$ -

18. LAND USE PLANNING

Waste management facilities, including recycling, composting and disposal facilities are essential elements of a waste management system. The siting and operation of these facilities should be undertaken in conjunction with long-range community planning at the local government level to protect the environment and minimize the potential for future land use conflicts.

All of the municipal and electoral area Official Community Plans (OCPs) make specific reference to solid waste management and indicate an intention to reduce the amount of waste sent to landfill through the promotion of recycling and composting. Only the Whistler OCP makes specific reference to facilitating EPR facilities (take back depots) in land use decisions.

To ensure that there is a suitable land base available to support the solid waste related goals and initiatives laid out in this plan, as well as in other SLRD and municipal planning documents, it is anticipated that municipal and SLRD solid waste staff collaborate with their organization's planning staff to:

- Consider the need for dedicated zoning for waste management facilities;
- Ensure that land use planning decisions do not compromise the viability of existing or planned waste management facilities;
- Ensure that long-range planning tools like OCPs identify and preserve lands for *future* waste management facilities; and
- Recognize the need for an appropriate land base available to accommodate the shift to EPR take-back programs, which operate like reverse retail and require convenient access in order to be successful.

19. MONITORING OF GREENHOUSE GAS EMISSIONS

Activities relating to solid waste management have the potential to introduce significant quantities of greenhouse gas emissions into the atmosphere. These activities may represent an important proportion of the SLRD's contribution to climate change.

This SWRMP will contribute to reducing greenhouse gas emissions by facilitating waste reduction and treating solid waste as a resource to be reused or recycled. At present, the monitoring of greenhouse gas emissions from all activities within the SLRD is a component of the SLRD's Regional Growth Strategy.

Starting from the year of plan adoption the SLRD will conduct an annual review of greenhouse gas emissions from solid waste operations within the regional district. This review will serve as a starting point for identifying and assessing the feasibility of reducing our greenhouse gas emissions from the management of solid waste in the region, as well as assessing the effectiveness of the SWRMP initiatives in reducing greenhouse gas emissions.

Table 19-1 outlines the estimated timing and resource requirements for the SLRD to establish an annual review of the region's greenhouse gas emissions from solid waste operations.

Table 19-1: New Greenhouse Gas Monitoring Initiative

NEW GREENHOUSE GAS MONITORING INITIATIVE	RESPONSIBILITY	IMPLEMENTATION	ESTIMATED STAFFING REQUIREMENTS (HRS/YR)	ESTIMATED CAPITAL COST	ESTIMATED OPERATING COST
Monitor greenhouse gas emissions from solid waste operations on an annual basis; collect and compile data from available SLRD and Municipality Reports for solid waste operations	SLRD	2016	10 - 20	\$ -	\$ -

20. AUTHORITY OVER WASTE MANAGEMENT ACTIVITIES IN THE SLRD

For the purposes of implementing an approved SWRMP, Section 25 of the BC Environmental Management Act contains provisions for Regional Districts to assert authority over the establishment and operation of solid waste management facilities and haulers by regional districts.

The SLRD's current Plan includes a process to authorize new facilities that are not authorized within the Plan. This process is intended to ensure that new facilities in the SLRD support the objectives of the Plan and do not undermine the SLRD's or member municipalities' capacity to operate the programs and infrastructure described in the Plan.

During this planning process, other options to assert authority over facilities and haulers, such as licensing and codes of practice, were examined. It was concluded that these forms of regulatory control were not required at this time but may be required in the future. In the interim:

- As tipping fees in the region increase to cover capital and operating costs, the development of a waste stream management licensing system and/or flow control bylaw be considered to ensure that waste generated in the region is managed at authorized facilities; and
- The SLRD and member municipalities regularly monitor the level of waste export to determine if there is a need to establish a bylaw mechanism to regulate where waste generated in the SLRD can be delivered.

The current process to authorize new facilities, as presented in Appendix B, will be maintained and that all applicants for the development of waste management facilities within the boundaries of the SLRD (including within municipal boundaries) referred to the SLRD for consideration under the authorization process. This includes all facilities intending to handle municipal solid waste, including recycling and composting facilities. Facilities that will not be subject to this authorization process include:

- EPR facilities established by product stewardship organizations;
- Municipal solid waste management facilities; and
- Facilities established to refurbish and/or sell used goods, such as thrift stores and repair shops.

Currently authorized facilities include:

- District of Squamish Landfill;
- Lillooet Landfill;
- Lillooet Materials Recovery Facility (at the Lillooet Landfill);
- Resort Municipality of Whistler Transfer Station;
- Resort Municipality of Whistler Composting Facility (at the Whistler transfer station);
- Nesters and Function Junction Depots (Whistler);
- Gold Bridge Transfer Station;
- Devine Transfer Station;
- Pemberton Transfer Station;
- Carney's Materials Recovery Facility; and
- Sea to Sky Soils.

The SLRD anticipates reviewing the fee schedule associated with facility authorization to ensure that there is better cost recovery for the staff resources required to manage the authorization process.

21. PLAN IMPLEMENTATION

21.1 ESTIMATED DIVERSION

Table 21-1 shows the estimated diversion that can be achieved if all of the initiatives listed in this document are implemented. By diverting more waste materials to reuse, recycling and composting, the SLRD can reduce the amount of garbage sent to disposal from 526 kg per capita (2012) to 348 kg per capita. Accordingly, this would increase the diversion rate from 43% to 62%.

Table 21-1: Estimated Diversion

DISPOSAL AND DIVERSION	ESTIMATED TONNES (2012)	IMPACT OF NEW DIVERSION
Total disposal	26,966	17,833
Total diversion	20,144	29,276
Total waste generation (disposal + diversion)	47,110	47,110
Diversion rate (diversion/waste generation)	43%	62%
Per capita disposal rate	526 kg	348 kg

21.2 IMPLEMENTATION SCHEDULE AND COSTS

Table 21-2 shows the planned timing for implementation of the new initiatives described in the previous chapters as well as the estimated annual operating cost for each year, by initiative. The annual financial implications to the SLRD from 2015 to 2020 are provided on the bottom line of the table. All initiatives involving municipal costs will need to be defined and approved by each municipality. As shown, the annual cost of the new initiatives ranges from a high of \$71,000 in 2018 to a low of \$20,000 in 2020. It is possible that the cost of some initiatives may be mitigated through contributions from municipalities and First Nations as a result of collaboration efforts.

Table 21-2: Implementation Schedule and Estimated Costs

NEW INITIATIVES	2015	2016	2017	2018	2019	2020
Communications						
Residential Food Scraps Reduction Campaign	\$ 46,000	\$ 10,000	\$ 10,000			
ICI and multi-family communication strategy			\$ 20,000	\$ 10,000		
Tourist accommodation communications strategy					\$ 15,000	\$ 5,000
Construction, demolition and renovation contractor communication strategy					\$ 10,000	\$ 5,000
Expansion of zero waste workshops	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

NEW INITIATIVES	2015	2016	2017	2018	2019	2020
Coordination of local governments' internal zero waste initiatives	\$ 500	\$ 500				
Bear Smart backyard composting	\$ 1,000			\$ 1,000		
EPR awareness		\$ 1,000			\$ 1,000	
Promote local C&D waste diversion opportunities		\$ 1,000			\$ 1,000	
Reduction and Reuse						
Establish a Re-Build-It Centre type of facility in Pemberton			<i>cost to be determined</i>			
Establish a Re-Build-It Centre type of facility at Lillooet Landfill				<i>cost to be determined</i>		
Fund for local zero waste initiatives			\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Extended Producer Responsibility						
Landfill bans on specified EPR materials/products						
Policy Initiatives						
Establish more consistent tipping fee categories						
Residential Waste Services						
Curbside collection services in Pemberton area						
<i>Community consultation</i>	\$ 2,500					
<i>Implementation</i>		<i>if approved</i>				
<i>On-going collection service</i>			<i>cost to be determined</i>			
Assess curbside recycling/yard waste collection in Lillooet						
Commercial and Multi-Family Waste Services						
Require recycling and waste minimization at events		\$ 1,000				
Require new developments to design for 3 stream waste management		\$ 2,000				
Residual Waste Management						
Assess Lillooet Landfill's compliance with new BC Landfill Criteria		\$ 15,000				
Illegal Dumping						
Illegal Dumping Strategy						
<i>Survey</i>			\$ 10,000			

NEW INITIATIVES	2015	2016	2017	2018	2019	2020
<i>Campaign</i>				\$ 10,000		
<i>Signage</i>				\$ 10,000		
<i>Enforcement</i>				<i>cost to be determined</i>		
Wildlife Management						
Mandatory animal-proof commercial collection containers						
Monitoring and Measurement						
Waste composition study				\$ 30,000		
Estimated new operating costs	\$ 55,000	\$ 35,500	\$ 50,000	\$ 71,000	\$ 37,000	\$ 20,000

Capital costs associated with the initiatives are limited to the following:

- Establishing a Re-Build-It Centre at the Lillooet Landfill; estimated to be \$15,000;
- Establishing a Re-Build-It Centre for Pemberton; the costs for this facility are to be determined and will be dependent on where the facility is located and who owns/operates it;
- Curbside collection containers for Pemberton; the costs to provide containers will be determined based on the extent of services provided (if collection services are implemented subsequent to community consultation);
- The expansion of the Squamish Landfill; these costs will be borne by the District of Squamish; and

Based on the evaluation of the requirements for the Lillooet Landfill to remain compliant with new BC Landfill Criteria, upgrades may be required (capital costs to be determined).

21.3 STAFFING IMPLICATIONS

Table 21-3 shows the SLRD staffing implications by initiative and annually. All hours shown in the table below are associated with new initiatives and are expected to require staff resources in excess of the resources currently allocated to solid waste management. This table does not include staff resource implications for the municipalities or First Nations to undertake or collaborate in the initiatives presented in this plan.

Table 21-3: SLRD Staffing Implications by Initiative and Annually

NEW INITIATIVES	2015	2016	2017	2018	2019	2020
Communications						
Residential Food Scraps Reduction Campaign	500	1000	200			
ICI and multi-family communication strategy			1000	500		
Tourist accommodation communications strategy					500	250

NEW INITIATIVES	2015	2016	2017	2018	2019	2020
Construction, demolition and renovation contractor communication strategy					500	250
Expansion of zero waste workshops						
Coordination of local governments' internal zero waste initiatives	40	40				
Beat Smart backyard composting	20	20	20	20	20	20
EPR awareness	20	20	20	20	20	20
Promote local C&D waste diversion opportunities	40	20	20	20	20	20
Reduction and Reuse						
Establish a Re-Build-It Centre type of facility in Pemberton			40	40	20	20
Establish a Re-Build-It Centre type of facility at Lillooet Landfill				60	20	20
Fund for local zero waste initiatives			15	15	15	15
Policy Initiatives						
Establish more consistent tipping fee categories		10	10	10	10	10
Extended Producer Responsibility						
Landfill bans on specified EPR materials/products		40				
Residential Waste Services						
Curbside collection services in Pemberton area						
<i>Community consultation</i>	80					
<i>Implementation</i>						
<i>On-going collection service</i>			<i>to be determined</i>			
Assess curbside recycling/yard waste collection in Lillooet		20				
Commercial and Multi-Family Waste Services						
Require recycling and waste minimization at events		10	10	10	10	10
Require new developments to design for 3 stream waste management		40	40			

NEW INITIATIVES	2015	2016	2017	2018	2019	2020
Residual Waste Management						
Assess Lillooet Landfill's compliance with new BC Landfill Criteria		20				
Illegal Dumping						
Illegal Dumping Strategy						
<i>Survey</i>			20			
<i>Campaign</i>				100		
<i>Signage</i>				20		
<i>Enforcement</i>				to be determined		
Wildlife Management						
Mandatory animal-proof commercial collection containers		20				
Enforce animal-proofing requirements in bylaw		to be determined				
Monitoring and Measurement						
Waste composition study				20		
Estimated new operating costs	700	1260	1395	835	1135	635

21.4 COST RECOVERY

Cost recovery mechanisms that will be utilized to fund the Plan's implementation include:

- User rates,
- Tipping fees,
- Taxation,
- Sponsorship, and
- Grants.

In general, user-pay and market-based incentives, such as tipping fees and user fees for curbside collection services, will be applied to the provision of solid waste services wherever possible. Where an initiative provides a global benefit, such as campaigns to encourage waste reduction and diversion or the clean-up of illegal dump sites, cost recovery through taxation may be applied. As appropriate, opportunities for sponsorship and grants will be utilized to assist in the funding of programs.

22. PLAN TARGETS

The BC Ministry of Environment has established service plan targets for solid waste management that they can only achieve through the actions of BC regional district and municipalities that have direct responsibility for managing solid waste programs and infrastructure. It was recommended by the Advisory Committee that the targets for this plan align with the Ministry's⁹. As a result, the following two targets are presented. Progress towards these targets will be assessed on an annual basis and the on-going relevancy of the targets will be reviewed within a five year period, as proposed by the Ministry's Solid Waste Management Planning Guideline Intentions Paper (September 2015).

1. The SLRD achieve an average municipal solid waste disposal rate of 350 kilograms per capita by 2020.

As presented in Section 22, upon full implementation, the initiatives presented in this plan are expect to achieve a per capita disposal rate of 347 kg per capita (down from 525 kg in 2012), indicating that the target is achievable but that the work laid out in this plan needs to be undertaken in order for it to be achieved.

2. That 75% of SLRD's population is actively engaged in organic waste diversion.

The Province has identified organics diversion as one of the largest opportunities to achieve a significant reduction in the amount of waste disposed (by weight). Organics diversion is also a priority in this Plan, with several initiatives focused on enhancing organic waste diversion, particularly in the southern corridor where there are two composting facilities in operation. Based on 2011 census data, this target could be achieved by ensuring that the communities of Squamish, Whistler and Pemberton are actively engaged in organic waste diversion – these communities alone represent 77% of the SLRD population, as shown in the table below.

Census Area	% of SLRD Population ¹⁰
Lillooet	6%
Pemberton	6%
Squamish	45%
Whistler	26%
First Nations Reserves	9%
Squamish-Lillooet A	1%
Squamish-Lillooet B	1%
Squamish-Lillooet C	5%
Squamish-Lillooet D	2%
Squamish-Lillooet	100%

} **77%**

⁹ The MOE's service plan targets are: Per capita municipal solid waste disposal of 350 kg per person) and 75% of BC's population covered by an organics disposal ban by 2020. Because disposal bans are not part of the planned initiatives in the updated plan, the target related to organic waste has been modified to achieve the same objective (organic waste diversion).

¹⁰<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Census/2011Census/PopulationHousing/MunicipalitiesByRegionalDistrict.a> spx

23. MONITORING AND MEASUREMENT

Upon completion of this updated solid waste management plan, the Plan Monitoring Advisory Committee (PMAC) will resume. PMAC monitors the implementation of the Solid Waste and Resource Management Plan and reports directly to the Regional Board.

Plan Monitoring Advisory Committee members:

- Review and become familiar with the Solid Waste Management Plan;
- Review and become familiar with the existing solid waste management system in the SLRD;
- Identify methodologies to be employed in the monitoring and evaluation of the Plan's implementation;
- Monitor the implementation of the Plan and annually report to the Board on the effectiveness of the SWRMP at achieving its objectives; and
- Make recommendations to increase the effectiveness of the Plan or the solid waste management system.

The committee membership strives to have a broad representation of interests including the following:

- Local government/public works representatives from municipalities within the SLRD (4 members)
- SLRD staff (2 members)
- First Nations representatives within the SLRD (4 members)
- Members at Large - Interested members of the public, including local environmental groups and recycling organizations, owners and operators of private waste facilities, commercial and institutional solid waste generators, haulers and operators. (6 members, representing at least 3 electoral areas).

The Committee consists of a minimum of 7 and a maximum of 16 members. Terms of reference for PMAC are provided in Appendix C.

23.1 MEASURING PROGRESS

Progress towards the targets presented in Section 21 will be assessed on an annual basis.

Per capita disposal will be measured using the aggregate quantity of municipal solid waste sent to disposal at SLRD and municipal disposal facilities for landfilling. This quantity (in tonnes) will be divided by the estimated or known population as defined by BC Stats Census data and population projections.

To measure the percentage of population actively engaged in organic waste diversion, the Plan Monitoring Advisory Committee will assess which communities have implemented initiatives to support full organics diversion (yard waste and food waste diversion from the ICI and residential sectors), which may include some or all of the following:

- Implementing variable tipping fees that act as an incentive to source-separate organic waste;
- Implementing bylaws that require source-separation of organic waste at businesses;
- Providing collection services (curbside or depot) for residential organic waste;
- Ensuring the availability of commercial organic waste collection services; and
- Providing or supporting organic waste processing infrastructure.

Using BC Stats Census data and population projections for each municipality and electoral area, the percent of the SLRD actively engaged in organic waste diversion can be estimated.

23.2 ON-GOING MONITORING AND EVALUATION

A significant focus of this plan is on using community-based social marketing to help achieve a significant and sustained reduction in the amount of waste sent to landfill. Using a CBSM approach includes on-going measurement and evaluation of the communication initiatives to ensure that they are meeting their intended objectives. As each communication strategy is implemented, a combination of qualitative and quantitative evaluation criteria will be established to measure the effectiveness of the program and identify if there is a need to modify or enhance the program based on results.

In 2018, a waste composition study will be conducted to assess the types of materials that continue to be landfilled and their relative quantity. This study will identify how much of what is being landfilled in 2018 could be composted, recycled or managed through an EPR program.

24. PLAN FLEXIBILITY

Costs provided in this plan are estimated in 2015 dollars and may not reflect actual costs at the time of implementation. In addition, the initiatives described in this plan are based upon knowledge of the waste management system and regulations in place in 2015 that may or may not be in place in the future. As a result, initiatives described in this report may undergo further assessment, including an assessment of costs and continued community support, by the Plan Monitoring Advisory Committee and/or the SLRD Board prior to implementation.

The Plan's implementation schedule is intended to be flexible to allow for changes in priorities and available funding. Notwithstanding, the contents of this Plan are subject to legal requirements and, as a result, guidance and the direction from the Ministry of Environment will be sought in regards to the level of flexibility, as appropriate.

25. APPROVAL BY THE BOARD

This Plan was approved by the Board of Directors by the following resolution on March 16, 2016:

It was moved and seconded:

THAT the Squamish-Lillooet Regional District Board adopt the Solid Waste and Resource Management Plan (SWRMP), including Section 19 Greenhouse Gas Emission Monitoring, and approve its submission to member municipal Councils for their support and to the Ministry of Environment.

CARRIED

APPENDIX A:

***Solid Waste and Resource
Management Strategic
Communications Plan***

Squamish-Lillooet Regional District

Solid Waste & Resource Management Strategic Communications Plan

Prepared by: Sue Maxwell
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August 2014



Ecoinspire

EXECUTIVE SUMMARY

The Squamish-Lillooet Regional District (SLRD) has committed to updating solid waste reduction goals and implementing an action plan to achieve them. This requires a strategic communications plan to assist in achieving these goals. Apart from the moral imperative of reducing and diverting waste, provincial waste reduction targets, significant landfill management costs, and growing resident and visitor populations are additional factors driving the urgent need for regional leadership.

The SLRD is unique with both concentrated and dispersed populations, urban and rural cultures, and small-town service and international tourism industries. To ensure lasting support for the waste reduction communications strategy outlined in this document, the design process was inclusive and collaborative, and has in many ways prepared a strong foundation for ongoing strategic partnerships. In addition to the SLRD itself, many stakeholders play a role in communicating about solid waste, from member municipalities like Lillooet, Squamish, Pemberton and Whistler, to First Nations communities, service providers, and non-profit groups like AWARE, Squamish CAN and Whistler Community Services Society.

Before developing new materials or creating a communications strategy, a detailed analysis of existing SLRD and partner organization waste reduction communications materials was conducted. Nearly all of the existing resources were focused on raising general public awareness, and communications messages were inconsistent in design and delivery. The final strategy provides logical, research-based online and print communications tools, recognizing and supporting different audiences at different stages of change. Most importantly, the strategy is not about raising awareness; it is designed to remove specific barriers to targeted waste reduction goals, and provides creative and dynamic promotional materials to motivate action.

This strategy will meet the waste reduction and diversion communications needs of the SLRD over the next five years by:

- Building on existing organizational objectives and strengths of the SLRD and partner organizations;
- Providing a unifying brand that harmonizes waste reduction efforts across the region;
- Focusing on proven audience-focused social marketing technique and behavioral change science;
- Identifying specific belief, behavior, and knowledge objectives, and a practical action plan to achieve them;
- Creating an approach that can be replicated to solve other social, environmental or economic challenges.

Implementation of the strategy will require ongoing organizational leadership and commitment to regional partner collaboration. A modest implementation budget is included in the plan which includes both ongoing management costs as well as one-time investments to modernize outdated communications infrastructure, such as consistent signage and effective print materials. Success metrics and evaluation tools are also included, and partnership roles are suggested.

Significant progress on waste reduction in the SLRD requires a combination of organizational structural change and grassroots public engagement. The communications strategy provides a detailed outline of how to begin, progress, and assess progress in both realms. By combining best practices in solid waste reduction, governance, public engagement, and behaviour change, the final strategy has prepared the SLRD to become a role model for regional governments across North America. Implementing an approach that is innovative and visionary requires political courage, but there are meaningful rewards: reduced waste, fostering a culture of conservation, lasting public support, and continuous improvement in sustainable waste management.

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List of Acronyms

- ENGO –Environmental Non-Governmental Organization
- EPR –Extended Producer Responsibility
- FAQ –Frequently Asked Questions
- ICI –Institutional, Commercial and Industrial, a sector used to categorize sources of municipal solid waste
- MMBC –Multi Material BC, a new stewardship program for packaging and printed paper
- PEST –Political, Economic, Social and Technological
- PSA –Public Service Announcement
- Q & A –Question and Answer document
- RCBC –Recycling Council of BC
- RMOW –Resort Municipality of Whistler
- SLRD –Squamish-Lillooet Regional District

SWMP –Solid Waste Management Plan

SWOT –Strengths, Weaknesses, Opportunities and Threats

SWRMP –Solid Waste and Resource Management Plan

ZW –Zero Waste

Glossary

Audience: the part of the general public interested in a source of information. This can be further segmented into primary and secondary target audiences as well as intermediaries (people or groups that can act as a conduit for information) and influencers (people or groups that are perceived as trusted sources of information).

Brand: a brand consists of a name, logo, slogan, term, design or any combination of these elements used to identify a product, service or organization.

Branding: is a marketing strategy that can be used to create a readily recognizable image that is associated with a product, service or organization through consistent and repetitive use in all elements of advertising and promotion including: logos, slogans, colour schemes, advertising, print materials, web sites, correspondence tools (email signatures, letterhead, voice mail), signage, messaging and spokespersons.

Collateral Material: visual materials used to support a program or service, such as brochures, signs, websites and displays.

Communications Channels: ways to disseminate information, used primarily in this plan to describe ways to reach the target audiences such as through the media or personal contact.

Communication Tools: specific, proven communication tactics that can be used to communicate, such as an e-newsletter (sent via email) or paid newspaper advertising.

Social Marketing: A research-based marketing system in the social sciences that demonstrates behaviour change is most effectively achieved through initiatives delivered at the community level focusing on removing barriers to an activity while simultaneously enhancing the activities' benefits. It emphasizes direct contact among community members and uses a set of approaches which have been identified as being particularly effective in fostering behavioural change.

Media Release: used to announce newsworthy items to the media, a media release (also known as a news or press release) consists of one or two pages that are emailed to media outlets potentially resulting in a news or feature story. Media releases are written to cover the 5W's (who, what, when, where, why) plus, 'why is this important. Timely, well-written news releases can also serve to strengthen relationships with local media and increase positive media coverage.

Public Service Announcement (PSA): similar to media releases, a "PSA" is typically shorter, about one paragraph, and consists of a brief and timely announcement sent to local media. PSAs can result in free publicity provided by radio stations, newspapers, and local television stations to promote current events in the community.

1 PLAN GOALS AND OBJECTIVES

1.1 Introduction

The purpose of this document is to provide the Squamish-Lillooet Regional District (SLRD) with a practical road map to improve regional communications capacity for sustainable resource management of solid waste and materials. This document will provide the rationale behind the recommendations. Research from the resource management and social marketing fields was reviewed and combined to develop an action plan that takes into consideration current opportunities and constraints and should be updated and refreshed by the SLRD as the first programs and projects are completed and new behaviours are targeted.

The plan is intended to:

- **Base recommendations** for the campaign on a review of existing research to ensure the best approach
- **Incorporate best practices** in communications and social marketing
- **Identify future research requirements**
- **Provide a detailed Implementation Plan** that identifies tasks and timelines for an initial program and that can be used as a template for future campaigns
- **Design strategies** to meet the intent of the SLRD solid waste management plans and budget for communications.

The plan provides direction in key areas that include:

- **Building public awareness** about the SLRDs waste reduction programs and strengthening stakeholder relationships
- **Undertaking communication and community-based social marketing strategies and tactics** for the launch of new programs and ongoing communication for the reduction of SLRD's solid waste.

The plan should be considered a “living document” to be updated as necessary by the SLRD, with aspects that may change to include new information gleaned from research and program evaluations. Changes can be made to better inform program strategies and tactics. As a living document, it is flexible and can be adjusted to meet changing conditions and availability of resources and help provide direction for decisions about future programs.

1.2 Goals & Objectives

There are overarching waste reduction and diversion goals flowing from the SLRD SWRMP update process. While specific targets are yet to be determined, the communications strategy will advance their progress. The communications strategy is grounded on the following mix of knowledge, belief, and behaviour objectives, and an overall vision for the SLRD to be seen as a key source of information, inspiration, and integration of resources that help the region and all its stakeholders to achieve Zero Waste.

Social transformation is a long-term process that requires persistence and commitment. Behaviour change is challenging to measure, and we caution the tendency to draw correlations between planned interventions and observed changes in public behaviour. Most social marketing programs target a 5% rate change within 2-3 years based on focused and consistent communications programming. To ensure that we engage the target audiences at

various stages along the behaviour change spectrum, the communications strategy incorporates tactics that meet all of the following objectives:

Knowledge Objectives

What do our target audiences need to learn?

- Waste reduction and diversion options and services in their community
- Community waste reduction targets and progress towards them
- Social, environmental, ecological and economic impacts of inappropriate resource management
- How to improve their participation in waste reduction and diversion
- Personalized benefits of reducing household waste

Belief Objectives

What do our target audiences need to feel?

- Inspired to help achieve the community waste reduction and diversion goals
- Convinced that other people “just like them” are already reducing waste
- Impacts of resource management on their values (i.e. community economic benefit, environmental health, peer belonging)
- It is easy to find out what they need to know
- Their actions make a difference

Behaviour Objectives

What do our target audiences need to do?

- Initiate and sustain waste reduction and diversion systems
- Reduce the amount of materials that flow through households and businesses
- Put the correct materials in the correct bins
- Motivate and inspire others to improve their waste reduction, material reuse, and waste diversion efforts

These objectives have been applied to all sections of the communications strategy, and have corresponding evaluation metrics suggested in Implementation and Evaluation Section 7.

2 ANALYSIS OF CURRENT SITUATION

2.1 Overview

The first step of any strategic communications plan is to evaluate existing communications materials which may be leveraged for future value. The methodology included compiling and assessing SLRD print and online materials, and interviews with key SLRD stakeholders. Best practices in social marketing were applied to the research materials to determine which tools and messages predispose (inform), enable (support behaviour change) and reinforce (reward) behaviour change. The purposes of the SLRD communications tools used to date were also identified, and suggestions made as to where the information gaps may have been in the past (see Table 2.1). Communications materials were also evaluated to determine the intended target audience.

This initial research identified a number of areas for increased efficiency in the delivery of waste reduction and diversion communications across the SLRD. The background analysis has indicated that nearly all resources are focused on raising awareness, or providing information, and that the intended audience is primarily residential. These findings indicate that there is a need for future online and print communications tools to recognize and support different audiences at different stages of change. For example, target audience segments may include: rural/urban communities, small private sector, large public sector, etc. By segmenting audiences, the SLRD can more effectively remove barriers to change and include relevant motivating messaging. Behavioural change science demonstrates greater results will emerge from a coordinated and strategic approach, where all stakeholders work collaboratively to shift current unsustainable waste management norms (Weinreich, Nedra: Hands-On Social Marketing second edition, 2011).

Beyond coordination of communications, the SLRD is poised to provide a stronger leadership role while also delivering practical support for municipal waste reduction services as required. The member municipalities have indicated that there is a strong willingness to collaborate on regional Zero Waste programs and they would welcome greater consistency in both structure (public policy) and communication (public engagement). Most municipalities appear to have similar priorities and specific requests for regional government leadership. Further, the SLRD Solid Waste & Resource Management Plan (SWRMP) Advisory Committee process has created an expectation that the SLRD is already moving towards an expanded waste reduction and diversion leadership role. In addition, at the provincial level, the new Multi Material BC¹ program has generated a “teachable moment” for the public, and created a deeper need for collaboration across the region. Finally, there is a move towards greater collaboration with First Nations in this next version of the SWRMP which could allow for stronger communications on solid waste reduction with all residents and businesses within the SLRD boundaries.

Analysis of current communications tools both within the SLRD and stakeholder organizations, combined with key stakeholder interviews, have revealed a number of practical opportunities. The following list of recommendations will be outlined in detail throughout this report.

- Successful waste reduction programs are simple to understand, and the benefits of participation are easily visible and meaningful to the target public audience. Similarly, specific and time-sensitive calls-to-action are most effective.
- Consistent messaging across the SLRD, whilst respecting the diverse range of audiences, will create greater public awareness and engagement opportunities. Connecting more deeply to existing complementary waste reduction campaigns promoted across BC will help to build a new waste reduction norm.
- Communications tools needs to serve a clear purpose along the behaviour change spectrum, and should be intended to reach a specified target audience (i.e. introduce a service and identify benefits to audience; remove barriers to action and provide incentives; reward participation).
- Zero Waste values are an important foundation to any communications efforts, however, the messaging that may be most effective with target audiences needs to be tailored to meet their needs; “Zero Waste” may be best incorporated into the guiding sustainable resource management public policies.

¹ Multi Material BC or MMBC is a new extended producer responsibility programs in BC responsible for reducing and recycling packaging and printed paper.

2.2 Support for Solid Waste Reduction Communications within the SLRD

The SLRD's focus on waste reduction and minimization is supported by many regional and municipal strategies and studies. Some of these also note communications-related aspects. Details on these guiding policy and program documents are provided below.

The SLRD Regional Growth Strategy encourages Zero Waste, reuse and recycling, living within the limits imposed by natural systems and reducing our dependence on non-renewable resources. Directions are to strive towards Zero Waste by implementing a strategy to reduce solid waste and to promote public education on various environmental topics. The SLRD Integrated Sustainability Plan also "encourages Zero Waste, reuse and recycling." Key waste communications-related actions include developing a Zero Waste Communications Plan, encouraging reduction and diversion, reuse it stores and EPR, and supporting composting in a manner that reduces bear conflicts. The SLRD Energy Task Force report also advocates for becoming a Zero Waste community and the need for providing clear information on waste reduction as well as feedback on waste.

Some community-specific plans also match the SLRD solid waste vision. The Whistler 2020 sustainability plan included significant community involvement in its development and Whistler committed to a Zero Waste goal. Descriptions of Success included advocating for Zero Waste and providing education. For Lillooet, the OCP notes the need to work with the SLRD and provincial governments on waste reduction, reuse, recycling and education initiatives and most OCPs in the region refer to waste reduction as a goal. In the 2010 Squamish Solid Waste Strategy, goals for Squamish include engaging the community in solid waste decision-making and reducing waste. The Whistler Solid Waste Strategy recommended embedding Zero Waste in the plans, actions and culture of Whistler; providing promotion and education for existing systems, prevention and compost options as well as for special events; and using Zero Waste stations. The Lil'Wat Nation community land use plan of September 2009 identified the goals of maximising disposal site life through the 3Rs diversion, and increasing environmental awareness throughout the community to achieve these goals.

The existing SLRD Solid Waste Management Plan (SWMP) also has some recommendations relating to communications: developing a communications plan, updating the website, designing and updating SLRD print media, community and events outreach, delivering a school program, and supporting the Recycling Council of BC's hotline and promotion. There are also specific tasks that require promotion or work with a specific sector to change certain behaviours. Through the update process for the SWMP, new actions, target sectors and specified behaviours will be identified.

2.3 Existing SLRD Communication Materials for Waste Reduction and Diversion

A review was conducted of all known SLRD samples of print material and online promotion. The materials reviewed are described below in Table 2-1. Each item was reviewed for intended target audience, material purpose, and the stage of behaviour change desired. In general, the resources seemed intended to reach broad public audiences who were already likely to engage in waste reduction activities. Ideally, resources support various stages of change from early contemplation (inform and predispose), to preparation (enable and remove barriers to action) to reinforcement (maintenance of desired new behaviours) (Savelson et al., 2007).

Table 2-1 SLRD Communications Resources Reviewed

Material	Target Audience	Purpose of Material	Stage of Change	Recommended Action
The Smart Gardener Brochure (2011)	Residents across SLRD	Enable gardening without chemicals	Enable	Make available as a download from backyard composting section of SLRD website
The Dirt on Indoor Composting Brochure (2011)	Residents across SLRD	Start and maintain vermicomposter	Enable	Make available as a download from backyard composting section of SLRD website. Check aspects on Whistler with the RMOW.
The Dirt on Compost –Home Composting (2011)	Residents across SLRD	Start and maintain back yard composter	Enable	Discontinue as information on Whistler incorrect. Can use other content on website
Compost Your Food Waste & Support Local Food Brochure (2013?)	Residents across the SLRD, likely mainly Pemberton	Increase organic waste diversion to Pemberton Transfer Station	Enable	Discontinue
5 Simple Steps in Making Compost in Bear Country (2011)	Residents in Squamish	Start and maintain backyard composter	Enable	Make available as a download from backyard composting section of SLRD website
Asbestos Control Program Brochure (2011)	Residents across SLRD	Safe handling of asbestos	Predispose	Adapt and integrate content into hazardous waste section of SLRD website
Devine Recycling Brochure (2011)	Residents in Devine	Promote recycling	Predispose	Adapt content to fit in updated SLRD brochure template
Pemberton Recycling Brochure (2014)	Residents in Pemberton	Promote recycling	Predispose	Adapt content to fit in updated SLRD brochure template
Lillooet Recycling Brochure (2011)	Residents in Lillooet	Promote recycling	Predispose	Adapt content to fit in updated SLRD brochure template
RMOW Recycling Info Online	Residents in Whistler	Promote recycling	Predispose	RMOW to integrate new SLRD branding. Provide link to RMOW website from SLRD website
RMOW Composting Info Online	Residents in Whistler	Promote composting	Predispose	RMOW to integrate new SLRD branding. Provide link to RMOW website from SLRD website

Whistler2020 Metrics Online and iCitizen 2013 Online	Residents in Whistler	Update on waste reduction progress	Reinforce	Do not provide link unless updated
Sea to Sky Eco Guide	Residents in Squamish	Broad waste reduction ideas and resources	Enable	Make available as a download from the Reduce page of the SLRD website
Squamish CAN recycling info	Residents of Squamish	Promote recycling	Enable	Request that CAN incorporate updated info from Carney's
Carney's Recycling and Composting info online	Residents across SLRD, mainly Squamish and Whistler	Promote recycling and composting	Enable	Carney's to integrate new SLRD branding. Provide link
Got Hazardous Waste? flyer	Residents of Lillooet	Responsible disposal of hazards	Enable	Adapt and integrate content into hazardous waste section of SLRD website
Food Scraps Drop Spot flyer	Residents of Pemberton	Participation in community composting	Predispose	Adapt and integrate into future waste diversion theme campaign
Pumpkin Drop flyers	Residents in Pemberton and Whistler (and beyond?)	Responsible disposal of organic waste	Enable	Adapt and integrate into future waste diversion theme campaign
Creating a cleaner Lil'Wat	Lil'Wat community members	Promote recycling and inform of waste services	Enable	Adapt content to fit in updated SLRD brochure template

2.4 Stakeholder Interviews

To further inform our understanding of the current context for the SLRD, interviews were conducted with waste reduction leaders in member municipalities to gather insights into their current and future programs. Table 2-2 outlines the details of the interviews, including a topline summary of identified collaboration opportunities.

Table 2-2 Waste Reduction Stakeholders Interviewed

Name	Organization	Future Waste Projects	Collaboration Opportunity
Rod Macleod	Director of Engineering, District of Squamish	Curbside organic pick up	Improve public education programming
James Hallisey	Solid Waste Services Manager, Resort Municipality of Whistler	Multi-resident organic pick up	Provide consistency in tipping fees, PR campaigns
Steve Hohner	Manager of Public Works, District of Lillooet	<i>Numerous attempts to interview: recommend follow up by SLRD</i>	<i>TBD</i>

Linda Kelly-Smith	Chair, Zero Waste at Squamish Climate Action Network	Curbside organic pick up	Provide consistent branding of waste reduction signage/bins
Caroline Lamont	Development, Village of Pemberton	Improve public understanding of local reduction services	Improve collaboration on local communications projects
Pat Taylor	Operations Manager, Carney's Waste	Construction waste and organic waste diversion	Share costs/benefits of waste reduction with municipal leaders
Claire Ruddy	Executive Director, AWARE	Increase composting	Share broader provincial resources to increase efficiency
Graham Haywood	Lil'wat Nation	Waste diversion education: improved compliance with diversion	Share best practices in public education + by law enforcement + collaboration on communication
Heidi Lessman	SLRD Zero Waste Educator	Waste reduction and diversion education in SLRD schools	Start Zero Waste volunteer team for schools and workplaces
Kara Sockett	Gold Bridge Transfer Station operator	Expanded EPR program to collect more electronics + other recyclables	Increase funding to support better infrastructure + staff

2.5 Communications Material and Interview Analysis

Strategic themes:

- Most materials are designed to support single-family residences with their own transportation within individual SLRD member municipalities, though some were relevant to all municipalities in the SLRD. This distinction was not always clear, and this often made the message confusing.
- Most composting materials enable behaviour: they work well for audiences who are already motivated and informed. At least half the resources reviewed promote backyard composting which assumes an existing strong commitment to waste reduction. The stage of change for the intended audience of these materials is assumed to already be active; the value of the material is unclear.
- Most recycling materials predispose behaviour: they are more focused on informing a broad audience, but don't resolve barriers that a particular segment may be facing. The stage of change for the intended audience of these materials is primarily preparation, awareness and information.
- Most materials reference 5-10 external organizations for additional information: this is overwhelming from an audience perspective and challenging to ensure all are accurate (in fact, a quick review of RCBC information pertinent to the SLRD found broken links back to the municipal websites.)

Communications material gaps:

- Develop playful introductory material: consistent with social marketing best practices, include resources that predispose an audience to learn more (as necessary). The current introductory material isn't particularly captivating (unusual, funny, or special that inspire people to learn more or share with their social networks).

- Create interactive online resources: comment boards, themed regional campaigns, and engaged citizen support. Dynamic online materials will reinforce new positive social norms because they can actively help to remove barriers to change.
- Recognize success: develop communications that celebrate progress and community leadership on the journey to Zero Waste. Find opportunities to demonstrate the “new normal” of waste reduction.
- Provide feedback on progress: increase transparency of waste reduction targets and provide public updates on improvements and regression. Whistler2020 may serve as an example.
- Include materials for different types of audiences: multi-family residences, institutional, or commercial settings. This requires further investigation into potential barriers to change for specific target audiences.

Print materials:

- Design, including graphics and taglines, vary between materials which decreases their impact
- Not clear where print materials are meant to be displayed or who they are targeting
- Uneven degree of information detail for both recycling and composting
- Some included a “neighboring community” alternative, some did not
- Some included motivating information (such as waste reduction benefits), some did not

2.6 PEST and SWOT

At this stage of the communications strategy process, it is useful to consider external influences, including current Political, Economic, Social and Technological (PEST) issues, as well as internal factors related to organizational Strengths, Weaknesses, Opportunities and Threats (SWOT). Our analysis finds the following factors relevant to communications strategy design:

Political:

- Multi-Material British Columbia (MMBC) current changes: may result in some public confusion
- Unclear about when and how the province will advance commercial waste reduction (such as through ensuring extended producer responsibility for packaging and printed paper in the institutional, commercial and industrial sector)
- Timeline also not clearly defined for roll out of other new EPR programs such as carpet, textiles etc.
- Fall election with new four year term
- Potential change in Board members which may change the level of support for regional communications waste reduction and division strategies
- Challenges facing the roles and responsibilities between First Nations, the Aboriginal Affairs and Northern Development Canada (AANDC) and Provincial agencies.

Economic:

- Seasonality/weather issues: waste reduction issues vary over the calendar year in the SLRD. Likely more difficult to get as much public participation in waste reduction over the winter months
- Limitations for curbside collection programs given sparse or intermittent population, snow fall, and wildlife issues; requires more active use of depots which require added personal responsibility for supporting diversion efforts
- Huge variability in economic trends across the region
- Additional costs to provide consistent level of service across the region
- Recycling Council of BC support for SLRD: potential opportunity for increased collaboration

Social:

- Mainly small towns, close communities: both within mainstream communities and First Nations land
- Outdoor/connected to nature culture
- New commitment to collaboration across member municipalities
- First Nations more engaged in solid waste planning
- Young demographic across the SLRD, and often transient in some member municipalities

Technological:

- New interactivity of SLRD site
- Variety of trucking and composting bin options
- Social media channels are already well used in some member municipalities

Strengths

- Networks of member municipalities and citizen advisory committees
- Local community champions + strong NGO leaders
- Committed SLRD staff
- Strong CAO support
- Strong SLRD support
- New and improved website
- Progress by member municipalities on waste reduction

Weaknesses

- Time: no allocated staff person to implement communications strategy
- Municipal waste reduction work is happening independently and not leveraging the potential of collaboration
- Currently no staff person dedicated to leading the solid waste communications in partnership with stakeholders
- Not sure what kinds of information and media people across the region access

Opportunities and Threats are represented in the PEST Analysis above.

2.7 Literature Review

2.7.1 Social Marketing

For the SLRD to communicate effectively there are certain elements that will be required as tools with which to base the programs. These include a brand for solid waste, a website for residents and businesses to find information, a clear structure and mandate, and staff and resources to implement the recommendations. Once these key aspects have been arranged, then the SLRD will be ready to start implementing focused social marketing

programs. These programs can also use the existing resources that the SLRD has developed such as the partnerships for Zero Waste stations at events and the school program (note that these programs should incorporate new SLRD waste reduction branding). Further, participation in community events will be important in communities that are less engaged online (i.e. more northern areas of the SLRD). Offline engagement (face-to-face marketing) is an important way to make the message more meaningful and memorable (see Appendix J for a list of potential events).

A key component of social marketing is to conduct audience research to gain a clear understanding of how the target audience perceives the program or services available. Specifically, social marketing seeks to research what barriers people may have to take action, and what benefits may motivate them to action. The shift from associating discarded materials with garbage requires thinking of these discards as a resource that needs consideration and allocation. The messaging and its delivery must be deliberate in the way it frames the resource management issue; how people think about materials and waste is as important as how they manage it in their homes and communities.

The messaging and tactics will incorporate emerging best practices in behaviour change science, including:

- Social currency: an opportunity to look good with peers
- Triggers: something that is top of mind
- Story: an idea that is worth sharing

The target audience is crucial in providing direction on the perceived barriers and benefits that key stakeholders have with respect to the desired behaviours, such as collecting food scraps at home for deposit at a depot. Barrier identification helped to develop mitigation strategies, including specific messaging recommendations. The communications tools identified in the implementation plan help to reinforce the desired behaviour we seek to foster, creating new “norms” of what is socially acceptable waste management. Testimonials are effective in creating these new norms of behaviour (McKenzie-Mohr, 2011) and the focus group conducted in the development of this plan also indicated the desire to hear stories of how people reduced their waste or managed their own food scraps collection or composting system (the results of the focus group are outlined in Appendix G). Highlighting that the desired behaviour is already being done by a majority of the audience can help build norms and support communications (Goldstein et al. 2008), as fear of acting alone can be a key barrier to behaviour change (Hoggan and Associates, 2006).

Developing visual cues, or “prompts” for the desirable behaviour, will help to develop a positive automatic response or “trigger” for action. Prompts work best when close in space and time to the desired behaviour, such as a sign in a parking lot to reminding people to bring in their reusable bags. Commitment is another important aspect, where asking for a visible public and durable commitment, such as a person’s pledge or agreement to carry out the action that you are promoting, has shown to increase the likelihood of this behaviour occurring (McKenzie-Mohr, 2011). Developing positive waste reduction behaviour requires the communication of relevant benefits, or incentives to take action. Incentives can be used when motivation for the behaviour is low. They should be positive, visible and paired with the behaviour but as the behaviour can stop when incentives are removed, they are best used for short-term behaviour change. Finally, feedback is important and another aspect requested by the focus group. A successful education program needs goal setting and sharing the information with stakeholders (Sheely & Dingle, 2003). It is best to combine feedback with positive approval (McKenzie-Mohr, 2011).

Personal contact is a key way to communicate messages and overcome barriers (Mackenzie-Mohr, 2011). Deeper forms of engagement can occur when waste reduction staff engages with participants as well as with each other. Home visits, workshops, or booths at events can all be ways of engaging the audience in discussions. Campaigns that have a wide range of interventions and approaches tend to be more successful than information alone (Mackenzie-Mohr, 2011).

2.7.2 Communications Channels

With regard to making use of the best communication channels, there are some parallels that can be drawn from other programs with similar goals to change attitudes, increase knowledge and create new behavioural patterns.

A study on how household actions can reduce carbon emissions in the US indicated that a multi-faceted approach was most effective in influencing behaviour change. The report cites interventions that combine a variety of tactics including policy, appeals, mass media, information and informal social influences among others which were felt to be most effective. It was reported that this varied approach could potentially account for a 20% decrease in household direct emissions (Dietz et al, 2009). This finding, to use a variety of communication materials and channels, is not unique in communication planning and will be incorporated into the strategy.

In the 2009 Ipsos Reid survey on awareness of stewardship programs, two key information sources included the Internet, particularly in the Lower Mainland and on Vancouver Island, and local governments. For rural BC, some studies suggest that media habits are slightly different. Statistics Canada and the Canadian Internet Project indicate that while Internet use in rural Canada, including BC, is on the increase, it is still markedly less than more urban areas. Taking this into account, other channels and media will be considered. For example, the 2009 ComBase survey of community newspaper use shows 75% of British Columbians are reading their community newspapers on a regular basis (read the last four issues).

While Internet use has been high among the younger age bracket for some time (Statistics Canada, 2003), Internet use is on the increase across all age brackets including seniors: according to the Canadian Internet Project, more than half of Canadians over 60 use the Internet on a regular basis. Ipsos Reid data shows that Canadians are spending more time online than watching TV: 18.1 hours per week online compared with 16.9 hours watching television.

With the ever-increasing use of the Internet comes the opportunity to leverage social media sites, such as Facebook, used by 65% of British Columbians (Zinc and Dufferin, 2009). The same survey reports that this represents 83% of those aged 18-34, 59% of those 35-54, and 49% of those 55 and up. Interestingly, the fastest growing segment on Facebook is 55-65 year-old females (InsideFacebook.com). What's important about including social media, not just for advertising purposes, is also the opportunity to leverage "friends and family" communications as more trusted sources of information on social media sites, like Facebook (Gupta, 2009). In a 2008 Pollara survey, 80% reported they were more likely to consider buying products recommended by friends, and "word-of-mouth", continues to be a strong and persuasive communication channel (Ketchum, 2009). While most of the SLRD has mobile coverage and access to the Internet, some more rural areas still do not have service.

In addition, good news stories in one media are often picked up by others, expanding audience reach. In addition, working collaboratively with other organizations, such as AWARE, Squamish CAN and RCBC, offers opportunities to use their promotional channels to spread the word. Member municipalities will play a key role in spreading the word through their channels as a known source for recycling and solid waste information. Service providers like

Carney's, Sea to Sky Soils and others also have their own communications channels in addition to the numerous Extender Producer Responsibility (EPR) programs.

The recommended strategy identifies various online tools to leverage partner resources. The plan also provides offline tactics, recognizing that not all community members across the SLRD access resources online. Further, sustainable waste reduction habits will be most effectively replicated if they are publically modelled; public and private sector spaces in communities across the region offer ongoing public education opportunities.

2.8 SLRD Context

The SLRD SWMP targets served as the guide for developing the recommended approach in this strategy. It also takes into account the new Multi Material BC program for packaging and printed paper, the update process for the Solid Waste and Resource management Plan, and the development of a communications plan for the SLRD as a whole. Ultimately, the communications design and promotional distribution are intended to encourage critical thinking when accessing or obtaining material goods (i.e. "Do I really need this?"), but to reduce number of assumptions required by the end user at the point of discarding materials (i.e. "Where do I put this can? What does this sign mean?").

Effective programs help to develop an automatic response to communications prompts because the target audience can easily shift behaviour without needing to pause and reflect on which choice is most appropriate. Further, social marketing research indicates that creating a new social norm requires a multi-faceted suite of objectives, identifying meaningful behavioural, knowledge, and belief targets to achieve change. These are outlined in detail in the Goals and Objectives Section.

Many communications programs focus mainly on providing information as opposed to developing a social marketing strategy, as evident with past SLRD and member municipality efforts. While this communications strategy identifies numerous public education tools, it also incorporates tools that enable change by removing barriers and increasing motivation, and rewards change by providing feedback and recognition. Most important, the entire strategy – including the messaging, illustration, and promotional tactics – was tested in a focus group (results in Appendix G), and the communications materials were adjusted to meet their expressed needs.

3 TARGET AUDIENCE AND STAKEHOLDER IDENTIFICATION

Considering the wide variety of existing communications messages and platforms currently in place in communities across the SLRD, this approach recognizes the unique assets of stakeholders across the region and integrates existing messaging as much as possible. Creating a unifying look-and-feel as well as a source for information for waste reduction and diversion in the SLRD will advance the regional, municipal, and local NGO objectives as well as possibly those of some EPR programs and some local First Nations. The proposed communications messages, partner organizational structure, and collaborative implementation will simplify reaching waste reduction and diversion targets, developing promotional tactics, and administering the logistics for everyone involved. Simplification is critical from an audience perspective, and it will also unlock limited resources now tied up in inefficient systems.

Audiences and stakeholders are those critical to the success of the SLRD's Solid Waste reduction programs. Stakeholders will have an interest in or concern with a given initiative. They may be integral to the program, such

as decision-makers targeted to ensure effective support or residents or businesses targeted in order to influence behaviour, or they may be secondary. Audiences will be a subset of stakeholders. A list of potential stakeholders is listed in Appendix D but additional ones may be included depending on the focus of a program.

Audiences are described as internal and external depending on their relationship to the SLRD, and as primary and secondary audiences or influencers, depending on their level of importance with respect to message delivery. Each audience may have its own set of specific objectives, strategies, tactics, and key messages designed to ensure the message delivered is pertinent to that audience.

It is important to note that there are additional audiences who were consulted throughout the planning process but who have not yet been assigned a formal role in the collaborative implementation of the strategy. First Nations communities across the SLRD are critical stakeholders, and encouraging their active engagement in waste reduction and diversion efforts will help to identify unique barriers and motivating factors. Insights into the challenges and opportunities for waste reduction and diversion in First Nations communities have emerged through the SLRD SWMP Advisory Committee process, such as peer-to-peer influence available through the small and tightly woven communities and emerging sustainability leadership from First Nations youth.

3.1 Segmentation Process

Determining the target audience requires careful analysis of a number of criteria. The ultimate goal is to determine “targets of risk”, those people who are most likely to engage in the problem behaviour, and “targets of opportunity”, those people who are easier to reach or influence. The goal is to prioritize high risk and high opportunity segments, and to define them as narrowly as possible within the available resources. For the purpose of the first phase of this plan, an evaluation of numerous public segments was conducted using the tool shown in Appendix C to identify the target audience. This resulted in selecting mainly urban, single-family home residents as the priority group within the SLRD to reach with updated messaging and communications tools to assist them in reducing and diverting food scraps. The Target Audience Segmentation tool in Appendix C should be used in developing each new reduction/diversion theme program to prioritize the target audience, which could include businesses, institutions, multifamily homes, and others.

3.2 Insight into Audiences and Waste Reduction

In addition to the demographic information presented in Appendix E, some other research shows insight into waste reduction behaviours:

Composting Information from Statistics Canada (2011)

- 61% of Canadian households had participated in some form of composting by 2011 (up 38% since 1994), 45% composted kitchen waste
- Of the those composting kitchen waste, 60% used a curbside collection system, 41% composted at home and 5% had taken it to a depot or some other practice (some people report more than one system)
- Over 50% of households in single or detached dwellings and 22% of those in apartments composted kitchen waste
- Reasons not to compost include: not having a bin, no access to municipal program, concern attracting wildlife to compost bin, takes too much time, takes too much space, not sure what to compost, inconvenient and pickup too infrequent.

- There is a clear correlation between educational attainment, household income and composting of kitchen and/or yard waste
- When all other factors were held constant, percentages of households involved in curbside composting far outweighed those who composted at a depot or a compost pile

McAllister Opinion Research (McAllister, personal communication based on research conducted in BC and Canada)

- In 2011 82% of BC residents were personally concerned about environmental problems and this was reflected in both rural and small cities as well as urban areas. The highest rates were for women under 35 (91%), then women over 35 and men over 35 and the lowest rates for men under 35 (75%).
- When asked to rank environmental issues, resource depletion ranked 47/100, global warming at 45 and waste disposal as 41/100 (the three highest ranked issues were water quality- 62, then air quality -53, then toxic chemicals at 48).
- When ranking the environmental performance in 2011, municipal governments were ranked positively and were seen as superior to provincial governments, federal government and private industry, though less positively than their peak in the mid-90s
- The majority of Canadians buy green saying they had organic food, environmentally friendly products and energy efficient devices in their house or planned to buy them in the next year.
- In a 2011 online survey of BC residents, women were more likely to be the most motivated to recycle (56% versus 41% for men)
- Recyclers that were keener tended to be connected to their community, vote, own a vehicle, have higher income, not worry about money, be aged 45-64, live in detached or semi-detached homes, were often asked for advice, disliked shopping and to some degree were in smaller 2-person households.
- Those least likely to recycle are men under 25, those who like shopping and those not connected to the community.
- When asked about how much effort groups were putting into recycling, people felt they were putting in the right amount of effort themselves (52%; 34% said more than enough) but felt consumers generally (48%), governments (54%) and manufacturers (64%) were not doing enough (and were doing the right amount at 42%, 36% and 29% respectively).
- When asked about what they wanted to know about recycling, they noted knowing where to bring items, what happens to them, benefits (similar to the focus group results for this project)
- Recycling program features that mattered to people a lot were that depots take other kinds of material at the same location (71%) (i.e. one stop dropping) and that it was convenient.
- The top ranked benefits of recycling were reducing toxics to landfill, soil and groundwater (75%), needing less energy when recycled materials are used (62%), reduction in air and water pollutants (58%) and reducing greenhouse gas emissions (55%).
- When presented with facts about the benefits of recycling, women preferred facts on the savings of waste, energy, GHGs and raw materials where men looked at the financial and economic benefits (including job facts) Women also liked ones that were easy to visualize, appealed to their values around good quality of life, improving human health, reducing toxicity, and protecting the environment. Waste diversion from landfill resonated for both men and women.

3.3 Single Family Residence Profile

The audience segmentation exercise conducted with the SLRD prioritized single-family homes as the initial target audience to influence with the first reduction/diversion theme (compostable organics). There are 14,995 households in the SLRD as of the 2011 census (see Appendix E for more details), 31.7% of which are multifamily buildings (apartments and row houses) and 68.3% are single-family homes (including duplexes, mobile homes and

other forms). English is nearly universally spoken so there is no need to translate communications materials into other languages. Further, people who identify as actively recycling materials may be most likely to begin collecting food scraps. This could be useful for future communications efforts from transfer station staff (see Appendix H).

3.4 Future Recommended Target Audiences

The target audience segmentation revealed that the next two top segments were urban multi-family residences and the institutional, commercial and industrial sector (ICI). These two target audience segments will require a different approach than the one developed for the urban single family resident target audience, because they experience different barriers and motivations. While the overall branding should be retained, the reduction/diversion theme messaging will need to be adapted to meet their communications needs.

At the focus group, these two target audiences also emerged as the groups with the greatest behaviour risk and influence opportunity. It may be especially beneficial to pursue the ICI segment in the near future because of the added promotional opportunities available through meaningful partnerships. Providing SLRD waste reduction materials at relevant point-of-sale retail environments (i.e. at grocery stores and/or restaurants during a targeted organics waste reduction/diversion campaign) could significantly increase its impact. However, without genuine support from those private sector partners, including active participation in the communications campaign, the residential target audience would likely overlook the print collateral.

3.4.1 ICI

Across the SLRD, most local residents also work in their home community or within a neighboring community. This expanded connection to the region offers a tremendous opportunity to influence a broader cross section of the community. It also provides a practical avenue for those who are already actively engaged in waste reduction at home to act as leaders and behaviour change role models when they go to work.

Further segmentation of this sector would be recommended, such as: public education institutions; public health institutions; light industry/building and manufacturing; small/medium sized private sector businesses in the service industry; small/medium sized private sector businesses in the retail industry; foodservices, accommodations, etc.

3.4.2 Multi-Family

Across the SLRD, the number of multi-family residences has grown from 13.7% of occupied dwellings in 2006 to 16.0% in 2011 (Statistics Canada census 2006 & 2011). While many strata complexes have rudimentary recycling systems in place, very few have incorporated a holistic approach to waste reduction. At the same time, the demographic profile of multi-family residents includes people who are often younger and likely more connected to environmental stewardship messaging.

3.5 Marketing Mix

While the communication needs of this group will vary across the region due to cultural differences and the availability of waste diversion services, the following marketing mix outlines the foundation underlying the dynamic engagement details in the Section 6 Promotional Tools further below. Social marketing is grounded on an

audience-focused communications strategy, where the product (core benefits) and price (critical barriers) are well understood and are taken into consideration in every aspect of the promotion.

The following list of “P’s” has been developed with organic waste reduction and diversion as the theme; this template could be applied to all future waste reduction/diversion themes to ensure the final promotional tools are audience-focused.

Profile

Snapshot of the target audience demographic:

- Women over 35
- Connected to their community; more likely to vote
- Own a vehicle
- Have higher income
- Live in detached or semi-detached homes
- Were often asked for advice
- Disliked shopping
- To some degree were in smaller 2-person households
- Actively use English language social media tools
- Access to organics diversion options through transfer station drop off
- Often report “time” as major barrier to changing behaviour
- Feel connected to nature and the land, enjoy time recreating outside

Product

Motivators for primary public audience to reduce waste:

- Feeling of being in line with values
- Meeting their personal responsibility
- Sense that this is “doable”
- Saving money (personally if reduced tipping fees and through taxes if extended life of landfills)
- Social norms –seeing that others are doing this too
- Feeling positive reward from contributing to community waste goals
- Behaviour becoming a habit

Price

Barriers to primary public audience to reduce waste:

- Lack of obvious connection to personal values
- Time investment in establishing new reduction/diversion systems at home
- Initial disconnect to new position of waste as a resource, rather than garbage
- Discomfort with handling of household waste; yuck factor; concern over potential for smell
- Higher costs or no direct cost savings to most users
- Inconvenience
- Time constraints due to hours of operation for drop off depots, or time to drive the distance
- Challenges for those without vehicles
- Consumer culture and advertising to buy new

Place

Location of promotional tools:

- SLRD website, with links from municipal and service provider websites
- Transfer Stations signage across the SLRD
- Transfer Stations, Landfill distribution of flyers
- Community streetscape waste diversion bins across the SLRD
- Member municipality and service provider social media channels
- Point of sale/decision locations such as grocery stores, restaurants, garden centres, etc.

4 RECOMMENDED STRATEGY

4.1 Communications Strategy Phases

For ease of organization, the strategy has been divided into six strategic phases described below. Each phase identifies measurable objectives and outcomes. Objectives are SMART: specific, measurable, achievable, realistic and timely. The purpose and outcomes associated with each phase identify the key behaviours targeted (e.g. going to a depot to bring collected food scraps) and specific desired outcomes (e.g. decrease in total waste, decrease in percentage of food scraps in waste). The program phases reflect the order of expected work during the process.

This strategy will outline details for a specific reduction/diversion theme and target audience, which has been selected as the first one to implement based on input from the SWRMP update process and an audience segmentation exercise. However, the intention is that once this program has been implemented, evaluated, and has reached a maintenance stage, staff resources can then be directed to developing the next reduction/diversion theme program or incorporating additional audience segments, such as the ICI as recommended. This next program could include initiatives identified by the SLRD and regional partners, depending on the greatest needs and opportunities. Numerous suggestions have been identified through the SLRD Solid Waste and Resource Management Plan update process. Suggestions are outlined in Appendix B.

The first specific program that will be outlined in the strategy, and which can be used as an example for future programs, is to reduce food scraps in waste from urban single-family home residents. However the basic tools, messaging, visuals, and suggested campaigns will be flexible enough to meet other target audience needs (i.e. institutional, commercial, multi-family residential, etc.). Implementing the communications strategy will ensure that the waste reduction and diversion goals identified in the SLRD SWMP (current and updated versions), as well as the waste reduction and diversion goals of member municipalities, are achieved sooner and with longer lasting effects. By leveraging existing resources, the SLRD can harmonize desired outcomes and improve efficiencies. Perhaps most important, increasing collaboration will produce a more positive user experience.

The Implementation Plan and Evaluation in Section 7 and Action Plan in Appendix H outline recommendations on how best to execute the plan, including a timeline, budget estimates, and objective evaluation criteria.

4.1.1 Phase 1: Develop the Social Marketing Plan

Social marketing usually consists of six stages, each of which involves several different types of activities. The social marketing method will serve as the foundation for the phases that follow, and the method stages are outlined here:

Stage 1 Purpose: **Analysis**

- Prioritize the problem behaviour: choose one of the waste reduction and diversion options identified in the SWMP background research through a collaborative stakeholder-driven process (i.e. involve member municipalities, service providers, and key partners from the beginning).
- Identify priority target audience to reduce problem behaviour using a structured segmentation process (see Appendix C), and supported through primary and secondary research (i.e. existing materials, focus groups, surveys, etc.).
- Determine what the barriers and benefits to performing the behaviour would be for the audience.

Stage 2 Purpose: **Strategy Development**

- Develop a social marketing strategy that forms the foundation on which the rest of the communication program is built to influence the target audience. The strategy is developed to address the barriers and benefits identified in Stage 1.
- Incorporate existing organizational assets and begin to establish necessary resources, such as funding sources and strategic partnerships.

Stage 3 Purpose: **Program and Communication Design**

- Develop messaging based on key program objectives.
- Create any new promotional communications materials necessary and establish new partnerships.

Stage 4 Purpose: **Pretesting**

- Understand target audience barriers and motivations for reducing problem behaviour. This can be done by holding a focus group with the target audience in conjunction with using existing research.
- Pilot strategy in two or three locations and adjust as necessary.

Stage 5 Purpose: **Implementation**

- Roll out across the region and measure effectiveness.
- Monitor program to allow for adaptation as necessary.

Stage 6 Purpose: **Evaluation**

- Report against progress in achieving identified objectives with all stakeholders, including target audience to increase transparency and long-term engagement in the process.
- Use a combination of qualitative and quantitative evaluation criteria.

4.1.2 Phase 2: Develop Tools

This phase involves developing tools that will be needed to implement a program; building on Stage 3 (program & communication design) recommendations in Phase 1 above (developing the social marketing plan). Initially, it will

also include the development of standard tools that can be used for all SLRD programs which partners should use wherever possible. This includes a website, standards for signage, standards for bin colours and labels, a brand and logo, distribution lists for sending information to different stakeholder groups, and standard messaging. In some cases, these tools may also include ones that are not directly communications-related but address a barrier noted by the target audience (for example, the need to change hours of operation or provide kitchen catchers).

Purpose: All internal and external decision makers and opinion leaders are made aware of the new tools. Where suitable, they are encouraged to link their websites to SLRD website for solid waste reduction and diversion information. Opportunities for co-branding can be explored.

Outcome: Internal and external decision makers are prepared for the solid waste information requests.

Outcome: Member municipalities, service providers and ENGOs website link to the SLRD Solid Waste webpages.

Outcome: SLRD communications for solid waste use the brand and standard messaging.

4.1.3 Phase 3: Program Notification

Purpose: All internal and external decision makers and opinion leaders are notified of the program's progress and launch date by (insert date).

Outcome: Internal and external decision makers and opinion leaders are prepared for program information requests they may receive or know who to contact for more information.

Outcome: SLRD strengthens relationships with internal and external decision makers and opinion leaders.

Purpose: All external program partners are notified of the program's progress and launch date by (insert date).

Outcome: Service delivery is coordinated between existing service providers and the SLRD.

Outcome: Program partners / service providers are prepared for program information requests they may receive or know who to contact for more information.

Outcome: SLRD strengthens relationships with external program partners / service providers.

4.1.4 Phase 4: Program Announcement

The program is launched during this phase. Stages 4 and 5 of Phase 1 Social Marketing strategy above are expressed in Phases 4 and 5.

Purpose: Notify all stakeholders of program commencement including messages about how to “find depot near you”, smart storage, and transport. (The purpose will be tailored to the specific program.)

Outcome: Stakeholders are aware of program commencement and know where to find information about the program.

Purpose: Prepare internal audiences and external program partners for public information requests prior to program announcement.

Outcome: Program partners provide consistent and correct information to potential program users.

4.1.5 Phase 5: Program Promotion

Purpose: Increase public participation in the priority waste diversion or reduction project.

Outcome: Target audience actively uses the SLRD waste diversion services available or adopts the desired behaviours.

Outcome: SLRD waste volumes decrease.

4.1.6 Phase 6: Evaluation and Ongoing Communication

Purpose: This phase focuses on measuring the effectiveness of the program and the development of ways to improve it as well as strategies for ongoing communication and evaluation. Phase 6 corresponds with Stage 6 of Phase 1 Social Marketing strategy above.

Outcome: Meet SLRD waste reduction or diversion goals determined by the SLRD SWMP process or a sub-goal developed in the program development process.

Outcome: Identify if there is a need to modify or enhance the program based on results.

5 BRANDING & MESSAGING

The brand developed for SLRD solid waste communications includes an umbrella graphic and tag line. While we explored integrating Zero Waste messaging, the focus group research clearly recommended use of the term “Zero Waste” for policy and direction but not for primary public messaging until there is a higher level of acceptance and understanding of the term.

The final icon can be found in Appendix L, which has tremendous application potential in various public spaces across the region. The final tagline, “Love this place. Reduce your waste” can be incorporated into waste reduction/diversion theme messaging (see below).

5.1 Guidelines for Developing Reduction/Diversion Theme Messaging

Advancing waste reduction in the SLRD will be most successful if the waste reduction communications efforts can be narrowed to a single diversion theme at a time, targeting a single (or narrowly defined) target audience.

Allowing each waste diversion theme to have its own “flavour” will help to keep the original brand fresh and interesting for target audiences. Specific messaging will be most effective if it includes the following elements:

- Easy to remember: Short, clear, concise and without jargon or technical language
- Proof of impact: tangible feedback shared often

- Congruence with love of place: the way we take care of our community needs to align with what we tell other people about where we live
- Explain the need: what's the connection to the bigger impact
- Make it personal: what's in it for me
- Create a local analogy or story: something we do here because we believe in the long term benefit
- Empowering to do the right thing: my actions make a difference
- Something unexpected: catch and hold attention
- Positive norm: It's what most people here do already; include public opinion statistics
- Local environmental benefit (i.e. habitat protection), and global environmental benefit (i.e. climate change)

5.2 Food Scraps Reduction Messaging – A Working Example

The focus group research indicated that people perceive food scraps collection as much more challenging and time consuming than recycling. Participants also indicated that food scraps collection is a behaviour taken by individuals who are already highly successful in other aspects of waste reduction.

Messaging will be most successful if it dispels some myths about food scraps collection that have become barriers to action; if it provides communication that affirms existing environmentally aware identity; and if it shares motivating information that is emotional and surprising.

A sample design is shown below.



Some facts that may reinforce messaging are:

- The majority of Canadian households already participate in composting activities (up 38% since 1994); collecting food scraps and bringing them to the depot means that you're on the winning team
- Canadians throw away 90kg of food per person per year (Chapman, 2011) which is 40% of our food supply, 51% of which comes from homes (CBC, 2012)
- Wasted food represents wasted resources that went into producing the food: land clearing, energy, fertilizer, pesticides, fuel for transport and equipment and water
- Key reasons for wasting food are buying too much food, buying more perishable products, not eating food based on what needs to be used first, cleaning out cupboards, food hygiene reasons and dates on food labels, making too much food and dislike of the taste of food (especially by children) (Brook Lyndhurst, 2007)
- Organics in the landfill produce methane, a powerful greenhouse gas

6 PROMOTIONAL TOOLS

There are a variety of promotional communications tools and channels that can be used to advance waste reduction goals. These may be standard ones used as a base for multiple programs or ones only used for specific programs. Some will be created and then remain relatively static, while others may be more dynamic and change frequently or be one-time events.

It is important to note that using tools developed and tested by other local governments can save resources. There is a website, www.3Rs.ca, developed by Metro Vancouver and others promoting waste reduction that allows users to take the tools that have been developed and brand them with their own information as well as share their own. There are also some standardized signs that they are encouraging communities across Canada to use so that it becomes easier for all residents to recognize them.

Common tools are noted below as well as dynamic ones that engage the audience more directly:

Depots

Signage for materials should be standardized. For packaging and printed paper, it is meant to complement new MMBC signs; intended to “translate” service provider and provincial program details with an over-arching simple call to action. (Consider attendant training and approach, may wish to start with fun and educational, recommend clear bags, make them be seen as a way to fast track to Zero Waste rather than police).

Streetscape Bins

New decals will help simplify what-goes-where when people are in the community². The long-term recommendation is to use similar-shaped lid-openings and colour-coded bins across the region. Existing bins could be repainted to align material types with specific colours. Efforts should be made to use slot shapes that indicate what type of material should be discarded in the bins.

Curbside Decals

Service providers can distribute decals for residents to place on the appropriate curbside bins where residents provide their own bins or to be affixed to bins when they are delivered to the resident where the service provider provides the bins. Where there are details on what kinds of materials go in the bin or not, these details could be included on an additional sticker on the lid. Best practices for signage for these first three tools are outlined in Appendix F.

Web

The website should have a fun and friendly tone that reinforces the existing new norm of Zero Waste. Social marketing science is clear about the need for communication to create the impression that most people are already engaged in the desired behaviour. In addition, with the SLRD’s role as an information hub, the website will need to provide the information for residents and businesses to assist them in reducing and diverting waste. This will include the basics of what, when, where and how. For more keen users, it may include more details in

² Signage graphics could be made available to local organizations as some already are making their own unique signs (which can add to the confusion). The SLRD could provide something like San Francisco’s sign maker - <http://www.sfenvironment.org/signmaker>.

additional links. First Nation Communities may wish to use the co-branding opportunities mentioned above to relate information within their communities.

Print Media

There is an opportunity to share feedback with the target audience on their progress towards achieving waste reduction and diversion targets, and to profile community Zero Waste leaders. There are some robust local papers that focus group participants noted they read and would appreciate some stories providing feedback on community progress towards Zero Waste, tips on what to do and stories about local waste reduction champions or people who are making an effort to reduce waste and what they learned. Some story ideas are listed in Appendix K. In addition, earned media can be a great way to convey key messages in a cost effective manner. Earned media are journal articles that reinforce the desired message. An example would be a feature story about how a local resident started actively reducing waste through food scraps collection, and how she has benefited.

Radio

Radio can also be an effective medium for some groups. For both print media and radio, there may be opportunities to provide information for public service announcements which can keep costs low if they meet specific criteria as well as opportunities to leverage earned media.

Printed Materials

For some audiences printed materials can be useful. In some cases, they can be used for larger groups or be small in size but provide a way to remember a website or can be a reference guide for information pertaining to reducing waste. Utilising existing community newspapers and newsletters can be an effective way to reach large audiences and specific communities.

6.1 Dynamic Engagement

Creative promotions

Recognition of positive waste reduction and diversion behaviours will help to reinforce an emerging Zero Waste norm in the SLRD. Research shows that recognition efforts are most effective when in close proximity to the time and place of the desired behaviour. Empowering local service providers at transfer stations to reward waste diversion efforts (see Role of Stakeholders Section 7.1 for details) will help to build a “customer service” culture among service provider staff, and reframe the transfer station experience as a place to learn about community stewardship.

Social Media

Municipal partners, local NGOs, and service providers actively use a variety of social media tools that will assist the SLRD in reaching the key target audience, such as Twitter, Facebook, and YouTube. The most common issue facing public organizations who initiate social media campaigns is how to effectively maintain them. For this reason, the most efficient and strategic choice for the SLRD is to support existing stakeholder tools. Rather than developing SLRD branded channels, develop a weekly story, tip, or update on regional waste reduction and diversion goals for partnering organizations to post as well as on their own pages/sites. In this way, existing resources can be leveraged and the public can be more effectively engaged.

Special Events

Integrating communications tactics with existing community events across the region will support the SLRD in a number of ways, including:

- Increasing relevance of SLRD message to local community members
- Building stronger relationships with local community leaders
- Providing access to new target audiences
- Improving efficiency of SLRD resources, related to both staff time and marketing costs

Engaging in face-to-face marketing is an important way to build relationships with the target audience(s) and better understand their communications needs. Talking directly with the people whose behaviour you wish to influence helps to reinforce the importance of the message, and provides greater word-of-mouth marketing opportunities.

Waste diversion is already promoted through interactive displays during the Farmer's Market season (approximately June through October) in Squamish, Whistler and Pemberton. The music concerts, children's festivals, and other major events would all benefit from a coordinated and consistent waste diversion and reduction program, which could reduce waste at the event but also teach participants about waste diversion options.

See Appendix J for listings of events, how to select which events to participate in and the event toolkit. Utilising already established community events and collaborating with local event planners will provide the most efficient integration. Appendix M has a sample pledge card that could be used to get commitment at events as well as to build the social norms by making these public.

School Programs

Stakeholders across the region supported the continuity of the intermediate elementary school program. This communications approach may be especially effective in reaching the single family and multifamily residence target audiences.

Seasonal Campaign

Interactive communications efforts that allow for face-to-face conversation, games, and rewards have the greatest potential to create word-of-mouth marketing. Social marketing research indicates that people share information through stories, and that they are most likely to act on the information shared by people closest to them. By selecting one key reduction/diversion theme that involves interactive communications to focus on once a year, the SLRD and regional partners can concentrate resources and continue to drive change and leverage earned media.

Background research for this strategy indicated that regional partners would like to coordinate communications efforts around the organic waste reduction/diversion. The SLRD has the opportunity to harmonize organic waste reduction and diversion communications, and future reduction/diversion efforts could follow this kind of format.

Implementing an annual campaign to increase target audience participation in organic waste reduction and diversion will require strong partnerships with key stakeholders (see next section for details on how to foster stronger collaboration). More public engagement is possible because there are now attendants at all transfers and landfill sites run by SLRD and municipalities within the SLRD, and these staff can talk with the public about their personal waste management choices. The role of the people at the "front lines" of waste management – those

who work at transfer station and landfills – has the potential to be expanded and their new “green job” status is likely to become a source of pride.

We recommend building capacity with the municipal partnerships by co-leading one prototype pilot project before the end of 2014, such as the existing Pumpkin Drop campaign. There are at least two reasons for this recommendation. First, it will provide an opportunity for partner collaboration on a project, where the upfront investment of time is low because communications materials are already designed in member municipalities in many cases. In this way, the partner organizations have an opportunity to enjoy early success working together. Second, it will help to identify any organizational issues that need to be resolved before the launch of future communications campaigns.

7 IMPLEMENTATION PLAN & EVALUATION

The implementation plan noted here discusses who will implement the plan, the budget and how to evaluate its effectiveness. The more detailed Action Plan for each of the 6 communication strategy phases is in Appendix H. It looks at the tactics, the specific timeline and how to evaluate it. Where applicable for some tactics, the objective it addresses (knowledge, belief or behaviour) is also noted.

7.1 Role of Stakeholders

7.1.1 SLRD Role

The communities within the SLRD have diverse demographics and geography. While this variability poses a communications challenge on many levels, the SLRD staff and political leaders are positioned to identify and promote regional collaboration opportunities. In addition, it is most practical for SLRD staff to actively participate in provincial waste reduction/diversion programs, including processes to develop new resource management targets, EPR consultations, carbon off-set strategies, and any other Zero Waste initiatives. The SLRD can share relevant information on new initiatives and research with their member municipalities and stakeholders.

Policy Initiatives

There is a clear need for more sharing of resource management bylaw design and other structural regulatory tools to assist with improved waste reduction/diversion. While the focus of this communications strategy is on reaching the large residential target audience, a variety of mechanisms are available to influence additional segments, such as:

- Specify diversion language throughout SLRD, including transfer station and streetscape containers
- Change collection services for ICI, multi-residence dwelling units, and tourist accommodation buildings to require recycling and compost options in addition to garbage services. In some municipalities, these organizations could qualify for waiving of fees (such as those in utility fees or property taxes).
- Work with service providers to actively enforce the disposal bans and strengthen penalties for loads with divertible materials
- Encourage the use of clear bags to make it simpler for waste attendants to provide coaching
- Develop a simplified special events check list and require specific waste reduction parameters for municipally-sponsored events

- Show leadership by developing policies and implementing them internally (such as waste reduction systems or sustainable purchasing policies).
- Encourage larger ICI organizations to adopt or adapt sustainable purchasing policies, and develop sustainable purchasing toolkits
- Require new real estate developments to provide space for proper separation/collection of recycling and organics for ICI and multifamily
- Add resources to more actively enforce existing bylaws and guiding policies; this could also include positive reinforcement options, identified in this strategy

Organizational Structure

The SLRD is a small regional government compared with some others in BC, and continues to face the challenge of managing numerous social, environmental and economic projects with limited resources. Assuming a more strategic role in the region must be balanced with hands-on coordination of services in smaller member communities.

To assist in developing a balance between oversight and implementation, the following actions are recommended:

- Establish clear division of SLRD staff responsibility for operations management and regional strategic planning so strategic advances and actions can be made without delays due to urgent operational needs. This can be achieved by having one position dedicated to solid waste communications, reporting to the Director of Utilities and Environmental Services and collaborating with the rest of the solid waste team.
- Host annual waste reduction/diversion communications planning workshop with regional communications and waste management staff to ensure coordinated timelines, goals and campaign tactics.
- Secure communications strategy implementation commitment from both municipal partners, First Nations, and service providers. This can be best achieved through the current Advisory Council process.
- Develop a program-specific working group to plan and actively support implementation of specific programs.

It is recommended that the SLRD create a position to coordinate solid waste communications for the region and to work with partners to implement this plan. This position would be responsible for implementing the action plan, potentially in collaboration with or combined with the current scope of the Zero Waste Educator. However, as there is increasing work with partners, future reduction/diversion themes may see larger roles taken by partners depending on the projects.

7.1.2 Municipal Role

Municipalities also have control over how hauling, processing and other service provider contracts are developed, and can specify communications and outreach messages and actions that connect them to reduction/diversion programs and targets. Municipal leaders will also be most effective in advancing a distributed leadership model of citizen engagement that capitalizes on municipal communications tools and local citizen engagement. Distributed leadership is about grassroots, citizen-led programs where local and regional government leaders support the existing social capital in their communities (such as distributing branded public awards for waste reduction efforts). Further, social marketing strategies are most effective when they include peer-to-peer influence. By working in partnership with local NGO waste organizations, member municipality resource managers can reinforce the growing new norm of improved waste reduction and diversion in their communities.

In the development of this plan and in the ongoing work of implementing the SWMP and the process of updating the SWRMP, the groundwork has been laid for closer collaboration. Member municipalities already participate in the Solid Waste Plan Monitoring Committee and now in the update process of the SWRMP. These meetings have built a relationship between the SLRD and the municipalities which can be enhanced by further partnership. It makes sure all partners are aware of new proposals and programs and that ensures local conditions are taken into account in program and education development.

7.1.3 First Nations Role

While not under the jurisdiction of the SLRD and not municipalities, First Nations communities also need to plan for and provide services for solid waste. They may use SLRD solid waste services (such as landfills) and have a common interest in reducing waste and diverting resources from landfill. As such, the SLRD can work towards stronger partnerships with local First Nations in a similar fashion as with the member municipalities (working together on common communications, inclusion in planning meetings, sharing of resources, etc.).

7.1.4 Service Provider Role

Critical to the success of this strategy is support from private sector agencies providing both curbside pick-up and transfer station management. These agencies are often the main conduit for public engagement and as such have a special role to play in reinforcing positive behaviour. Opportunities for public engagement include: asking for public commitment to waste reduction on branded postcards and then having an interactive display at transfer stations. Each month the service provider company could choose one recipient to profile on social media channels. Random draws for prizes are encouraged from the pool of submissions. In some cases, local NGOs may also play a similar role.

7.1.5 Shared Responsibility

Recognizing the value of region-wide consistency in messaging, the SLRD, member municipalities, First Nations communities, service providers, and community NGO's are recommended to commit to the following:

- Provide input on and adopt one signage design, then replace or update existing signage throughout one calendar year
- Re-locate diversion containers at transfer stations and depots to make them the most convenient choice; move mixed waste bins to the back of the properties
- Recommend all streetscape, business and multi-family collection bins to be grouped, and placed in consistent ordering as much as possible (e.g. no solo garbage or recycling containers)
- Share SLRD promotional messages on social media channels regularly
- Actively participate in annual strategic planning sessions
- Simplify bylaw process through developing standardized language and sample bylaws that can more easily adopted by councils (i.e. space requirements for recycling containers in strata buildings, requirements for front and back of house at businesses, requirements for deconstructing buildings)
- Pilot programs in different communities to gain lessons learned and inform broad scale regional program development and implementation
- Orient and train attendants and front line staff on current situation, and encourage them to actively promote new programs

7.2 Food Scraps Reduction Campaign Snapshot

Building on the knowledge, belief and behaviour objectives identified for the program, a two-part campaign to promote food scraps collection has been developed. While this timeline would be best followed in sequence, it would be possible to begin in Part 2 if necessary due to budget and hiring restrictions. Working through the Action Plan outlined in Appendix H will help to identify a logical starting point that is sensitive to the current context.

Part 1: Pilot -September/October: Integrate the newly branded SLRD waste reduction messaging into existing initiatives by:

- Reinforcing food waste avoidance and organics diversion messaging by incorporating it into existing Halloween pumpkin drop promotions in one or two partner municipalities. By priming the target audience with this food scraps messaging in the fall, the larger spring campaign can build on existing positive behaviour. This will be a pilot activity.

Part 2: Roll out starting April/May: Actively promote food scraps reduction/diversion by:

- Featuring food scraps-focused information that builds on implementation of guiding SLRD branded communication (providing food scraps collection tips online to introduce behaviour change). Tips should include bin recommendations, meal planning tools, how-to videos, etc.
- Coordinate with transfer station staff to focus feedback and support on food scraps diversion: special training provided in advance of campaign. Critical to include before and after feedback about food scraps diversion, and the results of the increased public participation in waste reduction, both at the transfer stations and through online channels.
- Providing branded food scraps bins (removing barriers to enable behaviour change) in exchange for public commitment to experiment with food scraps collection (post public commitments at transfer stations “wall of fame”. Potential to partner with local ice cream businesses to give away bins, and provide gift certificates to receive ice cream to all “waste reduction heroes”. Emphasize a “wrap your scraps” with newspaper to overcome collection and transfer challenges.
- Hosting a weekly “waste reduction hero” contest (providing rewarding communications to reinforce behaviour change). To participate, people nominate a “waste reduction hero” with a photo and story and post it on SLRD Facebook site. Winning waste reduction story featured in the News section of SLRD website, and winner awarded donated prize (potentially ice cream). Ideally nominations would include both regular citizens as well as higher profile community members including but not limited to politicians and other community leaders, professional athletes who live in or use training facilities in the area.
- Campaign promotion: through municipal partner online channels; with transfer station staff; through earned media; through targeted bought ads in local newspapers; and most effectively, through word of mouth generated by free ice cream.

Further details about how to implement this campaign are included in Appendix H which includes the preparation, announcement, launch and evaluation phases.

7.3 Resources Required

Waste reduction and diversion will continue to be a major challenge and opportunity for the SLRD. Investing in the implementation of this communications strategy is critical to achieving the SLRD SWMP. The minimum level of investment to ensure the successful implementation of this strategy requires a dedicated part time staff person for three days per week. It may be beneficial to subcontract some of the tasks, such as the more tactical actions like

coordinating the production of updated signage. This will ensure that the SLRD can continue to provide a single point of contact for municipal stakeholders, assume senior level responsibility for coordinating regional waste reduction/diversion programs, and have the staff resources to leverage partnerships with municipalities, ENGOs, service providers, and other potential partners over time. The actual activities to be performed by this dedicated staff person are outlined in the Action Plan in Appendix H (with some time requirements noted but additional time will be needed for all the small detailed actions not included as well as for the work with partners which will vary based on the number of partners and their availability). Planning level resource requirement examples are outlined in the table below.

Table 7-1 Budget for Resources

Resource	Estimated First Year Budget
SLRD Solid Waste Communications Coordinator (plus additional benefits and overhead) ³	\$33,000
Ambassador stipends for special events (10 events per year, average 2 ambassadors per event, \$100 stipend each including training (in-kind entrance fee or other may be possible depending on the event))	\$2,000
Printing for wallet cards (\$1,125 for 2,500 but cost per card lower if more) –changes to template may be possible by printer with no additional fee. Considered runs for Pemberton, Lillooet, Gold Bridge and Devine; could partner with Squamish and Whistler to have consistent look for those communities also but costs for these communities are not included.	\$4,000
Printing of pledge cards (for 5,000 in postcard format)	\$1,300
Print banner for displays (2 at \$250 each)	\$500
Branded tent for events (10' x 10' aluminum)	\$1,300
Kitchen catchers for food scraps diversion (note there may be different needs for future themes) (3,800 containers to reach 10% of SLRD population at an average of \$6.50 each, offset cost by donation of reusable containers, introduced across recycle depots)	\$24,700
Home container recycling and food scraps decals (5,000 quantity, 50 cents per sticker)	\$2,500
Sign production for SLRD waste locations (4 sites, 8 signs per site, weatherproof and durable)	\$2,000
Newspaper ads (\$400 per ¼ page ad in 5 local papers, twice per year)	\$4,400
Total	\$75,700

The cost Solid Waste Communications Coordinator depends on the staffing capacity of the member municipalities to assist with this campaign.

7.4 Expected Outcomes

Evaluation creates credibility and will help to improve communications as well as the programs and services offered. By identifying what works and what doesn't work, resources can be focused on the most effective communication channels and tools and eliminate or reduce other components. Evaluation typically consists of monitoring, process and program evaluation and links back to the communication objectives.

Evaluation needs to be planned and have resources to conduct it. Deciding in advance what can be tracked and what resources (staff and/or financial) are required will help ensure the information can be collected and in turn

³ Note this rate is the industry standard, verified by contacting organizations with similar positions.

used for continuous improvements. As well, using the information gained will help avoid problems, identify opportunities and create more targeted and effective communications.

Social transformation is a long-term process that requires persistence. Committing to the strategy, including the messaging and the implementation recommendations, will yield the best results. Behaviour change is challenging to measure, and we caution the tendency to draw correlations between planned interventions and observed changes in public behaviour. Most social marketing programs target a 5% rate change within 2-3 years based on focused and consistent communications programming (Kujawski, M. 2009).

7.4.1 Process Evaluation

Before implementation begins, monitoring mechanisms are put in place to retrieve feedback on the program and to catch any problems in their early stages. Although it's unlikely to anticipate every type of problem, a monitoring system will help to identify problems as they may arise during implementation. Most problems can be resolved if detected early enough, but left unchecked, can mean the difference between success and failure of the program. Effective monitoring of public and key stakeholder response involves staying on top of trends in the program's activities and ensuring that implementation is on the right track toward accomplishing program goals.

Process evaluation should include tracking questions and feedback to the SLRD, member municipalities, program partners and RCBC by type of inquiry and by location. RCBC can be asked to provide hotline call and website tracking. Surveys could be conducted to ask how a person heard about the program. Monitoring should also include feedback from the waste attendants. Internally, maintaining open lines of communication between departments will also assist in identifying and responding to issues as they arise.

A key aspect of process evaluation also includes ensuring the plan is being implemented on time and on budget, and making adjustments as necessary. See Appendix H for action plan details.

7.4.2 Qualitative Success Measures

Identifying key milestones along the social transformation journey is critical to maintaining momentum and partner support.

These success measures should include:

- Increased regional capacity to collaborate in solving other sustainability issues (i.e. habitat restoration economic recovery planning, affordable housing, etc.)
- Improved efficiency in SLRD Utilities and Communications Departments: active stakeholder participation in SLRD-led strategic planning events
- Feedback from partners and public (including verbal comments, feedback forms at workshops)
- Phone calls and inquiries to the SLRD and partners
- Online surveys
- Future focus groups

7.4.3 Quantitative Success Measures

The communications plan should assist the SLRD in reaching its waste reduction and diversion targets. These targets will be finalized in the SWRMP update process.

These success measures should include:

- Number of transfer station, streetscape, and curbside infrastructure across the SLRD with updated unifying branding
- Number of times standard signage is downloaded from website
- Amount of public engagement in social media waste reduction/diversion stories
- Number of media stories on waste reduction/diversion (i.e. growing public interest in resource management)
- Greater use of organics diversion services at the transfer stations reported by staff
- Reduction in waste (total waste, per capita disposal rate; ideal if data can be disaggregated to show impact of a specific program on a population – be it event or municipality)
- Actions completed in the Action Plan
- Hits to website or social media (both SLRD and key partners)
- Number of participants at events
- Number of wallet cards given out
- Number of pledges signed
- Number of committed partners
- RCBC hotline and Recyclepedia statistics from SLRD region users

7.4.4 Providing Feedback

Research shows that providing public feedback on program goals can help build community norms. This should be done for this program as well as subsequent reduction/diversion themes. Different tools can be used for different audiences. Suggested actions for providing feedback are included in the action plan

APPENDIX A: WASTE REDUCTION/DIVERSION AND COMMUNICATIONS RESEARCH

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APPENDIX B: SUGGESTIONS FOR FUTURE COMMUNITY-BASED SOCIAL MARKETING PROGRAMS

These suggestions come from the audience segmentation process conducted as part of the project.

- Multifamily building residents –food scraps reduction and diversion
- Multifamily building residents –recycling
- Institutions and major industry– food scraps reduction and diversion
- Institutions and major industry –recycling

Other suggestions from the SLRD SWRMP update process and elsewhere (target audience to be identified for some)

- Reduction and reuse of single use packaging (plastic bags, coffee cups, water bottles)
- Reduction of unwanted ad mail through signing up residents and business for Canada Post’s program to opt out as well as for unwanted directories through Yellow Pages and Can Pages (can distribute stickers at events, can have iPads for people to register online at events).
- Encouraging reuse
- Encouraging repair through highlighting existing options and/or by hosting repair cafes
- Promoting the use of rental and sharing options (work with Chambers of Commerce to have them identify repair and rental options offered by their members, support the creation of equipment libraries)
- Reduction of material use by encouraging gifts of experience over gifts of things (using materials developed and shared by Metro Vancouver)
- Encouraging use of back yard composting through a bear aware compost coaching program
- Recognizing Zero Waste heroes with a school programs where classes receive buttons to hand out to people they see modeling desired behaviour. Heroes are asked to log in to the website to state what they received the award for and to pass it on to the next person they see doing the right thing.

A Reduce/Reuse campaign could incorporate many of the above ideas, working with the Chambers of Commerce to highlight local businesses, using iPads for online signups for opting out of yellow pages distribution, giving out stickers and instructions for people to avoid junk mail from Canada Post, showing an “urban backpack” with reusable coffee mug, cutlery, shopping bag and workshops for people to share their solutions and tips. Similar tactics that were recommended for the food scraps reduction/diversion theme such as Zero Waste heroes and their news stories could be used as well as competitions, pledges and partnerships with relevant businesses for prizes.

APPENDIX C: SOCIAL MARKETING AUDIENCE SEGMENTATION PROCESS

On a scale of 1 – 10, with the **higher end being the best possible**, score the following groups against the criteria identified. Note that your scores will be determined by their comparison to each other. One segment has been left blank for you to add your own, if desired.

S: Size: total number of people that could be influenced: estimated population

AR: At Risk: most likely to engage in problem behaviour

P: Persuadability: realistic to expect change in attitudes and behaviour of the group

A: Accessibility: ease in reaching the group through existing communications tools

RR: Resources Required: financial and other assets needed to reach the group

Segment	S	AR	P	A	RR	TOTAL
Residential, single family in town						
Residential, single family rural						
Residential, multi family complex						
Institutions and major industry like schools, hospitals, etc.						
Commercial: retail and office						
Commercial: food and Accommodation						

APPENDIX D: POTENTIAL STAKEHOLDER LIST

This list highlights the main stakeholders whom the SLRD will want to consider when designing programs. For certain projects, there may be additional ones for specific materials.

Primary Stakeholders

Primary stakeholders are those integral to the program, such as decision-makers targeted to ensure effective support or residents or businesses targeted in order to influence behaviour.

Internal – Decision Makers, Opinion Leaders and Support

- SLRD Board of Directors
- SLRD Staff and contractors

External – Decision Makers and Opinion Leaders ⁴

- Ministry of Environment – Environmental Protection Division
- Ministry of Environment regional offices (sit on Regional District Waste Committees etc.)
- BC Product Stewardship Council
- BC Stewards Association
- Local governments' Mayor and Council, administrators or managers
- Members of the Legislative Assembly
- BC Members of Parliament
- Aboriginal leaders/First Nations
- Local government waste management and education staff
- Local government contract staff (i.e. landfill contractor, hauler)
- Local government support staff that respond to inquiries
- Key ENGOs (e.g. AWARE, Squamish CAN)

External - Partners / Service Providers

- Recycling Council of British Columbia (RCBC) operating information services
- Service providers including waste haulers and recyclers such as Whistler Community Services Society, Regional Recycling, Carneys, Waste Control Services, Lillooet Recycling & Disposal, Sea to Sky Soils, etc.
- Service providers offering stewardship programs like Encorp Pacific, and Product Care
- Service providers offering rental, sharing or repair services
- Retail and commercial partners that are providing reduction/diversion theme information at point of sale/decision *(note: this may be most effective when part of a larger ICI target audience campaign, to ensure congruence between partner organizational waste management practices and public promotional of SLRD waste reduction brand).

External - Residents

Residents may be further identified based on their type of dwelling, such as single family home or multi-family home, or by rural or urban location. Residents can be defined by demographics such as age (i.e. children, youth,

⁴ Note that some of these could be internal where working groups and partnerships are formed.

adults, seniors), by family status (i.e. parents with children, empty nesters, retirees) as well as by gender. Other characteristics, known as “psychographics” may also segment the residential target audience by habits, attitudes, lifestyle, and behaviour patterns, such as gardeners or commuters. Strategies, tactics, and message delivery may vary according to target audiences. For example, backyard composting messages are well suited to the residents in single-family homes, while not as applicable to those living in apartments.

Individual audiences can include:

- Single family homes
- Multi-family homes
- Rural residents
- Urban residents
- Families with children
- Children
- Youth
- Adults
- Retirees
- Seniors
- Employees

External –Businesses, Institutions, Accommodations

This can include individual businesses or types of businesses such as retail, office, foodservices and accommodations services. It may depend on size of business or the specific community. In some cases, there are local associations to which they may belong (e.g. Whistler Retailers Association). Institutions can include schools, universities and health care and long-term care facilities. In the region, there are various types of accommodations from hotels, and bed and breakfasts to timeshare strata buildings with property managers that may require different approaches.

External –Construction, Demolition, and Renovation

Solid waste statistics often have a separate category for waste generated by this group as there are different kinds of materials handled and the logistics may be different. This would include companies that construct, demolish or renovate buildings but there may be other groups to consider that may be in this category or others (such as planners, permitting staff, rebuild it centres, architects, and certification programs).

Secondary

The following audiences have been identified as secondary in order to prioritize delivery of programs.

External – Media

Mass media is identified as one of the foundational tools in community-based social marketing. Paid advertising disseminates the SLRD’s messages to a large portion of the population over a wide geographically diverse area and supports ongoing educational activities at the local level. In some cases, Public Service Announcements could be created and aired or published.

Leveraging media coverage through publicity efforts can serve to increase this reach. Strengthening media relationships can increase social diffusion of the message as it is broadcast by credible media personalities

- Community newspapers
- Radio
- Online news outlets or discussions

External - Schools

Behaviours learned in the classroom help shape the social norms and values of a community, as students learn new behaviours and transfer them into the home. The school community is a primary focus for delivering environmental education.

- School District administration
- School Principals
- Teachers
- Students

External – Provincial / Regional ENGOS

These are like-minded organizations that are often composed of opinion leaders at a provincial or regional level. They can serve as channels for information distribution and for feedback.

- Sierra Club BC
- David Suzuki Foundation

External - Community Organizations

These are key groups of residents and are often opinion leaders at the grassroots level. In addition, they also serve as excellent channels for information distribution and feedback.

- Chambers of Commerce and other business leaders or associations
- Service clubs such as Rotary, Lions, and Kiwanis Clubs
- Community neighbourhood resident and ratepayers associations
- Interest-specific groups such as WORCA, SORCA, outdoor clubs, women in business groups, etc.

APPENDIX E: SLRD STATISTICAL INFORMATION

This data provides a description of the residents and characteristics of the SLRD. The data is from Statistics Canada 2011 Census and Composting by households in Canada (Statistics Canada).

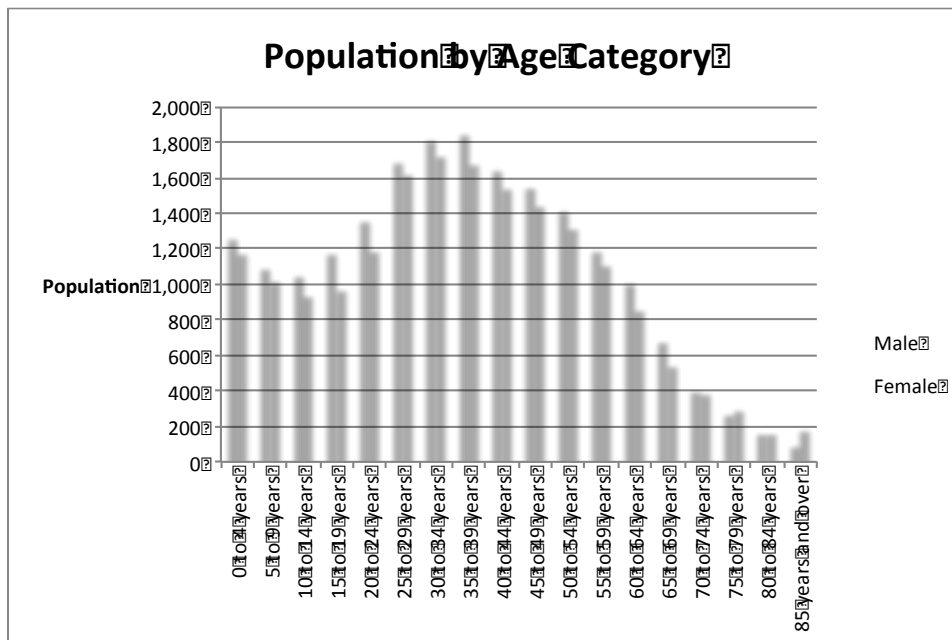
Population -38,171 (note this does not include the very high number of visitors that come to the region and use the infrastructure built for them. These visitors are concentrated in Whistler but also visit surrounding communities.)

Private dwellings -22,146

Private dwellings occupied by usual residents 14,998 (note that there are more private dwellings than are occupied as there are many second or holiday homes that are only used occasionally. The percentage of unoccupied homes is higher than in other communities due to the region’s tourism sector and needs to be considered when offering services as there can be peaks and dips in demand for services and some actions may not be suitable for non-permanent residents (such as backyard composting) or neighbourhoods with a high vacancy rate (such as curbside collection).

Population density -2.3 persons/km² with a land area of 16,310 km²

Age Groupings by Sex in the SLRD



Median age – 36.2 (note this is lower than the provincial average of 41.9 years and may reflect the numerous younger workers that come to work in the resort or enjoy the outdoor activities). There are also slightly more males in this region (52% of the population versus 49% provincially)

Marital status – 57% are married or living with a common law partner (note this is similar to the BC average but in the SLRD a higher percent of those people are common law rather than married, possibly reflecting the younger

demographic). 43% are not married or living common law which is also similar to the BC average but a higher percentage of those people in the SLRD are single and have never been married rather than separated, divorced or widowed (this again may be a reflection of the younger demographic).

Family characteristics –There are 10,260 families and 49% of them have at least one child at home which is similar to the provincial average. There are 8,190 people not living in a census family (living alone, or with others)

Table E-1 Household and dwelling characteristics

Dwelling Types	Number of Dwellings	Relative Percentage
Single detached house	6,895	46.0%
Movable dwelling	810	5.4%
Semi-detached house	870	5.8%
Row house	2,290	15.3%
Duplex	1,635	10.9%
Apartment (under 5 storeys)	2,400	16.0%
Apartment (5 storeys or more)	65	0.4%
Other single-attached house	45	0.3%
Total number of occupied dwellings	14,995	

Language -83% of residents have English as their mother tongue, 3.5% listed French and 12% listed other languages (the highest being Panjabi 3% and German 1.6%, Tagalog 1% and Japanese (1%). Only 325 people do not know English. While there are numerous languages spoken at home, there are no predominant groups and English is commonly spoken in the region.

Business information

There is a Chambers of Commerce in each of the member municipalities:

Lillooet -50 members

Pemberton -145 members

Squamish -520 members

Whistler over 800 members

Note: some businesses may belong to more than one chamber.

APPENDIX F: RECOMMENDATIONS FOR SIGNAGE AND BINS

Studies on best practices for signage and bins shows that the following is the most effective:

- Reverse signage - white letters on darker background, high contrast
- Terminology clear, short, consistent
- Clear slogan and messaging
- Consistent colour-coding - (mixed containers/recyclables – blue, paper – yellow/gold, organics –green, landfill black or grey)
- Photo realistic or pictorial images without product branding for “point of use” signage
- Large icons on front to identify bins and ideally coloured bins (plus line of sight labels above and possibly also below the slot for people approaching from different angles or of different heights)
- Use tied bag or garbage can as iconic garbage sign (indicates a mix of unsorted items)
- Use banners or floor/walls where appropriate
- Keep waste prevention in mind (do not show whole food or usable items)
- Use restricted shapes to guide behaviour
- Consistent bin order –recycling, organics, and then landfill last
- Use modular containers for maximum versatility related to material types collected and options for “right sizing” bins over time; vet for accessibility and ease of servicing bins
- Use transparent bags to ensure servicing of bins is conducted properly (e.g. clear blue for recyclables, compostable liners for organics, and clear for garbage)
- Replace higher use solo garbage cans with zero waste stations; eliminate other solo garbage cans

It has been shown that clear graphics can reduce contamination by 50%. Despite the perception that people have that they respond best to words, testing showed that the decision making process to determine which stream to place an item in was slower with words only. When words are needed to define terminology, reverse signage makes words stand out more clearly as shown in the York Region, Ontario signage below.



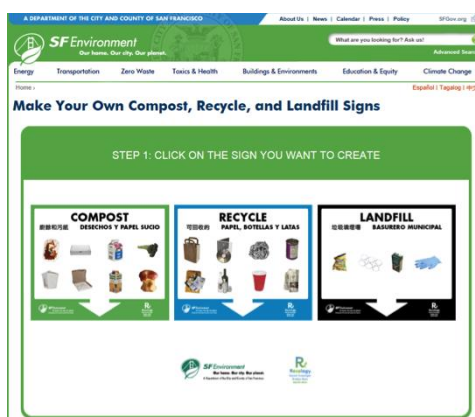
Compost and recycling bins are the hardest to navigate so consistent colour coding and signage is especially important. The Granville Island Zero Waste station below shows the effective use of large “approach” icons and



colour coding with pictorial/photo realistic point of use signage. It is also recommended that the SLRD work towards using the colours noted above for bins where possible as well as encouraging partners to do the same.

With the above in mind, and the start of the Multi Material BC program—which has introduced its own signage which uses the above practices—it is recommended that the MMBC icons (as adapted by Whistler to remove the pizza box from the mixed paper and cardboard icon) be used. Where there is not an icon available for specific items, using one from the resources at www.3Rs.ca which is promoting a Canada-wide use of certain images, means that over time, residents and local visitors will become more familiar with them.

It is recommended that the SLRD create its own downloadable signs and encourage municipalities, businesses and residents to use them. Below is a screen shot from the City and County of San Francisco’s sign maker page⁵, which provides image options for businesses, apartment managers and others to customize their own signs while still keeping the same look and feel.



Related Signage Studies:

Title	Source	Highlights
Best Practice for Public Space Recycling	Collaboration between the BAR Lab, Metro Vancouver & UBC. Contact Metro Vancouver Corporate Relations for more information: www.metrovancouver.org , 604.432.6200	Examined the impact of colour vs. black and white, images vs. words, icons vs. photos on time and accuracy of reaction. Found that colour, images and photos deliver the best results.
Colour, Cognition, And Recycling: How The Design Of Everyday Objects Prompt Behaviour Change	http://americarecyclesday.org/wp-content/uploads/2013/07/MontazeriGonzalez-2012.pdf	Experiment conducted in university setting to study the role of colour in triggering recycling behaviour. Found that colour can affect the salience of an object and consequently trigger the associated desired behaviour.
Clinical Validation and Cognitive Elaboration: Signs that Encourage Sustained Recycling	http://content.lib.utah.edu/cdm/ref/collection/uspace/id/5258	Tested different forms of signage and persuasive messages to increase recycling. Found that simple, well-designed signs can influence behaviour while the signs are in place as well as

⁵ City and County of San Francisco, 2014. <http://www.sfenvironment.org/signmaker>

		after their removal. Effective signs can encourage recycling despite some inconvenience, thereby potentially reducing the costs of recycling programs.
Keep America Beautiful	http://americarecyclesday.org/wp-content/uploads/2013/07/Public-Space-Recycling-Guide1.pdf	Ten tips for developing public space waste diversion opportunities, includes best practices for signage: use few key words, use clear language, pictures are best, avoid "don'ts", put label where it will be seen.
Metro Media Technologies	https://www.google.ca/#q=MMT+outdoor+101	How to use colour in designing public space and outdoor signs. Need to focus on: intensity, legibility, contrast and comprehension for best results
The Art & Science of Signs and Graphics, Article in Winning Campaigns	http://www.completecampaigns.com/article.asp?articleid=30	Tips for developing cleaner, brighter, more readable graphic signs. Rendering your name in reverse - white against a contrasting bright or dark coloured background- makes your name look larger and improves visibility. According to a study by the Outdoor Advertising Institute, reverse messages are up to 40% more visible.

Sample signage for the SLRD:

Plastic, metal or paper containers

Accepted:

- plastic containers
- aluminum or steel containers
- paper packaging for liquid items

Not accepted:

- scrap metal, cord, wire
- foil bags, foil wrap with paper, foil lined cardboard, stand up pouches
- packaging of hazardous or flammable products
- non-packaging plastic like lawn edging, furniture

*Take beverage containers to Return-It Depot for refunds



www.slrld.bc.ca/lovethisplace

Printed paper and cardboard

Accepted:
(Clean, dry and flattened)

- printed paper
- paper packaging for dry items

Not accepted:

- books
- non paper gift wrap
- anything with padding, wax coatings, foil linings or batteries
- no paper towel, napkins, tissues



www.slrld.bc.ca/lovethisplace

Food scraps

Accepted:

- fruit, vegetables, peelings, pits
- cooked food: bones, meat, fish, dairy, nuts, baked goods, pasta, sauces, cereal, coffee grounds
- flowers and houseplants
- certified compostable containers
- paper or cardboard with food stains
- wood stir sticks, napkins

Not accepted:

- rubber, plastic, metal, biodegradable, wax materials (remove stickers)
- paper egg cartons
- grease or cooking oils
- diapers



www.slrld.bc.ca/lovethisplace

Glass bottles and jars

Accepted: (Empty and rinsed; labels OK)

- clear and coloured non deposit glass bottles and jars
- recycle lids; place loose with other containers

Not accepted:

- non-packaging glass like drinking glasses, dishes, cookware, windows, ceramic products

*Take beverage containers to Return-It Depot for refunds.



www.slrld.bc.ca/lovethisplace

Plastic bags & overwrap

Accepted:
(stuff into one clear bag and tie closed)

- only bags and wrap such as that around popcans, paper towels, etc.

Not accepted:

- crinkly cellophane wrap, stretch wrap
- zipper lock bags
- multilayer bags
- biodegradable/compostable bags
- shipping envelopes or bubble wrap



Plastic foam packaging

Rinse and remove other materials

- keep colours separate
- NO packaging chips/peanuts or foam board insulation



www.slrld.bc.ca/lovethisplace

Waste to landfill

\$1 per 40 L or 9kg bag or \$120 per tonne

No cost or lower costs for recycling and food scraps

Reduce your costs by reducing your waste!

Look at your waste and check:

- What items could have been replaced by reusables?
- What items could have been reused?
- What items could have been composted?
- What items could have been recycled?

Plan for next time to save.



www.slrld.bc.ca/lovethisplace

APPENDIX G: FOCUS GROUP RESULTS

Date: July 8, 2014, at the Millennium Place in Whistler

Attendees: 4 women + 2 men, all from Whistler (representatives that were confirmed to attend from Squamish and Pemberton did not arrive). These people varied in experience with solid waste diversion and reduction practices in their daily lives, from avid enthusiasts to beginners. People were recruited through member municipality social media channels, as well promotions through personal networks.

Purpose of Focus Group:

- Understand how people think about the waste reduction issue
- Identify where people look for waste reduction information
- Understand the barriers preventing people from reducing their household waste
- Discover motivating factors that would encourage participation in household waste reduction
- Response to initial program messaging / branding options

Analysis:

When asked to describe **waste reduction habits that people wanted to improve**, the following themes emerged:

- Better system: more efficient way of sorting and storing materials; what are the best bins and where to store them at home
- Clarity about contamination issues: for compost and recycling
- Connection to transfer station/depot system: want information they can trust about the system at the transfer station/depot that can be replicated, “mirrored”, at home
- Over-packaging of materials: how can municipal governments pressure for change? Interest in EPR

When asked about **where people find information**, the following themes emerged:

- Online, but not clear about where to look. Often use Google for information (rather than local and/or regional links); Carney’s website
- Waste facility staff
- Newspapers –Pique, editorials, would like recycling tip of the week
- Peers, friends who know more than they do
- Note that in some families one partner may sort at home and the other may actually drop it off (need to communicate with both)
- One person noted that they use You Tube to find out how and why to do things
- For reuse: buy and sell, kids swaps, Facebook
- Would like to hear how we are doing when elected officials speak to reinforce that this is what we do, pride, showcase accomplishments in living sustainably

When asked about **barriers to reducing waste**, the following themes emerged:

- Two major themes: transfer station/depot staff ineffective (discussion about not having information or giving misinformation), and ineffective home systems (i.e. storage bins)
- Conflicting information online, and online info is different from brochure information = confusion
- Stratas have terrible waste diversion systems; people living in stratas have fewer reduction options
- Misinformation from transfer station/depot staff: i.e. plastic film is incinerated, there is nowhere to recycle light bulbs

- Don't want to spend time at the depot: want to be in and out, but also see transfer station/depot staff as experts who could be consulted for advice if the customer service was better
- Perception that bins already take up too much space at home
- Compost: possible perception that they are already active enough with their recycling efforts
- Myth that recyclables are dumped: what happens to all the recyclable stuff at the end? Incinerated? Is the stuff actually made into something new?
- Compost: stinky bin, aren't happy with the system of managing scraps in home
- Can there be more reuse at depots (discussion about how a person used to take door hinges, etc off of items left at depots)
- Would like curbside pick up
- Need to educate newcomers (HR departments, Spirit Pass training, staff housing, etc) "we love this place and this is what we do with our waste..."

When asked about **motivating factors to improve waste reduction**, the following themes emerged:

- Two major themes: proof of impact/outcome, and feelings of making the world/community better
- Face to face conversations with experts who are teaching about new systems; explain what happens to the recycling; why is it worth the effort
- If facility staff were better service providers: misinformed, did not follow up to get question answered; rude to people; do not appear knowledgeable. Need more pride in the job. One said friendly interaction where items were taken away for refurbishing
- Simple poster with information about what can be done locally; stickers for home bins that mirror the transfer station/depot system
- There should be a sign at the garbage bin that tells people to stop and check, "Dude! There's a glass recycling bin over there! Are you sure you need to drop that off here?" and thank you notes on the recycling containers
- Walk to garbage bin/chute should be walk of shame.
- If the bins separate the types of recycling, then they believe that the stuff ends up be recycled but if its' one big bin then they're more sceptical
- More disincentives they felt could work: fees for putting recyclables/food scraps in garbage
- Share detailed target: not a broad "waste reduction" target, but more specific diversion theme goals
- Localized impact of waste: consequences to water quality; consequences to climate change
- Feel more connected to the community and better about themselves when they know they're doing the right thing; doing the right thing is empowering
- Guilt feeling by doing the wrong thing, that I'm damaging the environment but I brag to everyone about where I live I feel ashamed of myself
- Negative stories from other places in the world: See how bad it can be in other places in the world; it is pristine and heaven here, want to do the right thing in every aspect of life for here and for the globe; pacific gyre of plastic.
- Discussion of how in Japan the garbage men check your waste and will return it if unsuitable
- Seeing recycled fleece proves that there is a positive outcome of recycling: show the lifecycle of recyclables to demonstrate what happens to it; show how SLRD and local municipalities use recycled products that could have come from our own collection systems
- Have same systems (i.e. recycling and bin categories) throughout: depots/transfer stations, home bins, workplace bins, streetscape bins

When asked about how to **pass along their engagement**, the following themes emerged:

- Talking with people at work is the best way to spread the message
- The workplace is like having roommates that bring these new habits home with them, different group of people interacting

- Make it a standard way of life in public places; make public places the role models of waste diversion; the single recycling bins in public spaces send the message that it is all contaminated
- Need to showcase rebuild it and reuse it centres; need to show the EPR options

Key messaging recommendations:

- Icons –initially not sure of connection of paw to waste but as they started discussing it, made the connection and then liked it. Especially once added taglines. Discussion of local versus global issue. Selected bear icon with green and tan icons of options shown. In black version, concern that claws look like candles.
- Preferred version with tag line separate and horizontal below icon as opposed to including in icon.
- **Love this place, reduce your waste** (this was a modification of one tagline suggested by a group member, which the whole group then chose as their favourite)
- Zero Waste not seen as compelling: seen as too lofty, too ambitious and unattainable, confusing, not motivational as felt it is too far away
- Front line transfer station/depot staff have untapped role
- Lack of dialogue on the waste issue; need more, get it started in local papers
- Award or publicity for people who are reducing waste: want to see success stories, need to hear stories of how people are solving the problems they have, what are they doing to overcome barriers
- Local business success stories: they are motivating
- Monthly award: nominate each other for specific examples of what’ they’re doing, personal connection goes a long way, “waste reducer of the week”
- Provide free compost bins for use inside (i.e. kitchen catchers)
- Need benchmark: where is the best I can be, where should I be when compared to others
- Include metrics and a scale (e.g. this many bottles end to end of x kg of paper recycled equals _____)

APPENDIX H: ACTION PLAN

The following tables provide the detailed actions to be taken, the materials required, times and resources, as well as space to identify the person responsible for the action (in-house or with partners). Once the action and the person responsible have been confirmed more accurate costs can be determined. Cost estimates have been provided for planning purposes. Note that developing partnerships and collaborating with other agencies may be a way to accelerate the rollout of this plan or extend its reach; however, time must be allocated to developing these partnerships and the number of partners and their availability will impact the amount of time required to complete tasks. Timelines can be adjusted based on work with partners. To coordinate these actions with other existing communications actions, it is recommended that an annual planning calendar is used to plan events, programs and services for the year. The six phases of a social marketing plan are outlined in Section 4. Note that these tables outline key tasks but is not a comprehensive list of every action that will be required and through work with partners, other actions may need to be added. There are some time estimates included here but these are strictly estimates. There may be more time needed for actions with partners and there may be additional time needed for other details not listed here (such as setting up office computers, liaising with printers, team meetings, etc).

Phase 1: Develop the Social Marketing Plan

Time frame (June 2014 -October 2014)

Phase 1 has been mostly completed for the overall solid waste communications coordination improvements, as well as the first program theme: organics or “food scraps” reduction and diversion. The remaining tasks shown below are to pilot the food scraps collection tools in one or two partner municipalities before rolling out the program more broadly across the SLRD and in the future, use the six stages outlined in section 4 to plan the next reduction/diversion theme.

Table H-1 Phase 1 Actions

	Phase 1 Tactics	Collateral or Planning Materials Required	Timeline	Time (hours)	Evaluation
1	Pilot Pumpkin Drop project of initial food scraps actions and revise plan as needed.	Advertisement, Facebook post, web information, arrange and staff events, collect data and feedback	Fall –prep, Early November - implement	30 h	Number of attendees, weight of food scraps/pumpkins, website hits, feedback
2	Review new SLRD food scraps promotional plan and revise plan as needed based on pilot project	None yet: preparation stage. New materials are already prepared and will be printed and distributed in Phase 2 below	Fall 2014	10 h	

3	Develop plan for next reduction/diversion theme (once first one has reached maintenance phase)	None	2016 or as suitable based on results	Variable	
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Phase 2: Develop Tools

Time frame (September 2014 - April 2015 – ongoing)

This phase involves developing tools that will be needed to implement a program. Initially it will also include the development of standard tools that can be used for all SLRD programs and which partners should use where possible. This includes a website, standards for signage, standards for bin colours and labels, a brand and logo and standard messaging. In some cases, these tools may also include ones that are not directly communications-related but address a program-related barrier noted by the target audience (for example, the need to change hours of operation or provide kitchen catchers).

Objectives met:

- Knowledge: Waste reduction and diversion options and services in their community
- Belief: It is easy to find out what they need to know
- Behaviour: Initiate and sustain home food scraps collection and other waste reduction and diversion systems

Purpose: All internal and external decision makers and opinion leaders are made aware of the new tools. Wherever possible, they are encouraged to provide links to SLRD website for solid waste reduction and diversion information.

Outcome: Internal and external decision makers are prepared for the solid waste information requests.

Outcome: Member municipalities, service providers and ENGOs website link to the SLRD Solid Waste webpages.

Outcome: SLRD and associated partners use branded, standard messaging for solid waste.

Table H-2 Phase 2 Actions

	Phase 2 Tactics	Collateral or Planning Materials Required	Timeline	Time (hours)	Evaluation
1	Set up and coordinate SLRD solid waste communications partnership group with member municipalities, First Nations,	Meetings	Sept 2014 and	Depends on partners	Progress on partnership: #

	key service providers and others. Meet at least quarterly. Consider using video and screen sharing call in capacity for more distant team members.		quarterly thereafter		meetings, # partners
2	Develop SLRD webpages for solid waste that reflect the needs outlined in the plan Use search engine optimization strategies so that SLRD waste landing webpage is one of top three hits on Google for common phrases	Website	Sept 2014 and ongoing	5 h	Complete ⁶ Ranking on Google search
3	Develop QR code and include on printed collateral.	QR code	Sept 2014	1 h	Complete
4	Ensure accurate information is provided by partners (check RCBC website recycling information as well as inform any other partners of discrepancies).	None	Sept 2014	15 h	Accurate info # of reports of inaccuracy
5	SLRD to use the icon for all public solid waste information pieces	Include on website, email tags, printed materials for public, advertisements, collateral	Fall 2014	2 h	Complete Regular check
6	SLRD to encourage the use of the icon by member municipalities and other partners (AWARE, Squamish CAN, etc)	Meetings, communications with partners	Fall 2014	2 h	How often used? On municipal waste webpages
7	Develop outreach kit for use in Farmers Market Zero Waste stations	Outreach kit (includes wallet cards, pledge cards, other items as relevant)	Fall 2014	3 h	Complete
8	Develop a list of opportunities to give brief presentations to new residents and plan for the following year	List	Fall 2014	Depends on opportunities	Complete and vet with partnership group
9	Banner for events with icon and tagline and SLRD logo	Durable banner	Fall 2014	3 h	Complete
10	<u>Signage for bins and colour guidelines</u>	Jpegs (other formats as needed) of signage	Fall 2014	Depends on work with partners	Complete

⁶ Completing a task will also include vetting and/or reporting back to the partnership group and maintaining an updated task list.

	<ul style="list-style-type: none"> • Approve standard signage with partners (munis, service providers, MMBC) • Make signage available on website for downloads and printing (by citizens for home bin labeling and businesses for their internal bins); print stickers for citizens for distribution at waste facilities and events • Present information on plan and new signage to chambers of commerce (4), school districts (2) and healthcare organizations (2)⁷ • Encourage use of signage in multifamily buildings (engage with service providers, management companies, stratas in conjunction with host municipality) • Develop plan for having these signs used for all waste facilities in SLRD • Develop plan for having these signs installed on all streetscape bins in the SLRD 	<p>Guideline document, stickers, online signage</p> <p>Presentation</p> <p>Presentation</p> <p>Plan, signs for SLRD sites</p> <p>Plan</p>	<p>Winter 2015</p> <p>Winter 2015</p> <p>Winter 2015</p> <p>Fall 2014</p> <p>Fall 2014</p>		<p>Number of downloads</p> <p># meetings</p> <p>1 meeting per municipality</p> <p>Complete</p> <p>Complete</p>
<p>11</p>	<p><u>Waste facilities</u></p> <p>Develop plan for maximizing waste reduction through waste facility site layout (i.e. place garbage bins in less convenient locations at transfer stations, and put signs on garbage bins, such as “last stop before landfill” and questions, such as “Have you really done everything you can to love this place and reduce your waste?”, provide additional info at garbage bin (i.e. if not Styrofoam in this bin, clear transfer station map about which bin).</p> <p>Provide training for waste attendants to be able to answer common questions and ensure clarity on answers</p> <p>Investigate best way for waste attendants to follow up with residents questions they could not answer (i.e. smart phone, getting email addresses, café style blackboard)</p>	<p>Plan, meetings</p> <p>Q&A</p> <p>Plan</p>	<p>Winter 2015</p> <p>Fall 2014 /Winter 2015</p> <p>Fall 2014 /Winter 2015</p>	<p>Depends on partners and # of training sessions required</p>	<p># facilities laid out this way</p> <p># training sessions</p> <p>Secret shopper experience</p> <p>Complete</p>

⁷ This also lays the groundwork for future collaboration when the ICI audience is engaged. Include the ZW school coordinator in the school district meetings.

12	Develop base line metrics for waste weights by month, food scrap weights by month and waste site visits by residents (can be a one week record)	Metrics	Fall 2014	10 h	Complete measurements
13	Develop wallet card for each municipality and arrange for printing on 100% post-consumer recycling paper using vegetable-based inks (or lead and acid-free)	Wallet cards	Fall 2014	4 h per card	Complete
14	Develop different contact lists for different key stakeholders that need to be engaged or kept informed (municipal waste staff, municipal front desk staff, SLRD Board, municipal councils, waste attendants, service providers, local media, grocery stores, etc.)	Contact lists	Fall 2014	10 h set up plus ongoing	Complete
15	Develop outline for Zero Waste coaching sessions as community talks. Start with food scraps and move from there. Participants share ideas and stories with SLRD or partner person as facilitator. Facilitator can be the Zero Waste educator if time permits.	ZW coaching outline for workshops	Fall 2014	3 h	Complete
16	Continue with existing tools: Support of RCBC Hotline and Recyclepedia; contract with Zero Waste educator; existing partnerships. Zero Waste educator to integrate diversion theme into workshops.	None	Ongoing	Existing Depends on theme and existing curriculum	Complete annually

Food scraps-specific

While the actions in Table H-2 are to build tools and systems that will work for all diversion themes, the table below shows the actions that are specific to the food-scrap diversion theme.

Table H-3 Phase 2 Food Scraps-Specific Actions

Phase 2 Tactic –Food Scraps		Collateral or Planning Materials Required	Timeline	Time (hours)	Evaluation
1	Provide hoses and drains for home kitchen container rinsing near the food scraps collection bins at waste facilities	Hoses, signage	Fall 2014 – Spring 2015	Depends on existing infrastructure	# food scraps facilities with hoses
2	Develop and print pledge cards for residents to commit to reducing and diverting food scraps in the waste at events or waste facilities	Pledge cards	Fall 2014	3 h	Complete
3	Develop list of what food scraps drop spots are available for each community or note if none List what can go in and what can't	List of drop off opportunities Webpage and wallets cards	Fall 2014 Fall 2014	2 h	Complete
4	Develop advertisement for single family building residents	Food scraps advertisement	Fall 2014	1 h	Complete
5	Conduct and document an initial meeting with grocery store managers to encourage them to partner with the food waste prevention program (especially on area of shopping lists, planning, recipes). Follow up tool development could be store handouts they produce using SLRD artwork and messages plus an information session as held in Nesters Whistler)	Meeting to explore	Fall 2014	Depends on partners	Progress?
6	Develop list and timeline for key events that will have food scraps-related outreach	List	Fall 2014	5 h	Complete

7	Develop job description and hiring plan for keen food scraps ambassadors for events and facilities Hire ambassadors	Events requirements; HR support	Fall 2014	20 h	Complete
8	Get kitchen catcher bins for distribution (recycled ones from businesses like Cows as well as ordering some) Determine if can get small bags of soil amendment to give out with bins to demonstrate the full cycle and result of composting.	Bins Soil Amendment	Fall 2014 Fall 2014	7 h	Complete
9	Work with partners to get donations of small prizes (i.e. useful and/or durable ‘green swag’ that can be easily composted or recycled [pencils, kid-friendly temporary tattoos, hats, Frisbees] or gift certificates or food)		Winter 2015	5 h	Complete
10	Develop webpage content on where to get kitchen catchers and features to look for (local businesses, various models, features and where to get) Develop webpage content for food scraps program based on hierarchy (i.e. source reduction, food recovery – people and then animals, industrial uses and composting)	Webpages	Fall 2014	10 h	Complete
11	<u>Service providers (waste and composting) and waste attendants</u> –discuss the plan with them. Ask them to take baseline measures of key statistics.		Fall 2014	4 h	Complete Measures taken

Phase 3: Program Notification

Time Frame (March 2014)

Objectives met:

- Knowledge: How to improve their participation in waste reduction and diversion
- Belief: Inspired to help achieve the community waste reduction and diversion goals
- Behaviour: Motivate and inspire others to improve their waste reduction and diversion efforts

Purpose: All internal and external decision makers and opinion leaders are notified of the program’s progress and launch date by (SLRD to insert date).

Outcome: Internal and external decision makers and opinion leaders are prepared for program information requests they may receive or know who to contact for more information.

Outcome: SLRD strengthens relationships with internal and external decision makers and opinion leaders.

Purpose: All external program partners are notified of the program’s development progress to date and launch date by (SLRD to insert date).

Outcome: Service delivery is coordinated between existing service providers and the SLRD.

Outcome: Program partners / service providers are prepared for program information requests they may receive or know who to contact for more information.

Outcome: SLRD strengthens relationships with external program partners / service providers.

Table H-4 Phase 3 Actions

	Phase 3 Tactics	Collateral or Planning Materials Required	Timeline	Time (hours)	Evaluation
1	Identify media spokesperson/s and provide training as required Provide Q&A for all partners including date of program launch or event dates for multiple stages. Check messaging with partners Identify target communities for different messages (i.e. food scraps reduction and backyard composting for areas with out food scraps drop spots). Work with member municipalities and First Nations to develop area specific messages. Prepare website landing page for food scraps reduction and diversion Ask partners to list key program information on their websites and to link to the SLRD webpage for more information	Training session if needed Q&A List Webpage Sample language and layout for partner’s sites references	Winter 2015 Winter 2015 Fall 2014 Fall 2014 Fall 2014	4 h 10 h Depends on partners 3 h 2 h	Prepared? Complete Complete Complete # links # blurbs

2	<p><u>SLRD Board, municipal councils, CAOs</u> Provide email and or mail notification of program development, launch in (SLRD to determine date) and promotion in summer and fall</p> <p>Provide Q&A</p>	Email, Q&A document	Winter 2015	6 h	Complete
3	<p><u>Key SLRD staff, key municipal staff - waste reduction management staff, educators/communicators, public works staff, relevant ENGOS</u> Provide email and or mail notification of program development, launch in (SLRD to determine date) and promotion in summer and fall</p> <p>Provide Q&A Commit to ongoing dialogue about program launch</p>	Email, Q&A document	Winter 2015	10h	Complete
4	<p><u>Service providers (waste and composting) and waste attendants</u> Provide personalized email and or mail notification of program development, launch in (SLRD to determine date) and promotion in summer and fall</p> <p>Provide Q&A Commit to ongoing dialogue about program launch</p>	Email, Q&A document	Winter 2015; follow up as needed to accommodate staff turnover	10 h	Complete
5	<p>Work with RCBC to make sure they have correct information for communities and are aware of new initiative</p> <p>Ask RCBC to provide tracking on calls regarding food scraps (as well as other questions) as baseline and with monthly or quarterly updates</p>	Q &A document	Fall 2014	5 h	Complete
6	Develop Public Service Announcements for printed media	PSAs	Winter 2015	5 h	Complete
7	Media (earned): Draft a coming soon press release and backgrounder about new program using Q&A for public as a basis	News release with Q&A for public	Winter 2015	10 h	Complete
8	<p>Train ambassadors on information they need to know (facts, program intention, customer service and engagement, etc)</p> <p>Also train transfer station attendants, as necessary</p>	Training outline, training days	Winter 2015	15 h	Complete

Phase 4: Program Announcement

Time frame April 2015

The program is launched during this phase.

Objectives met:

- Knowledge: Personalized benefits of reducing household waste
- Belief: Their actions make a difference
- Behaviour: Initiate and sustain home food scraps collection and other waste reduction and diversion systems

Purpose: Notify all stakeholders of program commencement including messages about how to reduce food scraps, how to “find food scraps depot near you”, what to include, smart storage, and transport. (The purpose will be tailored to the specific program.)

Outcome: Stakeholders are aware of program commencement and know where to find information about the program.

Purpose: Prepare internal audiences and external program partners for public information requests prior to program announcement.

Outcome: Program partners provide consistent and correct information to potential program users.

Table H-5 Phase 4 Actions

Phase 4 Tactics		Collateral or Planning Materials Required	Timeline	Time (hours)	Evaluation
1	Briefing note to SLRD Board and key staff and partners to provide info on program to date and plan for this phase Update action plan	Briefing note	April 2015	15 h	Complete
2	Provide update on planned promotions to service providers and waste attendants	Email	April 2015	2 h	Complete

3	Provide update on planned promotions to municipal waste reduction management, staff, educators/communicators, public works staff, relevant ENGOS	None	April 2015	4 h	Complete
4	Distribute news release to local media contacts Organize media events and photo opportunities across region to launch program and garner earned media coverage Follow up on news release (in-house) to garner increased earned media coverage (pitching for interviews)	News release	April 2015	Varies with uptake	Track uptake of news release
5	Work with local media to print PSA	PSA	April 2015	3 h	Number of printings
6	Put information on SLRD Facebook page and blog Ask for people to “like” this page Follow and like fans	Facebook posts	April 2015	10 h	Number of likes

Phase 5: Program Promotion

Objectives met:

- Knowledge: Personalized benefits of reducing household waste; Social, environmental and ecological impacts of inappropriate resource management
- Belief: Their actions make a difference
- Behaviour: Initiate and sustain home food scraps collection and other waste reduction and diversion systems

Purpose: Increase public participation in the priority waste diversion or reduction project.

Outcome: Target audience actively uses the SLRD waste diversion services available or adopts the desired behaviour.

Outcome: SLRD waste volumes decrease.

Table H-6 Phase 5 Actions

	Phase 5 Tactics	Collateral or Planning Materials Required	Timeline	Time (hours)	Evaluation
1	Develop Zero Waste educator school curriculum based on food scraps diversion theme (could include action projects for classroom teachers involving groups auditing their school or a business, making recommendations and checking back in to measure progress)	To be determined, build off existing provincial and other curricula	Fall, winter-spring, summer	Depends on curriculum	# workshops, feedback
2	Host Zero Waste coaching sessions as community talks. Can start with food scraps and move from there. Participants share ideas and stories with SLRD or partner person as facilitator	Outline for coaching session, book space, advertise, etc.	Summer, Fall 2015	3 h per session (not including travel time)	# hosted, feedback
3	Partner with children's program such as AWARE kids nature club or the Whistler Museum summer programs to develop a food scraps or waste reduction themed session. It can include group activity of painting the paw prints to designated recycling or food scraps bins.	To be determined	Depends on partner	Depends on partners	To be determined
4	Give brief presentations to new residents on how we love this place so this is what we do for waste reduction (Spirit Pass training Whistler, Welcome Wagon type programs, Human Relations events for larger organizations)	Municipal wallet card	Fall/winter 2015-16	Depends on partners	# presentations, feedback, # cards given out
5	Post food theme-related items on SLRD Facebook page	Facebook	Spring-Winter 2016	4 h	# likes # posts
6	Post food theme-related items on SLRD twitter feed	Twitter	Spring-Winter 2016	2 h	Followers, retweets?
7	<p>Good behaviour recognition –hero nomination or sending photos of people doing the right thing –Need name/pic/number or email and reason. Get people to commit to pass it on.</p> <p>Newspaper stories about the heroes</p> <p>Random awards of gift certificates from waste attendants/ambassadors to people demonstrating good food scraps sorting and collection during high traffic times (to maximize reinforcement of norms and visibility)</p>	<p>SLRD Facebook page, community volunteers to find heroes</p> <p>Newspaper stories</p> <p>Awards</p>	May onward	40 h	<p># heroes, # website clicks</p> <p># stories</p> <p># awards, feedback</p>

	Get pledges, give out bins	Pledge cards, bins, soil amendment			# pledges signed, # bins
8	SLRD SW Communications person to attend events, gather pledges and give out bins	Pledge cards, bins, soil amendment	April 2015 onwards	Depends on # events and duration	# events
9	Ongoing updates to all previously notified stakeholders on progress of program		Ongoing	Average 1 h /wk	
10	Clean Bin project –Just Eat It food waste movie screenings	Film night	If time permits		# attendees, feedback
11	Short film challenge on theme of food scraps reduction/diversion (like events during Ski and Snowboard festival), work with partner to promote, offer prizes	Film event	If time permits		# attendees, feedback

Phase 6: Evaluation and Ongoing Communication

Objectives met:

- Knowledge: Community waste reduction targets and progress towards them
- Belief: Convinced that other people “just like them” are already reducing waste
- Behaviour: Motivate and inspire others to improve their waste reduction and diversion efforts

Purpose: This phase focuses on measuring the effectiveness of the program and the development of ways to improve it as well as strategies for ongoing communication and evaluation.

Outcome: Meet SLRD waste diversion goal determined by the SLRD SWMP process or a sub-goal developed in the program development process.

Outcome: Identify if there is a need to modify or enhance the program based on results and make the needed changes.

Table H-7 Phase 6 Actions

Evaluate and act
Track key measures such as: <ul style="list-style-type: none"> • Total waste weight per site or event (per household or attendee) • Food waste remaining in the waste stream (visual waste audits) • Total food scraps volume per participating site • Webpage hits • Number of wallet cards distributed • Number of event attendees reached (over 5 years of age) • Quantity and quality of feedback • Number of pledges signed • Number of people attending ZW coaching sessions • Number of Zero Waste ambassadors trained and retained • Other material tonnages and metrics tracked by municipalities or partners
Evaluate progress quarterly and report at partner meeting
Determine what the quarterly feedback to the public will be (gather input from waste attendants and member municipalities)
Provide quarterly feedback on progress (annually on waste weights/volumes, per capita, progress to overall goal, results of past actions, upcoming actions; other quarters on a message to be determined by partners -degree of contamination, number of facility users bringing food scraps, weight of food scraps, areas of improvement, areas that need improvement, etc.)
Monitor media for relevant stories in local media and uptake of SLRD releases
Monitor website visits (SLRD and member municipalities and partners (ENGOS, service providers))
Track calls to SLRD, member municipalities and partners regarding program
Ask for ongoing tracking updates quarterly from RCBC (hotline and online)
Seek and track anecdotal information on response to program
Review responses and metrics and incorporate changes to program based on results

Continuous Improvement

A review of the implemented communication strategies and tactics can provide valuable insights for continuous improvement. This can include a review by SLRD staff, interviews with key partners and contacts, informal conversations with members of the public, reviewing any measurable data such as website hits

and those noted above. Future communication action planning should specify continuation of existing promotions and propose adding new ones to keep awareness of the program(s), and the SLRD and its partners elevated.

For tracking, a master list should be set up to track metrics from all sources (e.g. Facebook number of impressions) or events (e.g. number of events where materials distributed). This can be used to track the numbers as well as the outcomes of the event and notes about whether it was worthwhile. This information can be used to help guide future decisions. It will also be handy to have available for reporting out about the program.

Continue to build media profile

Becoming a known and trusted source for information takes time. Consider developing an annual calendar of promotional days, weeks and months and arrange to send a news release with a photo to leverage media coverage (e.g. send news release reminder and photo about all how easy to find the food scraps collection sites nearest you just prior to Earth Day or other key times during the year). Showcasing positive testimonials in mass media is an excellent way to increase earned media coverage and build community norms. Providing advance notice of media releases to key contacts such as RCBC and local government staff will be required to ensure they are prepared in case they receive calls from the media or the public.

Schools Program

There are a number of options to consider in order to build stronger ties with the schools. School age children are strong influencers for bringing new environmental behaviours into the home. Examples of school-based programs can range from formal curriculum-based programs to lighter contests and events. In addition to the Zero Waste educator using the diversion theme as a basis for the curriculum, attention should be paid to barriers for teachers and children implementing the actions in school (i.e. they may need compost collection). Addressing some of these barriers may be part of a future diversion theme. The current program allows for 20 workshops per year but increasing this to 30 would allow for some follow up and possibly the ability to reach some community groups, as was the original intention.

Community Outreach

Personal contact is one of the most effective communication channels. Building some form of face-to-face communication into diversion theme plans can support other ongoing programs and partnerships. It can also help increase the community profile of the SLRD and its partners.

Building Relationships

It is important, and a worthwhile investment, to continue on the work started in this plan to build relationships. Activities can range from simple follow up phone calls with key partners and stakeholders to more personal contact with partners through regular meetings with member municipalities to continue to elevate SLRD communication programs and also support localized outreach efforts. Other opportunities may include:

- Continue to develop and update contact lists for local governments and other key stakeholders
- Continue to work with local environmental groups such as AWARE and Squamish CAN (ZW team).

*Note: there are other methods to evaluate the impact of programs such as surveys and media monitoring, however, given the scope of the budget and the manageable scale of local media, they were not included at this time

APPENDIX I: RECOMMENDATIONS FOR SWRMP CONSULTATIONS

As part of the update of the SWRMP, the SLRD has the opportunity to both collect input from the public about what motivates them to reduce waste, and to also hear what they perceive to be barriers preventing their use of the various waste diversion options available to them. Building on the insights shared during the research phase of this communications strategy, it will be most effective to leverage the unique sense of place, and to frame the invitation for consultation as an opportunity to demonstrate how much people love where they live. Consistent use of the new messaging will help it to grow and become more relevant.

Community engagement is best viewed as a long-term strategy with the aim of fostering meaningful community leadership. While there may be short-term programmatic feedback requirements, opening an issue to public input is also about building relationships with concerned citizens. Often people attend consultations as much to gather information about an issue as to share their opinions. Promotional activities should note the benefits for people who attend, such as providing them with practical waste reduction tools and access to expert staff who can answer questions relating to home or business waste reduction.

There are a wide variety of communications channels available to collect public input. The communities within the SLRD are spread across a wide geographic range, and residents vary in their ability to either travel or access online resources. Using a combination of online and offline methods, the SLRD can be most effective in collecting input from a broad cross-section of constituents. Below is an outline of a few options that may be most effective in the SLRD member municipalities:

- Intercept surveys at transfer stations and community centers
- Online surveys available through the waste reduction section of the SLRD website
- Open House event that coincides with a local celebration or festivals
- Special feature of an ongoing community event, such as a farmer's market

Leveraging stakeholder support and partnerships is critical to success, including the use of creative promotional tactics. In addition to traditional media advertising, earned media stories about a local project or issue can help to build interest and increase participation. Inviting community leaders to become active in recruitment of public input reinforces their value to the process (critical to long term community engagement success), and extends the credibility of the SLRD. Multiple messengers using diverse communications channels with the same messaging creates a sense of momentum; this is essential to fostering a new social norm.

Developing and implementing an effective community engagement strategy is equal in importance to developing and implementing an effective communications strategy. The ten step process below, *Planning for Successful Citizen Engagement in 10 Easy Steps*, illustrates how to get started.

Planning for Successful Citizen Engagement in **10** Easy Steps

TOPIC:

- 1 What is your purpose or call to action – what are you seeking input on or problem you need to solve?** E.g. Get feedback on new bylaw? How to improve communications? Close landfill?
- 2 Who is your audience?** Who do you need to reach, who will be impacted. E.g., front line staff, elected officials, neighbourhood residents, dog owners?
- 3 What level of consultation do you want to achieve?** Inform only? Consult? Involve? Pick one per audience.
- 4 What are your key messages?** Be audience focused: What does this mean to them?

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5 How will you consult your audiences, what methods will you use? Set up an advisory committee? Hold an open house? Host an online forum?

6 How will you collect feedback, gain input? Conduct a survey? Online or at event?

7 How will you promote, what communication tools will you use? Send a news release, newsletter? Advertise? Put up posters? Email? Online?

8 What's your timeframe for completing these steps? What's your last day for feedback? When do decisions need to be made? When will you report out?

9 Create an action plan. Identify who needs to do what by when and with what resources (people and money).

10 How did it go? Were you successful?

APPENDIX J: REGIONAL EVENTS –LIST, SELECTION AND TOOLKIT

Events Listing across SLRD Member Municipalities

Spring/Summer

- Squamish Fest
- Pemberton Music Festival
- Whistler Presents summer series
- Whistler Children’s Festival
- Whistler Envirofest
- Summer Farmer’s Markets (across SLRD)
- Earth Day community events (across SLRD)
- Re-use it Fair (Squamish)
- Apricot Festival (Lillooet)
- Salmon in the Canyon (Lillooet)
- Moving Mountains Community Garage Sale -May (Whistler)
- Slow Food Cycle (Pemberton)
- Nesters Day (Whistler) –useful if partner with Nesters Grocery Store

Fall/Winter

- Whistler Ski and Snowboard Festival (Whistler)
- Cornucopia (Whistler)
- Fungus Among Us festivals (Whistler)
- Moving Mountains Community Garage Sale -October (Whistler)

Note that these events are for the member municipalities. Partnering First Nations could share details on events in their communities.

Criteria for Selecting Event

Not all events will yield the benefits noted in Section 6.1. To ensure a positive return on the investment of time and resources required, consider the following criteria:

- Alignment with target audience: are the people we want to influence likely to attend?
- Alignment with current SLRD priorities: does this event advance our goals, such as: relationship building with a member municipality or other partner, or connection to new target audience?
- Expected size of event: how many people are we likely to meet?
- Message permeability: can we “stand out” from the rest of the event? Will we get noticed? Are we adding value or can our objectives be achieved by others already attending?
- Behaviour change modelling: can we provide opportunity to publically demonstrate desired behaviour change? Can the behaviour be replicated by others to demonstrate new norm?
- Resources required to attend: how much time and money will be required to participate? Will the return on the investment be worthwhile?

If any of these success criteria are not possible at the potential event, there may be a good reason to pass on the opportunity. Face to face marketing can be very beneficial so it may be useful to identify 10 major special community events per year across the region, in addition to the smaller farmer's markets.

Community Event Toolkit

- Establish clear objectives: what is the purpose of attending? Set a target for the number of people you want to talk with, and what you want them to do at the end.
For example:
 - *At the end of the event, 500 people will be introduced to the new SLRD waste diversion coding system
 - *At the end of the event, 100 people will have signed a pledge to commit to using new food scraps containers and participating in one follow up with SLRD staff
 - *At the end of the event, 60 people will have signed up to opt out of junk mail and directory delivery
- Develop interactive components: flat promotional booths are rarely memorable, and even less likely to influence behaviour. People need a way to actively engage with the message.
For example:
 - *Create a speed recycling contest between two people for prizes (prizes must align with overall waste reduction message, such a kitchen catcher compost bin, a \$5 gift certificate to local re-use it centre, an SLRD branded re-usable water bottle or a cloth shopping bag made from fabric scraps or old banners)
 - *Host a mock "food scraps feud" to dispel myths about composting, and again provide prizes that get people talking
- Provide a single set of branded materials: include mix of print materials and interactive display materials, all connected back to the objectives.
For example:
 - *Print branded banner for booth display (and tent if needed)
 - *Distribute updated municipality-specific wallet cards, and provide stickers for bins that correlate to the transfer station colour codes
 - *Show different food scraps containers, with sample of scraps with paper lining (and distribute bins at certain events)
 - *Develop poster-size food scraps pledge for demonstration and postcard size pledges for use
 - *Purchase simple camera to take pictures of booth visitors with poster pledge, for posting on social media sites. If this device has web capability (like an iPad), it can also be used for future actions such as having people sign up to stop receiving junk mail or directories, as well as be used to find out information if a question cannot be answered. (Note this item is not included in the budget).

APPENDIX K: MEDIA STORY STARTERS

These ideas can be used for regular or periodic submissions to local newspapers and other forms of media.

- Rate our region against another somewhere else in the world: how do we measure up? Against two other mountain towns, one in Japan, one in France / Switzerland or Banff/Jasper
- Focus on the lifecycle of a material: what happens to all the plastic that leaves the transfer station? Where does it go, and how does it end up in the market again? “50 reasons to love fleece”
- Case study on how one busy local woman started collecting food scraps after many attempts at “quitting garbage” failed in the past. Top tips on “how to stay on the waste wagon”
- EPR programs: what it means for locals
- Relationship between landfills and climate change
- Holiday story of “giving experiences” and top local “waste free gifts to give”

APPENDIX L: ICON



Love this place. Reduce your waste.

APPENDIX M: SAMPLE PLEDGE CARD

This pledge card could be made in a postcard style using the SLRD branding and commitments could be made at events. The cards should be made public to show that reducing food scraps to waste is the new social norm. The actions below can work for most communities with the exception of the food scraps collection which is available in Pemberton, Squamish and Whistler. Note that the draft below will need to be developed in alignment with the new branding before production and should include a place for the person to sign their name or even add their photo as well as providing contact information including an email address.

Pledge Card

I commit to reducing my food scraps by:

- planning my meals in advance
- eating the food that needs to be used first
- trying new recipes to use up leftovers
- using a shopping list
- eating what I buy (and saving money)
- freezing extra food for later
- checking if someone else wants my food (food banks or food sharing organizations)
- bear smart composting in my back yard
- collecting food scraps and taking them to a transfert station/drop spot

www.slrd.bc.ca/lovethisplace




APPENDIX B:

Facility Authorization Process

Process for Authorizing New Facilities

All facilities not currently authorized in the Solid Waste Management Plan that are involved, or propose to be involved, in the handling of Municipal Solid Waste or recyclable materials, be it processing or disposal, shall file an application for authorization in the Plan with the Regional District. In the Squamish Lillooet Regional District (SLRD) this includes the following:

- a) a disposal facility;
- b) a transfer station;
- c) a material recovery facility;
- d) a storage facility (including recycling and organic waste depots);
- e) a brokering facility;
- f) a composting facility;
- g) a land clearing/ demolition waste facility (including burn sites);
- i) waste-to-energy facility (including the manufacturing facilities of refuse-derived fuel)
- j) any proposal for the beneficial use of waste;
- k) any other facility the Ministry of Environment requires.

The Director of Waste Management of the Ministry of Environment shall determine if a given or proposed facility or process can be authorized to the Plan using the procedure outlined below, or a SWM Plan Amendment is required.

Pre-Application Meeting

Prior to investing significant time and effort in the compilation of a formal application, it is required that the applicant discuss plans with BC Environment and meet with SLRD staff to identify any immediate concerns.

Form of Application

An application shall be filed at the Regional District office in the form prescribed by the SLRD and copied to both the host municipality, if applicable, and the Director of Waste Management of the Ministry of Environment. Applications submitted to the Regional District will not be accepted unless accompanied by the application fee. The Regional District will prepare a letter to the Director of Waste Management of the Ministry of Environment to determine if the proposed facility or process can be added to the Plan using this procedure found or a SWM Plan Amendment is required.

Application Fee

Every person who files an application shall pay to the Regional District, on application, a posted fee reflecting the technical review and administrative costs necessary to process these applications. SLRD member municipalities (Squamish, Whistler, Pemberton and Lillooet) shall be exempt from all application fees, as they are already contributing funds to the Solid Waste Management budget through disposal fees and tax requisition.

Application Enclosures

The application shall contain the following enclosures:

Operating Plan

The applicant shall submit an Operations Plan including, but not limited to:

- a) the legal description and civic address of the facility;
- b) the name of the owner of the land on which the facility is located or proposed to be located;
- c) the full name and address of the operator of the facility;
- d) a brief and complete description of the activity to be carried out and the municipal solid waste or recyclable material to be handled at the facility;
- e) maximum annual tonnage of material to be handled at the facility;
- f) the maximum amount of material or product (by type) to be stored at the facility at any one time;
- g) maximum discharge to air, water or land, if applicable;
- h) other information as requested by the Regional District.

Approval of Host Municipality

The applicant shall obtain written approval from the Municipal Administrator or designate of the municipality in which the facility is proposed to be located. This approval shall state that the facility meets all zoning bylaws and business licensing requirements and that the municipality endorses (at least in-principle), inclusion of this facility in the Plan. The Regional District shall not process an application if, in a report submitted to the Regional District, the municipality states that it does not approve of the application.

Ministry of Environment Concerns

All facilities must meet the British Columbia standards for environmental protection, and the applicable processes for the establishment of such facilities. If higher standards exist in the host jurisdiction, those standards must be met. A letter from the Director of Waste Management of the Ministry of Environment will be required.

Preliminary Approval by Regional District Board

Once the Director of Waste Management of the Ministry of Environment has determined that the proposed facility can be added to the Plan using this procedure, and upon receipt of an application, the application fee and the application enclosures (described above), the application shall be submitted to the SLRD Board of Directors for approval *to continue with the application process*.

Preliminary Evaluation of Plan Authorization Application

Having obtained the approval (at least in-principle) of both the host municipality and the Regional District Board of Directors, the application is subject to review by Regional District staff. In reviewing the application, Regional District Staff may consider the following:

- a) the potential risk posed to the environment and public health;
- b) protection of the environment (i.e. security considerations);
- c) Ministry of Environment concerns;
- d) compliance with Municipal or Regional District zoning and land use designations;
- e) effects on other facilities identified in the Plan;
- f) the report of the Municipal Council and other municipal concerns;
- g) effects on the local community resulting from, but not limited to: transportation, odour, noise and aesthetics;

- h) any environmental impact assessment and any other investigations, test, surveys or any other action taken;
- i) any other information submitted to the Regional District;
- j) operating plans submitted to the Regional District;
- k) closure plans submitted to the Regional District;
- l) the payment of any annual fees for operation or reporting of quantities as required by the Regional District;
- m) compliance with the guiding principles of the Solid Waste Management Plan; and
- n) any other matter which the Regional District considers relevant.

If the reports and technical studies indicate that the facility may be acceptable, (subject to addressing BC Environment concerns), the applicant will be directed by Regional District staff to proceed with public consultation.

Public Consultation Procedure

The applicants shall, at their own cost, and within 30 days of receiving Regional District direction:

(1) Publish two (2) successive notices in a newspaper that is distributed at least weekly in the area where the facility is located or proposed to be located. In the event that a newspaper does not service the area, the application shall be posted in a manner acceptable to the Regional District.

The notice must be SLRD-approved and entitled SOLID WASTE MANAGEMENT PLAN - REQUEST FOR A NEW FACILITY AUTHORIZATION. The notice must be at least 10 cm in width, at least 100 square centimetres in area (i.e. equivalent to 4"x 4"), and include at least the following information:

- a) the legal description and civic address of the facility;
- b) the name of the owner of the land on which the facility is located or proposed to be located;
- c) the full name and address of the operator of the facility;
- d) a brief and complete description of the activity to be carried out and the municipal solid waste or recyclable material to be handled at the facility;
- e) that any concerns should be addressed in writing to the SLRD; and
- f) other information considered necessary by the Regional District.

(2) Post a readable copy of the application, at the discretion of the Regional District, in a conspicuous place at all main road entrances to the land on which the facility is located, or proposed to be located, and/or erect a full-size sign in a location visible to the general public and keep these posted for a period of not less than 30 days.

(3) Serve a written notice that an application has been filed, on all neighbours, commercial or residential, within 50 metres from any lot line of the subject property. The written notice shall contain the information set out in paragraph (1) a) to f) above. In cases where there will be a significant discharge to the environment, or considerable financial impact on the Plan's current solid waste facilities, the applicant may be required, at their own cost, to additionally complete the following:

(4) Arrange for a public meeting(s) as directed by the Regional District, in the municipality in which the facility is located, or proposed to be located.

(5) Publish a notice of the specifications set out in paragraph (1) a) to f) in all major newspapers of the Squamish Lillooet, at the discretion of the Regional District.

(6) Publish the subject application in The British Columbia Gazette, under the heading Waste Management Application.

(7) Serve a written notice that an application has been filed, on any tenants, commercial or residential, within 1 km of the proposed facility that the Regional District considers affected. The written notice shall contain the information set out in paragraph (1) a) to f).

(8) Forward copies of the application to the following agencies for circulation and review:

- a) Environment Canada;
- b) Ministry of Health;
- c) Ministry of Environment
- d) Council of Host Municipality; and
- e) Any other government agencies the Regional District or Director of Waste Management of the Ministry of Environment consider necessary.

(9) Additional Public Consultation as recommended by the Director of Waste Management of the Ministry of Environment.

Final Evaluation of Application

Upon receipt of the required documents indicating the appropriate Public Consultation Process has been completed, Regional District Staff shall complete a comprehensive Technical Review of the proposed facility. If the review indicates the proposed facility is feasible, all concerns have been addressed, and the Director of Waste Management of the Ministry of Environment is satisfied that the application meets Ministry requirements for environmental protection, Staff will prepare a Final Evaluation Report to be presented to the Regional District Board. With the Final Evaluation Report, the application will be presented to the Board of Directors for final authorization and inclusion in the Plan. Board approval of the proposed application shall take into account the following:

- 1) Approval of the application by Regional District staff and the Plan Monitoring Advisory Committee.
- 2) Presentation on proposed facility by the applicant to the SLRD;
- 3) Written notice from the Director of Waste Management of the Ministry of Environment, stating the application meets Ministry requirements for environmental protection;
- 4) Payment in full of the Application Fee as determined by the SLRD;
- 5) The results of the Public Consultation Process and Technical Review; and
- 6) If the facility is to be situated within a municipality, the final approval of the Host Municipality, after receiving the completed application.

Final Approval by Regional District Board

Upon approval of an application by the Regional District Board of Directors, the facility shall be considered authorized in the Plan. As a condition of this Final Approval, the Board, in accordance with the Environmental Management Act, shall require an interim Operational Plan for the facility. The Director of Waste Management of the Ministry of Environment, in accordance with the Environmental Management Act, may issue an Operational Certificate (OC) for the facility. If an OC is issued by MOE, it will supersede the previous interim Operational Plan required by the Board. Prior to operational start-up of the facility, the Regional District shall receive a copy of the OC, or other Operational Plan documents as required by the Board.

Notification of Agencies

On approval of an application, the Regional District shall notify, in writing, the following agencies: a) Environment Canada; b) Ministry of Environment c) Ministry of Health; d) any other government agencies the Regional District considers necessary; e) Council of Host Municipality; and f) the Applicant.

Procedure for Changing Operating Conditions for Plan Facilities

If there are minor changes to operating conditions for solid waste management facilities listed in this Plan, notice of the change shall be provided by the facility owner in writing to the SLRD General Manager of Utilities and Environmental Services (General Manager). If the General Manager determines that the change does not affect the objectives of the SLRD Solid Waste Management Plan, he/she will provide written acceptance of the change of operation to the facility owner and provide a copy of this notice to the Plan Monitoring Committee. If the General Manager determines that the change in operational conditions has a negative impact on the objectives of the Plan, he/she will notify the facility owner that the change in operating conditions will require a Plan Amendment.

APPENDIX C:

Plan Monitoring Advisory Committee Terms of Reference



Solid Waste Management Plan Monitoring Advisory Committee

Terms of Reference

Purpose: As outlined in section 22 of the SLRD Solid Waste and Resource Management Plan (SWRMP) the purpose of the Plan Monitoring Advisory Committee (PMAC) is to monitor the implementation of the Solid Waste and Resource Management Plan and report directly to the Regional Board.

Goal: The goal of the PMAC is to ensure the ongoing evaluation, assessment, implementation and updates and/or amendments to the actions and policies outlined in the SWRMP.

Responsibilities: Plan Monitoring Advisory Committee members will:

- Review and become familiar with the Solid Waste and Resource Management Plan;
- Review and become familiar with the existing solid waste management system in the SLRD;
- Identify methodologies to be employed in the monitoring and evaluation of the Plan's implementation;
- Monitor the implementation of the Plan and annually report to the Board on the effectiveness of the SWRMP at achieving its objectives; and
- Make recommendations to increase the effectiveness of the Plan or the solid waste management system.

Expected Outcomes: It is expected that the PMAC will recommend to the Board strategies and an associated implementation plan for enhancing recommendations and objectives identified in the SWRMP. Additionally, the PMAC will strive to enhance communication and collaboration through committee members.

Membership: The committee membership will strive to have a broad representation of interests including the following:

- Local government/public works representatives from municipalities within the SLRD (4 members)
- SLRD staff (2 members)
- First Nations representatives within the SLRD (4 members)
- Members at Large - Interested members of the public, including local environmental groups and recycling organizations, owners and operators of private waste facilities, commercial and institutional solid waste generators, haulers and operators. (6 members, representing at least 3 electoral areas).

The Committee shall consist of a minimum of 7 and a maximum of 16 members appointed as follows:

- Local government/public works representatives from the four municipalities and the SLRD will be appointed by their organization.
- First Nation Members and Members at Large will be appointed by the Regional Board.



Term of Appointment: Membership of the SLRD and Municipal governmental agencies shall have permanent terms of appointment. However, the agencies can change their representation at their discretion.

First Nations and Members At Large will have the following Term of Appointment:

- In the first year of the Committee, one half of the Members at Large shall be appointed for a term to expire on December 31st of the year in which they were appointed and one half of the members shall be appointed for a term to expire on December 31st of the year following the year of their appointment.
- All subsequent appointments to the Committee shall be for a two year term.
- If appointments to the Committee have not been reviewed by the Regional Board before the expiration of the term of the members, members appointed to the Committee shall continue to hold office until the annual membership has been determined.

Group Culture: The PMAC membership shares the common understanding that all participants will:

- Act in a professional and respectful manner;
- Actively listen;
- Act with integrity and;
- Attend meetings with a positive purpose;

Decision Making: The main role of the PMAC is to be an advisory committee to provide recommendations to SLRD Staff for amendments to the SWRMP. SLRD staff will bring recommendations to the SLRD Board, as the SLRD Board is the decision making body. Ideally, results recommended by the PMAC will be made by collaboratively.

Committee Protocol

- The SLRD will chair and host the meetings.
- All PMAC members are equal and have equal opportunity to contribute at meetings, as well as responsibility to respect the opinions of others. Committee members are encouraged to actively participate in the discussions and use their experience, education, and insight to speak freely about any issues or opportunities to be considered.
- Committee members are present to give a voice to the community. However, members are equally responsible to listen and understand the views of others. It is only through this dialogue that real consensus can be achieved.
- Members are encouraged to work collaboratively and to be committed to reaching consensus where possible by using an interest-based approach rather than an individual member position-based approach. Consensus will be formally recorded in the meeting's Minutes. Any members unable to agree with the consensus decision may have their objections noted in the Minutes.
- Committee members may choose to express their personal views about the process to others outside the PMAC but may not speak on behalf of or in any way create the impression that they



are speaking for the PMAC as a whole. In order to ensure open and honest dialogue, Committee members should not discuss comments or opinions expressed by other Committee members without their knowledge and consent.

- Members will be asked to arrive promptly at meetings.
- Members of the public may observe meetings but will not have speaking rights unless invited to speak by the Chair.
- Members who miss three Committee meetings over the course of 18 months may have their membership revoked at the SLRD Board’s discretion, or for appointments from government agencies, a request may be made by the SLRD Board that their representative be changed.
- A Conflict of Interest arises when a PMAC member speaks on a motion that could be the cause of some direct significant benefit - monetary or otherwise - to that member. If such a situation arises, the member involved should excuse themselves from proceedings that relate to the conflict unless explicitly requested to speak, only after a majority vote from meeting participants to do so. Any subsequent information provided by the individual will clearly be identified in the Minutes as coming from a source perceived to be in a conflict of interest.

Reporting: The Plan Monitoring Advisory Committee reports to the SLRD Board.

Meetings: In general, there will be three meetings per year of the PMAC with the provision for additional meetings, workshops or other presentations at the committee’s discretion. The SLRD will chair and host all PMAC meeting in the geographic center of the SLRD, Pemberton, BC. Agendas will be posted on the SLRD website at www.slrd.bc.ca

Resources: SLRD staff will provide administrative support to the PMAC including, but not limited to: arranging meetings, creating agendas, taking minutes, and distributing materials.

Any PMAC budget requirements will be included within the SWRMP budget subject to the SLRD’s normal annual review and approval process.

PMAC participation is voluntary with no remuneration provided for members’ time.

<p>Contacts Director, Utilities & Environmental Services, SLRD Box 210 Pemberton, BC V0N2L0 utilities@slrd.bc.ca Tel: 604.894.6371 x 240 Toll Free (in BC): 1.800.298.7753</p>	<p>Utilities & Environmental Services Coordinator, SLRD Box 210 Pemberton, BC V0N2L0 Tel: 604.894.6371 x 236, Toll Free (in BC): 1.800.298.7753</p>
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STAFF REPORT TO COUNCIL

PRESENTED: April 23, 2024 **REPORT:** 24-042
FROM: Financial Services **FILE:** 3900-20-2443 to 2446
SUBJECT: 2024 PROPERTY AND PARCEL TAX AND UTILITY RATE BYLAWS REPORT

RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Corporate Services and Public Safety be endorsed.

RECOMMENDATION

That Council consider giving first, second and third readings to the following bylaws:

- “Property and Parcel Tax Rates Bylaw No. 2443, 2024”;
- “Water User Fee and Regulation Amendment Bylaw (2024 Rates) No. 2444, 2024”;
- “Sewer User Fee Amendment Bylaw (2024 Rates) No. 2445, 2024”; and
- “Solid Waste Amendment Bylaw (2024 Rates) No. 2446, 2024”.

PURPOSE OF REPORT

This report seeks Council’s consideration of the first three readings of the following bylaws:

- “Property and Parcel Tax Rates Bylaw No. 2443, 2024”;
- “Water User Fee and Regulation Amendment Bylaw (2024 Rates) No. 2444, 2024 (Water Amendment Bylaw)”;
- “Sewer User Fee Amendment Bylaw (2024 Rates) No. 2445, 2024”; and
- “Solid Waste Amendment Bylaw (2024 Rates) No. 2446, 2024”.

Information Report

Administrative Report (Decision or Direction)

DISCUSSION

Background

Section 197(1) of the *Community Charter* (CC) requires municipalities to establish property tax rates for the current year after the adoption of a five-year financial plan, and before May 15. This legislation empowers Council to establish tax rates based on:

- 1) The municipality’s annual budget, and

2) Assessment information provided by BC Assessment.

In conjunction with the setting of property tax rates for the coming year, staff annually update water and sewer parcel taxes and water, sewer and solid waste user fees in advance of the delivery of property tax notices, as these taxes and fees will be levied on the tax notice.

Analysis

2024 Five-Year Financial Plan

Before adopting an annual property tax bylaw, the CC requires that municipalities consider financial objectives and policies set out in the five-year financial plan bylaw, including the proportion of total revenue raised from various funding sources and the distribution of property taxes among the property classes. The "[Five-Year Financial Plan 2024-2028 Bylaw No. 2424, 2024](#)" was adopted by Council on January 23, 2024 (2024 Five-Year Financial Plan).

The tax rates and utility fees proposed in the bylaws referenced above are prepared following the budget guidelines as adopted by Council at the [December 19, 2023 Regular meeting](#), and included in the 2024 Five-Year Financial Plan, specifically:

- 1) To implement a 8.2 per cent increase to property value taxes in 2024;
- 2) To implement a 7.0 per cent increase to sewer parcel taxes and user fees in 2024;
- 3) To implement a 5.0 per cent increase to solid waste fees in 2024; and
- 4) To implement a 4.0 per cent increase to water parcel taxes and user fees in 2024.

The Resort Municipality of Whistler (RMOW) continues to pursue revenue diversification to minimize the overall percentage of revenue raised from property taxes wherever possible. The ongoing objective is to maintain a reasonably sized tax requisition by leveraging other non-tax revenue sources, lowering the cost of municipal services, and shifting the burden to user fees and charges where feasible.

2024 Property Assessments

BC Assessment provides assessment values that reflect market conditions on July 1, 2023 for the 2024 tax year. The assessed value of land and improvements, as well as the classification of property into different property classes was reported to the RMOW on BC Assessment's Revised Roll dated March 31, 2024. Assessment totals for the community are comprised of both market and non-market change values. Market value changes reflect the change in value in existing properties from year to year, whereas non-market changes reflect the value of new development, property shifts between assessment classes, subdivisions or amalgamations, and any change in exemption status from taxable to non-taxable, or vice versa. The total 2024 assessment base, including non-market changes, increased in Whistler by \$29 million or 0.10 per cent compared to 2023 (2023 increased by \$3,519 million or 14.5 per cent vs. 2022).

Total non-market change for 2024 is \$139 million (2023 was \$134 million). Of note in 2024, Whistler's assessment base decreased by \$110 million primarily due to a decrease in Class 1 Residential properties of 0.76 per cent or \$194 million in assessed value, offset by an increase in Class 6 Business properties of 4.39 per cent or \$82 million.

As always, the impact of the change in total budgeted municipal tax revenue and the resulting amount of tax to be paid by a specific taxpayer will vary based on their property's assessed value and the year-over-year change in that property's assessed value relative to the average assessment change in Whistler. Properties with an increase in assessed value greater than the average change for the

community will see an increase in their tax bill that is greater than the 8.2 per cent budgeted municipal tax revenue increase. Properties with a change in assessed value lower than the average will likely see an increase smaller than the 8.2 per cent budget increase. In Whistler, the average change in assessed value for Class 1 Residential properties is a 0.76 per cent decrease, and Class 6 Business properties is a 4.39 per cent increase.

Infographic: BC Assessment’s “Property Assessments and Property Taxes: A not-so complicated relationship”



Note: the “Property Tax Impact” column of the graphic has been edited to add context for the reality of municipal property taxes in Whistler.

Fire Hydrant Use Fees

In addition to the updated fees for water use in the Water Amendment Bylaw, staff have also included the specific fees for the use of fire hydrants by third parties. This clarifies the existing fees for the use of a fire hydrant as \$75.00 for 24 hours, \$400.00 for seven days and \$1,000 for season-long access. These fees are not changing, just being more clearly documented. The Water Amendment Bylaw also repeals sections 10.4(b) and (c) of the “Fire and Life Safety Bylaw No. 2201, 2019” (Fire Safety Bylaw) and replaces the text with language that refers to the updated fees in Schedule A of the “Water User Fee and Regulation Bylaw No. 1826, 2007” (Water User Bylaw). The Fire Safety Bylaw is further amended to remove the previous daily fire hydrant fee of \$75 in Schedule B.

Temporary Irrigation Permit Fee

The Water Amendment Bylaw also includes a \$75.00 application fee for a temporary irrigation permit, to allow members of the community to apply for a temporary permit to sprinkle new plantings, in accordance with the “Outdoor Use Potable Water Usage Bylaw 2179, 2018”.

POLICY CONSIDERATIONS

Relevant Council Authority/Previous Decisions

CC section 197(1) states “each year, after adoption of the financial plan but before May 15, a council must, by bylaw, impose property value taxes for the year by establishing tax rates for:

- a) the municipal revenue proposed to be raised for the year from property value taxes, as provided in the financial plan, and

- b) the amounts to be collected for the year by means of rates established by the municipality to meet its taxing obligations in relation to another local government or other public body.”

January 9, 2024: [Administrative Report No. 24-004](#): Five-Year Financial Plan 2024 – 2028 Bylaw No. 2424, 2024

[“Five-Year Financial Plan 2024 – 2028 Bylaw No. 2424, 2024”](#)

2023-2026 Strategic Plan

The 2023-2026 Strategic Plan outlines the high-level direction of the RMOW to help shape community progress during this term of Council. The Strategic Plan contains four priority areas with various associated initiatives that support them. This section identifies how this report links to the Strategic Plan.

Strategic Priorities

- Housing

Expedite the delivery of and longer-term planning for employee housing

- Climate Action

Mobilize municipal resources toward the implementation of the Big Moves Climate Action Plan

- Community Engagement

Strive to connect locals to each other and to the RMOW

- Smart Tourism

Preserve and protect Whistler’s unique culture, natural assets and infrastructure

- Not Applicable

Aligns with core municipal work that falls outside the strategic priorities but improves, maintains, updates and/or protects existing and essential community infrastructure or programs

Community Vision and Official Community Plan

The Official Community Plan (OCP) is the RMOW’s most important guiding document that sets the community vision and long-term community direction. This section identifies how this report applies to the OCP.

OCP Goal 6.1 “Provide effective and appropriate municipal infrastructure (including facilities and amenities) that minimize taxpayer costs and consider allocating the value of infrastructure replacement to future years.”

OCP Goal 6.4 “Reduce reliance on property taxes” speaks to the importance of non-tax revenue streams, which in the case of the coming fiscal year are expected to contribute \$6.7 million in additional municipal revenue (2024 Fees and Charges as per the Five-Year Financial Plan total \$39.1 million vs 2023 at \$32.4 million).

BUDGET CONSIDERATIONS

Property tax rates for the RMOW’s municipal taxes, as well as the water and sewer parcel taxes, and water, sewer and solid waste user fees set out in the above-noted bylaws are calculated to meet the budgeted revenue requirements outlined in the [2024 Five-Year Financial Plan](#).

Please note, the property tax rates for the Squamish-Lillooet Regional District and Sea to Sky Regional Hospital District have no impact on the RMOW's Financial Plan and are set to meet the requisitions of these other government agencies.

LÍLWAT NATION & SQUAMISH NATION CONSIDERATIONS

The RMOW is committed to working with the Líl'wat People, known in their language as *L'il'wat7úl* and the Squamish People, known in their language as the *Skwxwú7mesh Úxwumixw* to: create an enduring relationship; establish collaborative processes for Crown land planning; achieve mutual objectives; and enable participation in Whistler's resort economy.

There are no specific considerations to include in this report.

COMMUNITY ENGAGEMENT

Level of community engagement commitment for this project:

Inform Consult Involve Collaborate Empower

The budgeted revenue from property taxes, water and sewer parcel taxes, and water, sewer and solid waste user fees were discussed as part of the 2024 Five-Year Financial Plan community consultation process. An open house session was held on November 09, 2023 and feedback was collected from the community in the weeks prior to that event, including an early budget engagement survey conducted in Summer 2023.

In accordance with Section 237(1) of the CC, RMOW staff will deliver a tax notice to each owner of property within the municipality by the end of May 2024.

REFERENCES

Each of the below listed bylaws is included in the Council Package:

- "Property and Parcel Tax Rates Bylaw No. 2443, 2024";
- "Water User Fee and Regulation Amendment Bylaw (2024 Rates) No. 2444, 2024";
- "Sewer User Fee Amendment Bylaw (2024 Rates) No. 2445, 2024"; and
- "Solid Waste Amendment Bylaw (2024 Rates) No. 2446, 2024".

SUMMARY

The bylaws referenced in this report detail the annual municipal tax rates, and utility parcel taxes and user fees required to generate the budgeted municipal revenue from each source identified in the 2024 Five-Year Financial Plan. Provincial legislation requires property tax rates be calculated based on budgeted tax revenue needed to provide municipal services and the assessed value and property classes set by BC Assessment. The Property and Parcel Tax Rates Bylaw also includes tax rates for the Regional District and Hospital District to ensure the RMOW can meet its taxing obligations to these other government agencies.

SIGN-OFFS

Written by:

Ashley Palmer,
Manager of Financial Services

Reviewed by:

Carlee Price,
Chief Financial Officer

Ted Battiston,
General Manager of Corporate Services and
Public Safety

Virginia Cullen,
Chief Administrative Officer



STAFF REPORT TO COUNCIL

PRESENTED: April 23, 2024 **REPORT:** 24-043
FROM: Finance and Legislative Services **FILE:** 1660-20-2024
SUBJECT: 2024 WHISTLER 2020 DEVELOPMENT CORP – TRANSFER OF CHEAKAMUS
CROSSING EMPLOYEE AFFORDABLE HOUSING RESERVE AMENDMENT
AGREEMENT

RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Corporate Services and Public Safety be endorsed.

RECOMMENDATION(S)

That Council direct staff to execute the draft 2024 Whistler 2020 Development Corp – Transfer of Cheakamus Crossing Employee Affordable Housing Reserve Amendment Agreement, attached as Appendix A to Administrative Report No. 24-043.

PURPOSE OF REPORT

The purpose of this report is to propose an amendment to the 2023 Whistler 2020 Development Corp (WDC) Transfer of Cheakamus Crossing Employee Affordable Housing (CCAEH) Reserve Funds Agreement (2023 CCAEH Agreement) in order to extend the purpose and timing of the previously transferred CCAEH funds to accommodate the development of the Cheakamus Crossing Phase 2 (CCP2), Lot 5 Project.

Information Report Administrative Report (Decision or Direction)

DISCUSSION

Background

WDC is a wholly owned corporation of RMOW. Since its founding, WDC has been focused on the development and construction of affordable employee housing consistent with the terms and conditions of the Community Land Bank Agreement (CLB Agreement). The CLB Agreement was executed in the lead up to the 2010 Olympic and Paralympic Games (2010 Games) and it includes the terms and conditions upon which the Province agreed to provide select crown lands to serve as an affordable employee housing legacy of the 2010 Games.

The CLB Agreement is an important tool that supports the ongoing development of affordable employee housing in Whistler. Also important to the effort are tools developed after the CLB Agreement was executed, including development and construction funding practices and refinement of agreements and policies designed to ensure that newly created housing remains affordable to Whistler employees in perpetuity.

The CCAEH Reserve is one such tool. Established as required by the CLB Agreement - Community Land Bank Trust Declaration, Section 3,

“Subject to section 4, the Municipality declares to and agrees with the Province that the Profit from Market Housing that the Municipality receives from WDC or otherwise shall be held in trust and deposited to the credit of the Cheakamus Crossing Affordable Employee Housing Reserve Fund.”

This reserve provides a critical funding mechanism in support of the ongoing development of affordable employee housing in Whistler. Funding received by the CCAEH Reserve can in turn be used for:

“...acquiring land for, or designing, constructing, financing, operating, maintaining, repairing or replacing affordable employee housing on land acquired by the Municipality from the Province of British Columbia under the Community Land Bank Agreement between the Municipality and the Province dated October 21, 2005 as subsequently amended.”

In short, net profits recorded by WDC from development on the CCAEH Lands must be transferred to the CCAEH Reserve. These Reserve funds must then be allocated to support further affordable employee housing.

The WDC generated profit for the CCAEH Reserve for the first time in 2022. WDC sold a number of bare land lots in CCP2, Lot 4 into the market, and 46 units of employee housing on Lot 1A to the WHA waitlist. These activities, when combined with WDC's prior-year outcomes, resulted in a 'Distribution to Shareholder' recorded on WDC's 2022 financial statements in the amount of \$18.3 million. This was the first time since its founding that WDC recorded a surplus and by extension a distribution payable. This was also the first time the CCAEH Reserve was to receive a deposit from WDC activities.

While \$18.3 million in 'Distribution to Shareholder' was recorded at the end of 2022, this full amount was not readily available to distribute. There are several reasons for this, including the ongoing investment by WDC in other CCP2 siteworks and servicing, and to ensure additional lots would be ready for future affordable employee projects. The amount that was available to distribute (\$11 million) was captured in the 2023 CCAEH Transfer Agreement that was executed by the RMOW and WDC in June 2023 (attached as Appendix B). In this way the 2023 CCAEH Agreement set out to fulfill an important CLB Agreement term: deposit of net profits into the CCAEH Reserve.

The 2023 CCAEH Agreement also detailed a transfer out of the CCAEH Reserve back to WDC in the amount of \$9.5 million to support ongoing required working capital for the CCP2, Lot 2 development. The 2023 CCAEH Agreement captured a necessary funds transfer into the CCAEH Reserve (\$11 million, a portion of the year-end 2022 distribution payable) and a transfer out of the CCAEH Reserve (the \$9.5 million to support Lot 2 construction). As directed by Council, the difference (\$1.5 million) was transferred to the WHA as an equity contribution to the CCP2 Lot 2B project. All transactions were completed in compliance with the governing documents, and there currently remains a zero balance in the CCAEH Reserve.

Finally, the 2023 CCAEH Agreement also noted that the remaining distribution payable at December 31, 2022 would not be required to be transferred to the CCAEH Reserve prior to December 31, 2024. This was done to acknowledge that the timing of the availability of the remaining profits was not entirely known, and to ensure that the remaining distribution payable was recorded as a long-term liability on WDC's year-end financial statements.

Analysis

Given that the 2023 CCAEH Agreement has largely served its purpose, and that WDC's development activities in CCP2 have continued, an amendment to the 2023 CCAEH Agreement is now necessary. The draft 2024 CCAEH Amendment Agreement aims to:

1. Extend the purpose of the transferred CCAEH Reserve funds to include working capital for the CCP2, Lot 5 development as set out in the Lot 5 Project Plan that was endorsed by Council.
2. Detail the timing for subsequent future transfers back into the CCAEH Reserve.

Municipal staff have worked closely with WDC staff in the drafting of the proposed 2024 CCAEH Amendment Agreement to ensure that the content is appropriate to the purpose and that it serves both the ongoing operational needs of the WDC and aligns with the requirements of the CLBA and "CCAEH Reserve Fund Bylaw No. 2307, 2021". In the longer term, further agreements will be necessary to streamline the ongoing transfer into and out of the CCAEH Reserve and these will be brought forward to Council for further consideration later this year.

POLICY CONSIDERATIONS

Relevant Council Authority/Previous Decisions

[March 7, 2023: Administrative Report No. 23-025](#): Five-Year Financial Plan 2023 – 2027 Amendment Bylaw (Cheakamus Crossing Phase 2, Lot 2) No. 2396, 2023 Report. In response to this report Council moved the following related resolutions:

That Council direct staff to allocate 100 per cent of the Cheakamus Crossing Phase 2 (CC Phase 2), Parcel A (Lots 1 and 4) Project Plan net profits, once received from the Whistler 2020 Development Corp (WDC), to the Cheakamus Crossing Affordable Employee Housing Reserve (CCAEH Reserve); and

That Council direct staff to begin advancing the WDC the full value of funds available within the CCAEH Reserve starting in April, 2023, to support the construction financing costs of the CC Phase 2, Lot 2 Project Plan (Lot 2 Project Plan) works as attached as Appendix A to Administrative Report 23-025; and

That Council direct staff to develop a phased approach for the transfer of the CCAEH Reserve funds that supports the operational needs of the Lot 2 Project Plan, and that maximizes potential reserve interest earnings in support of the ongoing development of affordable housing projects in CC Phase 2; and

That Council direct staff to develop a framework with WDC, whereby the full value of the advanced CCAEH Reserve funds are returned to the CCAEH Reserve at the conclusion of the CC Phase 2, Lot 2 Project Plan (i.e. late 2024).

2023-2026 Strategic Plan

The 2023-2026 Strategic Plan outlines the high-level direction of the RMOW to help shape community progress during this term of Council. The Strategic Plan contains four priority areas with various associated initiatives that support them. This section identifies how this report links to the Strategic Plan.

Strategic Priorities

Housing

Expedite the delivery of and longer-term planning for employee housing

Climate Action

Mobilize municipal resources toward the implementation of the Big Moves Climate Action Plan

Community Engagement

Strive to connect locals to each other and to the RMOW

Smart Tourism

Preserve and protect Whistler's unique culture, natural assets and infrastructure

Not Applicable

Aligns with core municipal work that falls outside the strategic priorities but improves, maintains, updates and/or protects existing and essential community infrastructure or programs

Community Vision and Official Community Plan

The Official Community Plan (OCP) is the RMOW's most important guiding document that sets the community vision and long-term community direction. This section identifies how this report applies to the OCP.

The ongoing development of affordable employee housing is consistent with many Goals, Objectives and Policies within the OCP. Notably, Chapter 5 (Land Use and Development/Residential Accommodation), includes the following:

5.1.2. **Objective** House at least 75 per cent of Whistler's workforce within the resort community in livable, appropriate and affordable housing.

5.1.2.1. **Policy** Project and plan for current and future employee housing needs by undertaking ongoing monitoring of key housing need indicators, and adapting supply related policies and actions accordingly.

5.1.2.2. **Policy** Strive to add 1,000 new employee beds within the next five years.

5.1.2.4. **Policy** Pursue development of Residential Reserve lands in Cheakamus Crossing within the next five years, as one of the primary opportunities for new employee housing.

5.1.2.10. **Policy** When determining if the objective of housing 75 per cent of Whistler's workforce is being met, factor in quality, livability, appropriateness and affordability indicators such as number of people per room or dwelling, percentage of income spent on housing, life stage and family size.

5.2. **Goal** Promote diversity in housing price ranges to maintain affordability for the varied needs of different workforce groups and retirees within the community.

5.2.1. **Objective** Encourage a range of price points within employee housing to meet the needs of the diverse workforce and retiree groups.

5.2.1.1. **Policy** Acknowledge there are broad differences in the community’s workforce demographics (e.g., family structure, age, income levels) and as such there are different housing needs, which will evolve over time.

5.2.1.2. **Policy** Identify, implement and update financial and regulatory tools as required to ensure employee housing remains affordable as community needs evolve.

In addition, Chapter 6 (Economic Viability) notes that: “The municipality is committed to being fiscally responsible and at the same time must continue to invest in infrastructure, amenities and services, which are integral to the authentic Whistler Mountain experience.”

BUDGET CONSIDERATIONS

Subsidiary corporations operate in the public sphere but are governed separately from the RMOW and are responsible for establishing their own financial controls and policies. The financial results of subsidiary corporations and controlled entities are consolidated into the RMOW’s Financial Statements each year. With that in mind, the RMOW maintains an interest in ensuring that financial matters at subsidiary corporations are conducted in such a way as to minimize any shared risk.

The RMOW is required to adopt a Five-Year Financial Plan (the Plan) each year, which captures the operating budget and revenue expectations for the stand-alone entity. While planned Employee Housing project spending does not itself appear on the Plan’s schedules, because the subsidiary corporations are themselves responsible, there nevertheless exist points at which housing initiatives affect the Plan. Examples include interparty loans with subsidiary corporations or deposits to or allocations from housing reserves. Capturing these items accurately in the Plan requires a shared understanding of things like forecast project profit and intended uses of reserves. Financial transparency and accountability remain important to the RMOW and by extension its subsidiary corporations.

LÍLWAT NATION & SQUAMISH NATION CONSIDERATIONS

The RMOW is committed to working with the Líl’wat People, known in their language as *L'il'wat7úl* and the Squamish People, known in their language as the *Skwxwú7mesh Úxwumixw* to: create an enduring relationship; establish collaborative processes for Crown land planning; achieve mutual objectives; and enable participation in Whistler’s resort economy.

There are no specific considerations to include in this report.

COMMUNITY ENGAGEMENT

Level of community engagement commitment for this project:

Inform Consult Involve Collaborate Empower

REFERENCES

Appendix A – DRAFT 2024 Whistler 2020 Development Corp. Transfer of Cheakamus Crossing Employee Affordable Housing Reserve Amendment Agreement

Appendix B - 2023 Whistler 2020 Development Corp. Transfer of Cheakamus Crossing Employee Affordable Housing Reserve Agreement

SUMMARY

The 2024 CCAEH Amendment Agreement, attached as Appendix A, builds on the success of the 2023 CCAEH Agreement by providing clarity for the CCP2 Lot 5 siteworks and expected transfer dates for the existing WDC distribution payable, and the CCAEH Transferred Funds outlined in the 2023 CCAEH Transfer Agreement. This report seeks Council direction to execute the draft 2024 CCAEH Amendment Agreement.

SIGN-OFFS

Written by:

Carlee Price,
Chief Financial Officer

Ted Battiston,
General Manager of Corporate Services
and Public Safety

Reviewed by:

Pauline Lysaght,
Manager of Legislative Services/ Corporate
Officer

Virginia Cullen,
Chief Administrative Officer

**2024 WHISTLER 2020 DEVELOPMENT CORP
TRANSFER OF CHEAKAMUS CROSSING EMPLOYEE AFFORDABLE HOUSING RESERVE
AMENDMENT**

THIS RESERVE TRANSFER AMENDMENT AGREEMENT (the “**Amendment**”) dated for reference the 1st day of April, 2024 is between:

RESORT MUNICIPALITY OF WHISTLER, a municipal corporation continued under the *Resort Municipality of Whistler Act* and having an address of 4325 Blackcomb Way, Whistler, B.C. V8E 0X5 (the “**RMOW**”)

AND

WHISTLER 2020 DEVELOPMENT CORP., a wholly owned corporation of the RMOW, duly incorporated pursuant to the *Business Corporations Act* and having an address of P.O. Box 278 Whistler, B.C. V0N 1B0 (“**WDC**”)

WHEREAS:

- A. RMOW and WDC entered into the Whistler 2020 Development Corp Transfer of Cheakamus Crossing Employee Affordable Housing Reserve Funds Agreement (the “**Agreement**”) dated the 23rd day of June 2023, in order to record their agreement with respect to the transfer of Available Funds by WDC to RMOW as contributions to the CCAEH Reserve, and the transfer by RMOW to WDC of CCAEH Reserve funds for investment in the deliverables contemplated in the Cheakamus Crossing Phase 2, Lot 2 Project Plan presented by WDC to RMOW Council;
- B. RMOW and WDC wish to amend the Agreement to allow CCAEH Reserve funds to be invested into the deliverables contemplated in the Cheakamus Crossing Phase 2, Lot 5 Project Plan presented by WDC to RMOW Council; and
- C. Any capitalized term used in this Amendment that is neither defined herein nor a proper noun will have the meaning given to it in the Agreement.

NOW THEREFORE in consideration of the promises, grants, covenants and agreements herein (the receipt and sufficiency of which consideration are hereby acknowledged), the parties covenant and agree as follows:

1. In this Amendment unless something in the subject matter or context is inconsistent therewith, the capitalized terms herein will have the meanings set out below:
 - a) “**Lot 2A**” means the lands legally described as Parcel Identifier: 031-880-495, LOT A DISTRICT LOT 8073 GROUP 1 NEW WESTMINSTER DISTRICT PLAN EPP125575;
 - b) “**Lot 2B**” means the lands legally described as Parcel Identifier: 031-880-509, LOT B DISTRICT LOT 8073 GROUP 1 NEW WESTMINSTER DISTRICT PLAN EPP125575;
 - c) “**Lot 5**” means the lands currently legally described as Parcel Identifier: 031-508-545, LOT 5 DISTRICT LOT 8073, GROUP 1, NEW WESTMINSTER DISTRICT PLAN EPP11931; and

- d) **“Lot 5 Development”** means a housing development on Lot 5 comprising an employee-restricted apartment building generally in accordance with the Lot 5 Project Plan;
- e) **“Lot 5 Project Plan”** means the “Lot 5 Project Plan” dated November 28, 2023 and presented to and endorsed by the RMOW’s Council at the December 19, 2023 Regular Council Meeting;

2. Recital F of the Agreement is amended as follows:

F. The remaining cumulative profit at December 31, 2022 will not be demanded for transfer into the CCAEH Reserve prior to **January 31, 2025**;

3. Section 3 of the Agreement is amended to include new sections 3.1 – 3.4 as follows:

3.1 Notwithstanding the provisions of the Agreement, WDC may retain the CCAEH Reserve funds transferred by the RMOW to WDC pursuant to section 3 of the Agreement (the **“Transferred Reserve Funds”**) for use as:

- a) working capital required to carry out the Lot 5 Development, and
- b) to satisfy its obligations in its capacity as development and construction manager for the ongoing developments on Lot 2A and Lot 2B.

3.2 WDC agrees to repay the RMOW forty per cent (40%) of the Transferred Reserve Funds no later than fifteen days after the Whistler Housing Authority Ltd. executes payment on the first draw associated with the development and construction services agreement anticipated to be signed between the WDC and the WHA for Lot 5.

3.3 WDC will repay to RMOW the remainder of the Transferred Reserve Funds on or before the later of

- a) December 31, 2025; and
- b) the date that is 60 days after substantial completion of the Lot 5 Development; as certified in writing by the architect therefor.

3.4 Consistent with the CLB, the amounts paid by WDC to RMOW pursuant to the new Sections 3.2 – 3.3 will be to the credit of the CCAEH Reserve and held until required to support Affordable Resident Employee Housing (as defined in the CLB) and consistent with the CCAEH Reserve Bylaw.

4 All other terms and conditions of the Agreement remain in effect.

IN WITNESS WHEREOF the RMOW and WDC have executed the 2024 Whistler 2020 Development Corp Transfer of Cheakamus Crossing Employee Affordable Housing Reserve Amendment as of the date indicated below.

Dated as of this ____ day of _____ 2024.

RESORT MUNICIPALITY OF WHISTLER)
 By its authorised signatories:)
)
 _____)
)

_____)
)
)
)

Dated as of this ____ day of _____, 2024.

WHISTLER 2020 DEVELOPMENT CORP.)

By its authorised signatories:)

_____)
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DRAFT

**WHISTLER 2020 DEVELOPMENT CORP
TRANSFER OF CHEAKAMUS CROSSING EMPLOYEE AFFORDABLE HOUSING
RESERVE FUNDS AGREEMENT**

THIS AGREEMENT is made as of the 23 day of June 2023.

BETWEEN: RESORT MUNICIPALITY OF WHISTLER

4325 Blackcomb Way
Whistler, BC, V8E OX5
("RMOW")

AND: WHISTLER 2020 DEVELOPMENT CORP

1616-808 Nelson Street, Box 12147 Nelson Square
Vancouver, BC, V6Z 2H2
("WDC")

WHEREAS:

- A. The RMOW is the local government and is responsible for the development and execution of programs, policies, and projects to ensure that Whistler is a vibrant and sustainable resort community in general, and in particular delivers ongoing management and execution of key community initiatives;
- B. WDC is a British Columbia corporation, wholly owned by the RMOW. WDC is responsible to provide, as a service on behalf of the RMOW, the design, financing, development, construction of employee restricted housing, market housing and ancillary uses all as defined in various agreements between the parties including the Community Land Bank Agreement, as amended (the "CLB") with the Province of British Columbia (the "Province");
- C. CLB requires proceeds from the sale of market housing on land which has previously been transferred to the RMOW under the CLB (the "CLB Lands") to be transferred into a reserve held by RMOW for the sole purpose of acquiring land for, or designing, constructing, financing, operating, maintaining, repairing, or replacing Affordable Resident Employee Housing (as that term is defined in the CLB) on any portion of the CLB Lands, and, accordingly, the RMOW established, by bylaw, the Cheakamus Crossing Affordable Employee Housing Reserve ("CCA EH Reserve");
- D. Since 2020, WDC has been developing lots on the remainder of Block A of the CLB lands (the "Phase 2 Lands"). To date, such development has resulted in the subdivision and sale of 22 of 23 market bare-land strata lots, the construction and sale of 100 employee restricted housing units in two buildings, and further development work on the remainder of Block A of the CLB Lands;
- E. As of December 31, 2022, WDC had accounted for \$18,329,130 of cumulative profits.

Cumulative profits accounted for at December 31, 2022, was reported in the financial statements of WDC as a "Distribution Payable". The RMOW and WDC have agreed that, as at June 15, 2023, approximately \$11,000,000 of such cumulative profits constituted the available funds to be transferred to the CCAEH Reserve ("**Available Funds**") and the remainder of such cumulative profits has been re-invested in development work on the remainder of Block A of the CLB lands.

- F. The remaining cumulative profit at December 31, 2022 will not be demanded for transfer into the CCAEH Reserve prior to December 31, 2024;
- G. Additional profits generated subsequent to December 31, 2022 recorded in respect of the parcels formerly legally described as Lots 1 and 4, Plan EPP111931, will only be available for future transfer to the CCAEH Reserve when any of the parcels in respect of which such profits are currently invested (being Lots 2, 3, 4, 5 and 6), Plan EPP111931, are monetized, and are therefore not addressed by this Agreement;
- H. WDC has agreed to transfer the Available Funds into the CCAEH Reserve, as required under the CLB reserve obligation;
- I. RMOW has agreed to transfer all amounts received from WDC under this Agreement, less \$1,500,000, from the CCAEH Reserve to WDC to invest in the Phase 2, Lot 2 Project Plan deliverables, and
- J. RMOW and WDC wish to enter into this Agreement to set out the calculation and timing to transfer cumulative profits of WDC as at December 31, 2022 for transfer into the CCAEH Reserve, the transfer of funds from the CCAEH Reserve to WDC and such other terms and conditions as agreed upon by the parties.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties, intending to be legally bound, agree as follows:

CCAEH TRANSFERS

1. WDC shall transfer the Available Funds to the RMOW by electronic transfer on a date to be mutually agreed by the parties, but no later than Jun 30, 2023 (the "**Transfer Date**").
2. The RMOW will account for the Available Funds received as a contribution into the CCAEH Reserve.
3. Within five days after receipt by RMOW of contributions into the CCAEH Reserve from WDC pursuant to Section 1, the RMOW will transfer all such contributions, less \$1,500,000, from the CCAEH Reserve to WDC.

GENERAL PROVISIONS

4. Any notice required or permitted to be given hereunder or for the purposes hereof to any party shall be sufficiently given if delivered or if transmitted by email to such party as follows:

to the RMOW, at:

Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, BC, V8E 0X5
Attention: Chief Administrative Officer
Email: vcullen@whistler.ca

with a copy to:

Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, BC, V8E 0X5 Attention: Corporate
Officer
Email: corporate@whistler.ca

to the WDC, at:

Whistler 2020 Development Corp
1616-808 Nelson Street, Box 12147
Vancouver, BC, V6Z 2H2
Attention: President
Email: emartin@ledmac.com

with a copy to:

Whistler 2020 Development Corp
1616-808 Nelson Street, Box 12147
Vancouver, BC, V6Z 2H2
Attention: Treasurer
Email: kenroggeman@gmail.com

or at such other address or addresses as the party to whom such notice is to be given shall have last notified the party giving the same in the manner provided in this section.

5. Any notice required or permitted to be given hereunder or for the purposes hereof to any party shall be sufficiently given if delivered or if transmitted by email to such party.
6. For greater certainty, this Agreement is not intended to modify, alter, or amend the terms of any existing agreements between the RMOW and the WDC.
7. The parties represent that they have all necessary power and authority to enter into this Agreement and to perform its obligations hereunder and the performance by each party of its obligations hereunder have been duly authorized by necessary corporate or municipal actions and the parties intend that the other parties are entitled to rely on these representations and warranties.
8. The parties may not assign any of its rights or obligations under this Agreement without the express written consent of the other party.
9. This Agreement may be amended only by a written document signed by both parties.
10. Time is of the essence in this Agreement.
11. The headings of the various sections and subsections of this Agreement are used for convenience of reference only and shall not modify, define, or limit any of the provisions hereof.
12. No waiver of any of the provisions of this Agreement shall be deemed to or shall constitute a waiver of any other provisions nor shall such waiver constitute a continuing waiver unless otherwise expressly provided. If any provisions or portions thereof of this Agreement shall to any extent be held to be invalid or unenforceable, the remainder of this Agreement or the application of such provisions or portions thereof shall not be affected thereby and each provision of this Agreement shall be valid and enforceable to the fullest extent permitted by the law as the intent of the parties can be maintained.
13. This Agreement may be executed in counterparts, including execution by facsimile and each counterpart when so executed will be deemed an original and all such counterparts will constitute the same document.

SIGNED by the parties as of the date identified on the first page hereof:

RESORT MUNICIPALITY OF WHISTLER)

By its authorized signatories:)


_____)

Virginia Cullen,
Chief Administrative Officer)


_____)

Carlee Price,
Director of Finance)

PAULINE LYSAGHT
CORPORATE OFFICER)

WHISTLER 2020 DEVELOPMENT)

CORP By its authorized signatory:)


_____)

ERIC MARTIN
PRESIDENT

STAFF REPORT TO COUNCIL

PRESENTED: April 23, 2024 **REPORT:** 24-044
FROM: Legislative Services **FILE:** 1850-20-2024
SUBJECT: 2024 COMMUNITY ENRICHMENT PROGRAM GRANT FUNDING REPORT

RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Corporate Services and Public Safety be endorsed.

RECOMMENDATION(S)

That Council approve the 2024 Community Enrichment Program (CEP) grants, which are funded from the general operating revenue, and direct staff to take all steps to provide the CEP grants to the organizations as outlined in the table below:

No	Organization name	Funding amount	Funding allocation
1	Axeman Rugby Club	\$2,400	Coaching and administration cost for Whistler Secondary and Elementary School outreach programs.

That Council approve the 2024 CEP grants, which are funded from the general operating revenue, and direct staff to take all steps to provide the CEP grants to the organizations as outlined in the table below:

No	Organization name	Funding amount	Funding allocation
2	Whistler Youth Soccer Club	\$6,000	House Team coaching wages and tournament fees.
3	Whistler Slo Pitch Association	\$2,000	Purchase of helmets.
4	Whistler Youth Baseball Club	\$1,200	Purchase of equipment.

That Council approve the 2024 CEP grants, which are funded from the general operating revenue, and direct staff to take all steps to provide the CEP grants to the organizations as outlined in the table below:

No	Organization name	Funding amount	Funding allocation
5	BC Luge Association	\$1,100	Purchase of jackets for the athletes.
6	Whistler Sport Legacies Society	\$5,000	Payment of coaches' wages and two spots for Multi Sport summer camp.
7	Whistler Blackcomb Freestyle Ski Club	\$4,625	Coach Development.

That Council approve the 2024 CEP grants, which are funded from the general operating revenue, and direct staff to take all steps to provide the CEP grants to the organizations as outlined in the table below:

No	Organization name	Funding amount	Funding allocation
8	PearlSpace Support Services Society - PEACE	\$9,000	PEACE Program.
9	PearlSpace Support Services Society - Whistler Drop-in Centre	\$15,000	Parent-Tot Drop-in Program.
10	Pathways Serious Mental Illness Society	\$5,000	Coordination and oversight of program materials, supplies and promotion.
11	The Crisis Intervention and Suicide Prevention Centre of BC	\$5,000	Five TALK sessions in Whistler.
12	Sea to Sky Community Services Society	\$5,000	Whistler Playgroup program facilitator wages.
13	Whistler Community Services Society	\$25,000	Access to counselling services for Whistler community members.
14	Whistler Mature Action Community (MAC)	\$2,000	MAC sessions and seminar series.
15	Whistler Multicultural Society - Multicultural Community Kitchen	\$5,000	Community Kitchen program.
16	Whistler Multicultural Society - Resilience Whistler	\$4,000	Resilience Whistler program.
17	Zero Ceiling Society of Canada - Work 2 Live Program	\$2,000	50% of the alumni crisis response emergency support program.
18	Whistler Farmers Market	\$4,000	Sustainability and First Nations reconciliation (50% of both programs).
19	Whistler Independent Supported Housing Society	\$2,000	Enhancement of organizational visibility within the community.
20	Association of Whistler Area Residents for the Environment	\$5,500	\$5,000 for the GROW program and \$500 to support the Keela Annual Subscription.
21	Whistler Naturalists - BioBlitz	\$3,500	BioBlitz - with a focus on youth programs.
22	Whistler Naturalists - Fungus Among Us	\$3,500	Fungus Among Us - with a focus on youth programs.
23	Whistler Naturalists - Bird Studies	\$1,000	Bird Studies program.
24	Sea to Sky Nordics	\$4,000	\$3,000 purchase of equipment for Biathlon programs. \$1,000 Indigenous programs and reconciliation.
25	Whistler Adaptive Sports Program Society	\$7,500	Bursaries.
26	Whistler Gymnastics Club	\$3,060	Purchase of new gym floor plywood.
27	Whistler Mountain Ski Club	\$2,300	NCCP courses and cross training with Canadian Ski Instructors courses. Para Coaching Module fees.
28	Whistler Nordics Ski Club	\$4,000	Coaching and cross-country ski program administration.
29	Whistler Sailing Association	\$4,300	Purchase of new jibs for existing fleet.
30	Whistler Sea Wolves Swim Club	\$2,500	Accounting and administrative costs, training equipment and junior coaching program expenses.

31	Whistler Skating Club	\$5,000	\$250/coach for Ice Summit registration. \$300 for CanSkate supplies. 50% for coach certification (National Coaching Certification Program). \$1,000 for coaching.
32	Whistler Field Hockey Club	\$1,700	Purchase of equipment.
33	Whistler Wolves Rugby League Football Club	\$1,500	Transportation to away games.
34	Yoga Buggy	\$1,500	Yoga classes for kids and their families.
35	The Point Artist-Run Centre Society	\$4,000	50% of the summer concert cost. 50% for the grant writer's fee.
36	The Whistler Writing Society	\$3,000	Honorarium payment for guest author during Whistler Writers Festival.
37	Whistler Singers	\$2,000	Purchase of a choral riser.
38	Whistler Valley Quilters' Guild Society	\$2,000	Supplies and instructor fee for a two-day quilter workshop.
39	Whistler Chamber Music Society	\$2,000	Performance fees during Whistler Chamber Music Society concerts.

PURPOSE OF REPORT

The purpose of this report is to request that Council approve the 2024 Community Enrichment Program (CEP) grant amounts listed in the recommendations above.

Information Report

Administrative Report (Decision or Direction)

DISCUSSION

Background

Each year, the Resort Municipality of Whistler (RMOW) financially supports local not-for-profit organizations or societies that support and benefit the Whistler Community through the CEP.

Council Policy A-7: Community Enrichment Program (CEP Policy), attached as Appendix A, outlines the rules for awarding grants. The most important provisions from the CEP Policy are as follows:

- Applicants must operate in one of the following categories: Environment, Community and Social Services, Recreation and Sport or Arts and Culture.
- Applicants must be a registered society or charity.
- Grant amount cannot exceed 50 per cent of the program budget.

Approval of a funding application in any year does not guarantee approval in subsequent years.

The CEP Policy was updated in January 2024 with the following changes and additions:

- CEP applicants should outline any activities undertaken to engage in Truth and Reconciliation with the Lílwat and/or Squamish Nations.
- Youth sporting organizations receive funding based on the number of youth participating in the program to provide consistent funding across all community sporting groups.
- Presentations at the Committee of the Whole Meeting (COTW) are one minute per application.
- Applicants who receive fee for service funding from the RMOW are not eligible for CEP.

Analysis

In 2024, the RMOW received 39 CEP applications from 35 organizations, requesting a total of \$288,572. As in previous years, the total amount requested far exceeded the amount available in the CEP budget. The 2024 CEP budget amount is \$180,504, representing 0.182 per cent of the total RMOW operating budget. Within the CEP budget, a minimum of \$6,000 is allocated for scholarships that are awarded to Whistler Secondary School graduating students.

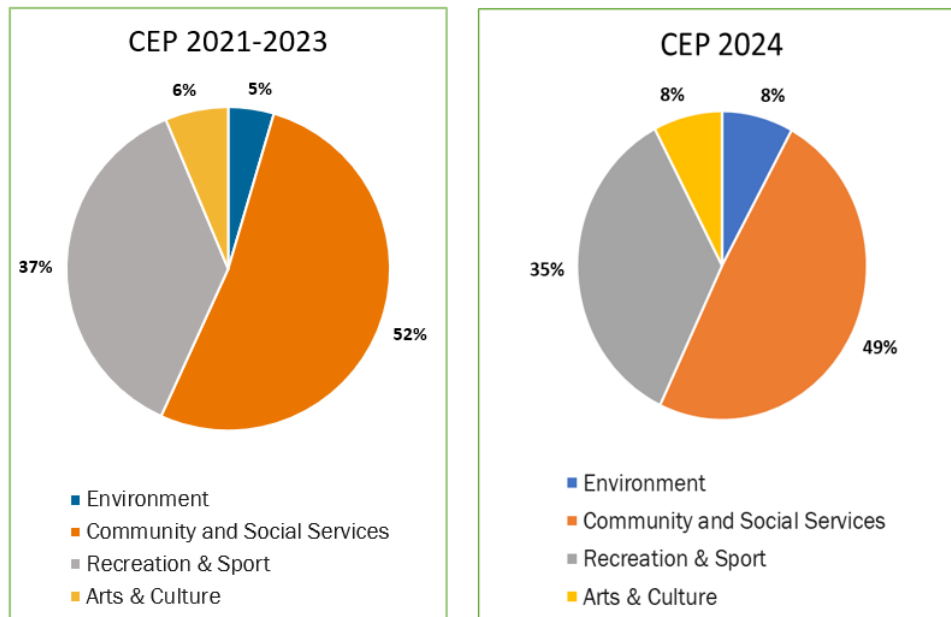
Council received copies of all the applications, and the applicants made presentations to Council during the [COTW](#) on March 5, 2024.

The RMOW Staff Advisory Group’s (SAG) evaluated the applications based on several factors including:

- Total number of active members;
- Total number of Whistler residents/members;
- For sporting organizations, number of youth participants;
- Other RMOW contributions, including:
 - Permissive Tax Exemptions 2023;
 - Value In Kind support;
 - Lease Agreements with RMOW;
 - Other funds from various RMOW Departments; and
- Other existing funding and grant applications.

Based on all the information presented, staff are recommending the grant amounts as listed above for the described purposes.

The distribution of the CEP funds has remained quite consistent from 2021 through to 2024. The Community and Social Services category receives the largest funding amount, followed by Recreations and Sport, Arts and Culture, and Environment, as represented by the charts below:



POLICY CONSIDERATIONS

Relevant Council Authority/Previous Decisions

The CEP grants are based on the following policy and legal establishment:

- CEP Policy; and
- *Community Charter*: Council may provide CEP funding to any not-for-profit organization or society pursuant to Section 8(2). “A municipality may provide any service that the council considers necessary or desirable and may do this directly or through another public authority or another person or organization”.

Applicants delivered a presentation to Council at the March 5, 2024 [COTW](#).

2023-2026 Strategic Plan

The 2023-2026 Strategic Plan outlines the high-level direction of the RMOW to help shape community progress during this term of Council. The Strategic Plan contains four priority areas with various associated initiatives that support them. This section identifies how this report links to the Strategic Plan.

Strategic Priorities

Housing

Expedite the delivery of and longer-term planning for employee housing

Climate Action

Mobilize municipal resources toward the implementation of the Big Moves Climate Action Plan

Community Engagement

Strive to connect locals to each other and to the RMOW

Smart Tourism

Preserve and protect Whistler’s unique culture, natural assets and infrastructure

Not Applicable

Aligns with core municipal work that falls outside the strategic priorities but improves, maintains, updates and/or protects existing and essential community infrastructure or programs

Community Vision and Official Community Plan

The Official Community Plan (OCP) is the RMOW's most important guiding document that sets the community vision and long-term community direction. This section identifies how this report applies to the OCP.

The OCP’s vision statement emphasizes that Whistler is a place where our community thrives. Through funding provided to organizations benefiting the RMOW, the CEP contributes to moving Whistler society in that direction. The CEP aligns with several of the goals, policies and objectives in the OCP given that CEP applicants must operate within one of the following categories: Community and Social Services, Environment, Recreation and Sport, or Arts and Culture. This alignment is evident in the following chapters:

Chapter 8 (Health, Safety and Wellbeing) focuses on ensuring that Whistler has strong community connections and social fabric. The following objectives are supported through provision of funding to the various community services organizations:

Objective 8.10.1 – Promote initiatives for youth and young adults that support their developmental needs, health, well-being and social connections.

Policy 8.10.1.1 - Encourage services, programs and facilities in Whistler that support the *health* and social needs of youth and young adults, including programs with a focus on mental health and education about substance use and abuse.

Objective 8.10.2 – Promote initiatives for senior that support their health, well-being and ability to be a valued part of the community.

Policy 8.10.2.1 - Encourage services, programs and facilities that support the health and social needs of seniors, with a focus on cultural and recreational opportunities and social programs tailored to the needs of Whistler’s seniors.

Chapter 9 (Learning, Culture and Recreation) focuses on outdoor and indoor recreation and programs. The following goal, and supporting objective, is reinforced by provision of CEP funding to the recreation organizations:

Objective 9.6 - Continue to work collaboratively with partner organizations to provide quality recreation and leisure amenities and experiences.

Policy 9.6.2 - Non-profit third-party recreations service providers thrive, complement resort offerings and contribute to the social well-being of residents and visitors.

In addition, the following objective, and associated policy, are supported through the provision of funding to arts and culture organizations:

Objective 9.2.2 - Increase opportunities for education, participation and enjoyment of Arts, Nature and Heritage for residents and visitors.

Policy 9.2.2.1 - Support non-profit and private sector efforts to increase opportunities for individuals to learn about and participate in Arts, Nature and Heritage.

BUDGET CONSIDERATIONS

The CEP budget is a percentage of the total RMOW operating budget (0.182 per cent) which remained the same in 2024. This year the CEP budget is \$180,504.

Costs to administer the CEP Program are included in the Legislative Services budget.

LÍLWAT NATION & SQUAMISH NATION CONSIDERATIONS

The RMOW is committed to working with the Lílwat People, known in their language as *L'il'wat7úl* and the Squamish People, known in their language as the *Skwxwú7mesh Úxwumixw* to: create an enduring relationship; establish collaborative processes for Crown land planning; achieve mutual objectives; and enable participation in Whistler’s resort economy.

The CEP Policy requires applicants to outline how their programs engage with the Lílwat Nation and/or the Squamish Nation. This question was added to the CEP Application Form in 2024 and reads as follows: “how has your organization addressed truth and reconciliation with Indigenous Nations?” Organizations have addressed question regarding their engagement with First Nations. Notable examples include:

PearlSpace Support Services Society - In January of 2024, PearlSpace and Stqaka7stumc Lílwat Transition House came together to participate in the Reducing Barrier Supporting Women with Varying

Levels of Mental Wellness & Substance Use facilitated by the BC Society of Transition Houses at the Squamish Lílwat Cultural Centre (SLCC). In February 2024 staff participated in Decolonization training to ensure the safety and participation of Indigenous People and People of Color in difficult conversations and topic matter to recognize, support and respect the emotional labor that Indigenous People put into helping non-Indigenous people to understand colonization and reconciliation.

Zero Ceiling Society of Canada - The organization created “Zero Ceiling Auntie” role. “Auntie” is an Indigenous elder from a nearby First Nation who gives maternal unconditional love, guidance, and cultural support to program participants and staff. Moreover, Zero Ceiling holds monthly J.E.D.I (Justice, Equity, Decolonization, Inclusion) meetings where they talk about inclusion and reconciliation.

Whistler Farmers Market - First Nations vendors are present at the market selling their products. Whistler Farmers Market are actively reviewing their application process to minimize barriers to allow more Indigenous vendors to participate in the market.

Whistler Naturalists - Delivers presentations on environmental protection to Xet'ólacw Community School in Mount Currie, fostering connections with youth and educators from the Lílwat Nation.

Sea to Sky Nordics - Will provide access to Laser rifles that can be used for safe introduction to biathlon with the help of Biathlon Canada. The organization aims to implement a school laser rifle demonstration project across the Sea to Sky region, which will involve Lílwat (Mount Currie).

Many other organizations provide land acknowledgments on their websites, social media platforms and in email signatures. Furthermore, they acknowledge National Day for Truth and Reconciliation on social media platforms and promote SLCC events and activities.

COMMUNITY ENGAGEMENT

Level of community engagement commitment for this project:

Inform Consult Involve Collaborate Empower

The whistler.ca/cep website serves as the primary communication platform for the CEP. This website features a calendar with essential dates and timetables related to the CEP. The CEP Policy can also be found on the website, alongside the 2024 CEP application package. Each year, after the Council adopts grant allocations, the successful applicants are displayed on the website along with the funding amounts awarded to them.

Notices for the 2024 CEP application period were placed three times in the Pique Newsmagazine. In addition, courtesy emails and phone calls were made to all organizations that had applied for CEP funding in the preceding two years.

To notify the Whistler community about the CEP grants, a notice will be published in the Pique Newsmagazine with the organization names and grant amounts. Additionally, this information will also be available on the whistler.ca/cep website.

Organizations that receive more than \$10,000 are required to write a press release and distribute it to local media, post it on that organization's website, and share it on their social media platforms. The press release should outline the project supported by the CEP Funding and acknowledge the RMOW's contribution. Many organizations receiving less than \$10,000 also acknowledge the RMOW's support and inform the community about their programs.

REFERENCES

Appendix A - *Council Policy A-7: Community Enrichment Program*

SUMMARY

Through the CEP, the RMOW annually provides grants to local not-for-profit organizations or societies. In 2024, 35 organizations requested support for 39 different programs.

This report seeks approval of the recommended funding, which is based on applications, presentations from each applicant organization, and recommendations from the RMOW Staff Advisory Group.

SIGN-OFFS

Written by:

Ela Jedrasiak,
Administrative Assistant,
Legislative Services

Reviewed by:

Pauline Lysaght,
Manager of Legislative Services/ Corporate
Officer

Ted Battiston,
General Manager of Corporate Services and
Public Safety

Virginia Cullen,
Chief Administrative Officer



COUNCIL POLICY

POLICY NUMBER: A-7

DATE OF RESOLUTION: DECEMBER 6, 2004

AMENDED: JANUARY 22, 2007, JANUARY

26, 2016, JANUARY 23, 2018, DECEMBER 7, 2021,

January 23, 2024

COMMUNITY ENRICHMENT PROGRAM

1.0 General Requirements:

- 1.1 The Community Enrichment Program (CEP) (CEP) will provide funding to non-profit organizations and societies based within the Resort Municipality of Whistler (RMOW) that are considered by Council to be contributing to the general interest and advantage of the Whistler community.
- 1.2 Funding is issued on an annual basis and is subject to the availability of funds in the RMOW's current year's budget.
- 1.3 Approval of a funding application in any given year does not guarantee that funding will be granted in any subsequent year.
- 1.4 To be eligible for CEP funding, the applicant must operate in one of the following categories: Environment, Social Services, Community Service, Recreation and Sport, or Arts and Culture.
- 1.5 Applicants who have entered into fee for service agreements with the RMOW are not eligible for CEP funding in the same year.
- 1.6 Applicants should include in their application form any activities undertaken to engage in Truth and Reconciliation with the Lilwat Nation and/or the Squamish Nation.
- 1.7 Applicants should include in their application form initiatives undertaken to further current Council Priorities.
- 1.8 Funding under the CEP will not be approved for special events, including one-time events.
- 1.9 For sports-based organizations, the funding will be based on the number of verified youth participants in the program and will be consistent for all sports organizations. Council will have the discretion to apply additional funding for one-time funding requests.

2.0 Applying for CEP Funding:

2.1 All applications are to be submitted to:

Legislative Services Department
(Community Enrichment Program)
Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, BC, V8E 0X5
corporate@whistler.ca
Tel: 604-935-8117

2.2 The CEP application period opens January 25 (or next business day) of each year.

2.3 CEP Grant Application Forms must be received by 4 p.m. on February 15 (or next business day) of each year. No late submissions will be considered after the deadline.

2.4 Applicants must submit their application on the Grant Application Form. All questions on the application form must be answered or have included a written reason for incomplete answers. Applicants are not to submit any documentation that has not been expressly requested in the application form.

2.5 Applicants must provide a brief verbal presentation (one minute) of their application at a future scheduled Committee of the Whole Council Meeting. Legislative Services Department staff will provide applicants with the date and specifics on the presentation requirements.

2.6 Applicants must be a registered society or charity and must provide evidence of the same by attaching proof of registered not-for-profit society status or registered charity status.

2.7 Applicants must raise a minimum of 50 per cent of their annual budget from other sources beyond CEP funding.

2.8 Applicants must ensure the accuracy of their organization's contact information and update the Legislative Services Department of any changes.

2.9 Applicants must provide their most recent audited or unaudited financial statements.

2.10 Applicants must provide an itemized budget for their project, or an operating budget, to disclose how the grant will be spent. Salaries, rent, physical assets etc. must be specifically identified.

2.11 CEP Grant funding is not available to rent municipal facilities.

2.12 All approved funding will be issued to successful CEP grant recipients no later than April 30 each year.

2.13 Non-compliance with any part of this CEP Policy may disqualify the applicant from current or future grant funding.

2.14 Under special conditions, Council shall have the discretion to exempt any of the above terms.

3.0 Reporting to the RMOW:

3.1 All grant recipients must complete a Grant Reporting Form and submit it to the Legislative Services Department by 4 p.m., December 1 (or next business day) of the year that the grant was awarded.

3.2 Grant Reporting Forms must be completed, and all accompanying documentation must be submitted by the stated due date and time; failure to do so may result in ineligibility for CEP Grant funds for the next granting cycle (one year).

3.3 Organizations that received \$10,000 or less in CEP Grant funding must:

3.3.1 Complete the prescribed Grant Reporting Form and send it to the attention of the Legislative Services Department at the contact information set out on the Grant Reporting Form.

3.3.2 Include a financial breakdown of how CEP grant monies were spent.

3.3.3 Include copies of receipts pertaining to how CEP grant monies were spent (not to be included in the final report to Council, for verification purposes only).

3.4 Organizations that received \$10,000 or more must:

3.4.1 Complete the prescribed Grant Reporting Form and send it to the attention of the Legislative Services Department.

3.4.2 Write a press release and distribute to local media, post to the organization's website and on their social media platforms (where applicable) that outlines the project supported by the CEP Funding and acknowledge the RMOW's contribution and provide copies of the release to the Legislative Services Department.

3.4.3 Include a financial breakdown of how CEP grant monies were spent.

3.4.4 Include copies of receipts pertaining to how CEP Grant funding was spent (not to be included in the final Council Report, for verification purposes only).

3.4.5 Make a short presentation (up to 5 minutes) to Council at a Regular Council Meeting outlining to Council and senior staff how the CEP Grant funding was utilized. Legislative Services will provide recipients with details on the presentation Requirements:

3.4.5.1 Inform the Legislative Services Department of the name(s) of those presenting by 4 p.m., December 1, (or next business day).

3.4.5.2 Provide copies of all presentation materials (speeches, speaking notes, PowerPoint presentations) to the Legislative Services Department by 4 p.m., December 1, (or next business day).

4.0 Whistler Secondary School Scholarships:

4.1 As part of the yearly CEP Grant Budget, Council will award up to six \$1,000 scholarships to six students who are graduating from Whistler Secondary School in the current year. Council may award further scholarships or increase the amount of the scholarships if there is funding available in the CEP budget for the current year.

4.2 The Scholarship Committee of Whistler Secondary School will put forward to Council all applications, along with a list of their top ten recommendations with their rationale, included in confidence, and Council will make the selections based on the following criteria:

4.2.1 Strong academic performance: the student must achieve a “B” average or high. Whistler Secondary School must attach a confirmation letter that each student applying for the scholarship meets the academic requirements.

4.2.2 Demonstrated school and volunteer or community involvement: students should indicate on their application form any extra-curricular activities and community or volunteer involvement; and

4.2.3 Recommendation letters to demonstrate community or volunteer involvement

4.3 Preference will be given to those identifying financial need: if applicable, students should identify financial need on their application form and include any initiatives taken to help offset post-secondary costs (e.g., summer and/or part-time employment, etc.) Any such information will be held in strict confidence.

4.4 Process and timeline:

4.4.1 Whistler Secondary School will provide the application forms to the students.

4.4.2 Whistler Secondary School Scholarship Committee will submit their recommendations, including applications, to the Legislative Services Department no later than April 30 (or next business day) each year.

4.4.3 Council will select the recipients at a Council Meeting in May.

4.4.4 The selected recipients will receive their scholarships in June.

4.4.5 Whistler Secondary School Scholarship Committee will provide the Legislative Services Department with confirmation that all scholarship recipients have enrolled in a full-time post-secondary program within two years of being awarded the scholarship.

4.5 In the case that a student who was awarded a scholarship does not continue to post-secondary education within two years, the scholarship funds will be returned to the RMOW and added to the available funds for the next scholarship intake period.

Certified Correct:

Signed Original on File

Pauline Lysaght
Corporate Officer

RESORT MUNICIPALITY OF WHISTLER

PROPERTY AND PARCEL TAX RATES BYLAW NO. 2443, 2024

A BYLAW FOR THE LEVYING OF TAX RATES FOR THE YEAR 2024

WHEREAS pursuant to Section 197 of the *Community Charter*, a council must, by bylaw, impose property value taxes for the year to raise revenue for municipal purposes as outlined in the financial plan and to meet its taxing obligations in relation to another local government or other public body; and

WHEREAS pursuant to Section 200 of the *Community Charter*, the Municipality may impose a parcel tax to provide all or part of the funding for the cost of municipal works and services.

NOW THEREFORE the Council of the Resort Municipality of Whistler (Municipality), in open meeting assembled, **ENACTS AS FOLLOWS:**

CITATION

1. This Bylaw may be cited for all purposes as "Property and Parcel Tax Rates Bylaw No. 2443, 2024"

DEFINITIONS

2. In this Bylaw,

"Sewer Benefitting Area" means that area of land within the Municipality which benefits or will benefit from the trunk sewer mains and sewage disposal facilities of the RMOW.

"Parcel" means a parcel of real property in the Water Benefitting Area and/or Sewer Benefitting Area and includes a strata lot.

"Water Benefitting Area" means that area of land within the Municipality which benefits or will benefit from the trunk water mains and water supply systems of the RMOW.

PROPERTY TAX RATES

3. The following property tax rates are hereby imposed and levied for the year 2024:
 - a) For all lawful general purposes of the Municipality on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in column A of the Schedule A attached to and forming part of this Bylaw.
 - b) For Hospital purposes on the assessed value of land and improvements taxable for regional hospital district purposes, rates appearing in column B of the Schedule A attached to and forming part of this Bylaw.

- c) For purposes of the Squamish-Lillooet Regional District on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in column C of the Schedule A attached to and forming part of this Bylaw.

WATER PARCEL TAX

- 4. Imposed in the Water Benefitting Area, on each Parcel with a boundary within one hundred (100) meters of any part of a trunk water main, and for which there is access permitting installation and maintenance of a connecting water line between the Parcel and the trunk water main.
- 5. A charge of three hundred, seventeen dollars and forty-nine cents (\$317.49) for each Parcel is hereby imposed for the year 2024.

SEWER PARCEL TAX

- 6. Imposed in the Sewer Benefitting Area, on each Parcel with a boundary within one hundred (100) meters of any part of a trunk sewer main, and for which there is access permitting installation and maintenance of a connecting sewer line or holding tank between the Parcel and the trunk sewer main.
- 7. A charge of three hundred, twenty-seven dollars and ninety-six cents (\$327.96) for each Parcel is hereby imposed for the year 2024.

GIVEN FIRST, SECOND and THIRD READINGS this ___ day of ____, 2024.

ADOPTED this ___ day of ____, 2024.

Jack Crompton,
Mayor

Pauline Lysaght,
Corporate Officer

I HEREBY CERTIFY that this is a true copy of "Property and Parcel Tax Rates Bylaw No. 2443, 2024".

PROPERTY AND PARCEL TAX RATES BYLAW NO. 2443, 2024

SCHEDULE A

Property Class		<i>Column A</i>	<i>Column B</i>	<i>Column C</i>
		General Municipal Tax Rate	Hospital District Requisition Rate	Regional District Requisition Rate
01	Residential	1.3809	0.0292	0.0533
02	Utility	27.6756	0.1022	1.0682
05	Industrial	6.2101	0.0993	0.2397
06	Business / Other	6.6163	0.0715	0.2554
08	Recreation	8.4323	0.0292	0.3255

RESORT MUNICIPALITY OF WHISTLER

WATER USER FEE AND REGULATION AMENDMENT BYLAW (2024 RATES) NO. 2444, 2024

A BYLAW TO AMEND THE WATER USER FEE AND REGULATION BYLAW NO. 1826, 2007 AND THE FIRE AND LIFE SAFETY BYLAW NO. 2201, 2019

WHEREAS the Council has adopted the Resort Municipality of Whistler “Water User Fee and Regulation Bylaw No. 1826, 2007” (Water Use Bylaw);

AND WHEREAS the Council has adopted the Resort Municipality of Whistler “Fire and Life Safety Bylaw No. 2201, 2019” (Fire Safety Bylaw);

AND WHEREAS the Council deems it necessary and expedient to amend the Water Use and Fire Safety Bylaws.

NOW THEREFORE the Council of the Resort Municipality of Whistler in open meeting assembled, **ENACTS AS FOLLOWS:**

CITATION

1. This bylaw may be cited for all purposes as the “Water User Fee and Regulation Amendment Bylaw (2024 Rates) No. 2444, 2024” (Amendment Bylaw).

AMENDMENTS

2. Effective January 1, 2024, Schedule A of the Water Use Bylaw is hereby replaced with the Schedule A attached to and forming part of this Amendment Bylaw.
3. Section 13 of the Water Use Bylaw is repealed and replaced with:
 13. Any person who wishes to connect to or draw water from a fire hydrant of the Municipality shall follow the “Use of Fire Hydrants” as prescribed in sections 10.3 to 10.7 of the Fire Safety Bylaw and pay the applicable fee as set out in Schedule A.
4. Section 10.4(b) and 10.4(c) of the Fire Safety Bylaw are repealed and replaced with:
 - (c) paying the application fee applicable to the duration of the permit sought as set out in Schedule A in the Water Use Bylaw.
5. Hydrant Use Application Fee set out in Schedule B (\$75.00 per hydrant per day) of the Fire Safety Bylaw is repealed.

GIVEN FIRST, SECOND and THIRD READINGS this ____ day of ____, 2024.

ADOPTED this ____ day of ____, 2024.

Jack Crompton,
Mayor

Pauline Lysaght,
Corporate Officer

I HEREBY CERTIFY that this is a true copy of "Water User Fee and Regulation Amendment Bylaw (2024 Rates) No. 2444, 2024".

WATER USER FEE AND REGULATION AMENDMENT BYLAW (2024 RATES) NO. 2444, 2024

SCHEDULE A

WATER USER FEES

FLAT FEE

1	Single family residential and Bed & Breakfast	133.39
2	Duplex (not strata titled)	
	i) first residential unit	133.39
	ii) each additional unit	449.69
3	Duplex (strata titled), per strata lot	133.39
4	Apartment or Multiple Family Residential parcel (not strata titled)	
	i) first residential unit	133.39
	ii) each additional unit	449.69
5	Dormitory Housing (any housing unit with a gross floor area of 45 square meters or less located within a non-stratified building containing 10 or more such housing units and normally rented for continuous periods of 30 days or more)	
	i) first residential unit	66.10
	ii) each additional unit	226.62
6	Hotel or Motel (not strata titled)	
	i) first residential unit	133.39
	ii) each additional unit	449.69
7	Pension (not strata titled)	
	i) first residential unit	66.10
	ii) each additional unit	226.62
8	Pension - residential portion	133.39
9	Mobile home parks (not strata titled)	
	i) first rental space	133.39
	ii) each additional space	449.69
10	Trailer, Recreational Vehicles, Campgrounds each space	66.10
11	Apartment of Multiple Family Residential Parcel (strata titled), per strata lot	133.39
12	Hotel or Motel (strata titled), per strata lot	133.39
13	Mobile home parks (strata titled), per strata lot	133.39
14	Schools - each classroom	535.85

PER SQUARE FOOT

15	Public restrooms, Laundries, Laundromats, Car Washes, & Breweries	1.88
16	Restaurants, Bars, Lounges, Discotheques, Cabarets, Public Houses	1.12
17	Business, Commercial, Industrial, Hostels, Other	0.46
18	Pools, Aquatic Centres, Waterslides	0.71

PER HECTARE

19	Golf courses, Parks, Playgrounds, Ski Runs	1,017.39
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PER CUBIC METRE

20	Metered rates (based on metered water volumes)	
	First 6,000 cubic metres	0.99
	Next 12,000 cubic metres	0.76
	Next 24,000 cubic metres	0.62
	Greater than 42,000 cubic metres	0.56

MINIMUM CHARGE

21	Minimum annual charge for a strata-titled unit, or the first unit in a non-strata building	95.61
22	Minimum annual charge for each additional dwelling unit in a non-strata building	419.00

FIRE HYDRANT USE *(as authorized under Fire and Life Safety Bylaw 2201, 2019)*

23	Fire Hydrant Use Application and Use Permit Fee – 24 hour	100.00
24	Fire Hydrant Use Application and Use Permit Fee - Seven Days	400.00
25	Fire Hydrant Use Permit Fee - Seasonal Flat Rate	1,000.00

TEMPORARY IRRIGATION PERMIT *(as authorized under the Outdoor Use Potable Water Usage Bylaw 2179, 2018)*

26	Temporary Irrigation Permit Application Fee	75.00
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RESORT MUNICIPALITY OF WHISTLER

SEWER USER FEE AMENDMENT BYLAW (2024 RATES) NO. 2445, 2024

A BYLAW TO AMEND THE "SEWER USER FEE BYLAW NO. 1895, 2009"

WHEREAS the Council has adopted the Resort Municipality of Whistler "Sewer User Fee Bylaw No. 1895, 2009" (Bylaw);

AND WHEREAS the Council deems it necessary and expedient to amend the Bylaw;

NOW THEREFORE the Council of the Resort Municipality of Whistler in open meeting assembled, **ENACTS AS FOLLOWS:**

CITATION

1. This Bylaw may be cited for all purposes as the "Sewer User Fee Amendment Bylaw (2024 Rates) No. 2445, 2024" (Amendment Bylaw).

AMENDMENTS

2. Effective January 1, 2024, Schedule A of the Bylaw is hereby replaced with the Schedule A attached to and forming part of this Amendment Bylaw.

GIVEN FIRST, SECOND and THIRD READINGS this ___ day of ___, 2024.

ADOPTED this ___ day of ___, 2024.

Jack Crompton,
Mayor

Pauline Lysaght,
Corporate Officer

I HEREBY CERTIFY that this is a true copy of "Sewer User Fee Amendment Bylaw (2024 Rates) No. 2445, 2024".

SEWER USER FEE AMENDMENT BYLAW (2024 RATES) NO. 2445, 2024

SCHEDULE A

SEWER USER FEES

FLAT FEE

1	Single family residential and Bed & Breakfast	208.59
2	Duplex (not strata titled)	
	i) first residential unit	208.59
	ii) each additional unit	464.92
3	Duplex (strata titled), per strata lot	208.59
4	Apartment or Multiple Family Residential parcel (not strata titled)	
	i) first residential unit	208.59
	ii) each additional unit	464.92
5	Dormitory Housing (any housing unit with a gross floor area of 45 square meters or less located within a non-stratified building containing 10 or more such housing units and normally rented for continuous periods of 30 days or more)	
	i) first residential unit	104.29
	ii) each additional unit	231.21
6	Hotel or Motel (not strata titled)	
	i) first residential unit	208.59
	ii) each additional unit	464.92
7	Pension (not strata titled)	
	i) first residential unit	104.29
	ii) each additional unit	231.21
8	Pension - residential portion	208.59
9	Mobile home parks (not strata titled)	
	i) first rental space	208.59
	ii) each additional space	464.92
10	Trailer, Recreational Vehicles, Campgrounds each space	104.29
11	Apartment of Multiple Family Residential Parcel (strata titled), per strata lot	208.59
12	Hotel or Motel (strata titled), per strata lot	208.59
13	Mobile home parks (strata titled), per strata lot	208.59
14	Schools - each classroom	468.70

PER SQUARE FOOT

15	Public restrooms, Laundries, Laundromats, Car Washes, & Breweries	2.62
16	Restaurants, Bars, Lounges, Discotheques, Cabarets, Public Houses	1.25
17	Business, Commercial, Industrial, Hostels, Other	0.35
18	Pools, Aquatic Centres, Waterslides	0.35

PER CUBIC METRE

19	Metered rates (based on metered water volumes)	
	First 6,000 cubic metres	1.37
	Next 12,000 cubic metres	1.12
	Next 24,000 cubic metres	0.87
	Greater than 42,000 cubic metres	0.68

MINIMUM CHARGE

20	Minimum annual charge for a strata-titled unit, or the first unit in a non-strata building	154.56
21	Minimum annual charge for each additional dwelling unit in a non-strata building	412.16

RESORT MUNICIPALITY OF WHISTLER

SOLID WASTE AMENDMENT BYLAW (2024 RATES) NO. 2446, 2024

A BYLAW TO AMEND THE "SOLID WASTE BYLAW NO. 2139, 2017"

WHEREAS the Council has adopted the Resort Municipality of Whistler "Solid Waste Bylaw No. 2139, 2017" (Bylaw);

AND WHEREAS the Council deems it necessary and expedient to amend the Bylaw;

NOW THEREFORE the Council of the Resort Municipality of Whistler in open meeting assembled, **ENACTS AS FOLLOWS:**

CITATION

1. This bylaw may be cited for all purposes as the "Solid Waste Amendment Bylaw (2024 Rates) No. 2446, 2024" (Amendment Bylaw).

AMENDMENTS

2. Effective January 1, 2024, Schedule C of the Bylaw is replaced with the Schedule C attached to and forming part of this Amendment Bylaw.

GIVEN FIRST, SECOND and THIRD READINGS this ___ day of ____, 2024.

ADOPTED this ___ day of ____, 2024.

Jack Crompton,
Mayor

Pauline Lysaght,
Corporate Officer

I HEREBY CERTIFY that this is a true copy of "Solid Waste Amendment Bylaw (2024 Rates) No. 2446, 2024".

SCHEDULE C

SOLID WASTE AMENDMENT BYLAW (2024 RATES) NO. 2446, 2024

BIOSOLIDS PROCESSING AND SOLID WASTE DEPOT OPERATIONS FEES/PARCEL TAX

1. Each parcel, with the exception of parcels designated by BC Assessment as class 1818 Float – Light Duty, with an assessed improvement value greater than zero shall be charged a Biosolids Processing Fee of one hundred and twenty-eight dollars and eighty-five cents (\$128.85) per parcel. The fee shall be charged on the annual municipal tax notice and shall be paid by the same due date and subject to the same penalty and penalty dates as the property taxes.
2. Each residential or tourist accommodation parcel, with the exception of parcels designated by BC Assessment as class 1818 Float – Light Duty, that does not possess on its property (and utilize on a regular basis throughout the current year) commercially serviced organics, recyclables and landfill waste containers, shall be charged a Solid Waste Depot Operations Fee of two hundred and forty-five dollars and six cents (\$245.06) per parcel. The fee shall be charged on the annual municipal tax notice and shall be paid by the same due date and subject to the same penalty and penalty dates as the property taxes.

To the Mayor and Council,

On March 15, Mayor Crompton raised a pivotal concern: the elusive climate targets of RMOW and Whistler. The heart of the matter, it seems, rests with our elected leadership.

It's becoming increasingly apparent that the gap in achieving Whistler's climate ambitions might just be the reflection in our leadership mirror. Our leaders, you are tasked with steering the ship, yet the inquiries directed at staff about unrealized commitments seem more like echoes in a void than steps toward accountability.

There's a pattern of questioning at Big Moves Progress Report updates, while seemingly earnest, skirts around the harder truths that leadership requires confronting. It's as if there's a reluctance to veer from the path of least resistance, possibly for fear of unsettling the status quo or the electorate's favor.

The challenge of implementing robust, needle-moving policies is not insignificant. It demands a blend of courage and foresight, qualities requisite for leaders who aim to navigate the community through turbulent waters. Leadership, after all, is about making the tough calls, even when they ruffle feathers.

So, where do we go from here? If Whistler is to truly meet its climate targets, there needs to be a tangible alignment of actions and budget priorities towards emission reduction efforts.

First off, we need a solid plan. There was a moment when we seemed on the brink of something transformative, but we veered off course. It's time to cast a wider net for solutions, seeking expertise beyond our local confines. My proposal from three years ago, which has since gathered dust, could be a starting point. Let's budget for both planning and implementation.

Transit targets won't be met with mere discussions around bus service. Look to the global stage: trams, trains, and mass transit solutions that work. If we're serious about our climate commitments, let's start planning for infrastructure that matches this seriousness.

Safe cycling alternatives are non-negotiable for a sustainable community. This requires bringing in specialists from cycling paradises like the Netherlands or Denmark, not half-hearted local attempts. Councilor DeJong, it's high time those comparisons to Copenhagen materialize into actionable policies.

The elephant in the room: large commercial buildings guzzling fossil gas need a green makeover. This monumental task falls squarely on your shoulders, our elected officials. Expert consultations, budget allocations, private public partnerships, and following through on expert advice are the steps forward.

In the chorus of voices clamoring for climate action, Councilor Jewitt's stands out. It's a testament to the impact that dedicated advocacy from within the council can achieve.

To the remaining council members, the road forks here: either we tread the path of transparency, admitting the current strategy's inadequacies, or we pivot, earmarking serious funds for substantial climate initiatives.

The time for half measures has passed. Whistler's future hinges on the decisions made today. Let's choose a course that aligns with the urgent need for environmental stewardship and community well-being.

With respect and hope for decisive action,

Brendan Ladner

To the Mayor and Council,

Hello,

Please give my views adequate consideration. I am writing this appeal as a simple yet informative brief on the implementation of typically destructive Fire Guards. I hope you will regard my comments in a positive way.

Prior to the year 2000, I was regularly dispatched as a Wilderness / Urban Firefighter (Aka: WUFF!) for the federal government. At this time we battled both natural as well as devised, manmade burns surrounding Banff National Park. In other words: Initial Attack, Mountain Wildfire Technicians.

The point I want to express is that during an emergency - a controlled backburn may be the only recourse, and does make sense.

However, where off-season prescribed burns are concerned, I will hazard that this only amounts to a costly waste of resources. During 'mop-up' I often witnessed the horrific and cruel loss of wildlife such as racoon, porcupine and abandoned bear cubs.

I assert that the same human-power, and chopper time could better be employed to harvest the lumber without the addition of carcinogens into the atmosphere, or the risk of species extirpation.

Something to think about.

Sincerely

Brent Townsend



#314 175 Centennial Drive, Courtenay BC

V9N 7M4

Date: March 27, 2024
File No: 0390-20-AVICC

RESOLUTION for Consideration by Delegates at the AVICC 2024 AGM & Convention

Addressing the Needs of Rural Seniors in British Columbia

City of Port Alberni

WHEREAS rural B.C. has a proportionately larger and faster growing seniors' population than urban B.C., yet has less infrastructure and resources to support its aging population;

AND WHEREAS a greater and more focused provincial response to ongoing concerns about inequities in services and supports for seniors in rural B.C. is required to address the inadequacies of current approaches to such issues;

THEREFORE, BE IT RESOLVED that AVICC & UBCM endorse the recommendations of the Office of the Seniors Advocate's report titled "Challenges Facing B.C.'s Rural Seniors" and dated February 2024, and calls on the Provincial Government to implement said recommendations beginning with establishing a ministry or minister of state for rural B.C. in recognition of the geographic imbalance of regional representation in the Legislative Assembly;

AND FURTHER that the AVICC request the creation of a rural seniors caucus within the UBCM membership.

Date: March 27, 2024

File No: 0390-20-AVICC

**RESOLUTION for Consideration by Delegates at the AVICC 2024 AGM & Convention
Addressing the Needs of Rural Seniors in British Columbia**

In alignment with Council's 2023-2027 *Corporate Strategic Plan* and the goals of "fostering a complete community that is safe, healthy and inclusive" and ensuring the "provision and maintenance of quality services" Council for the City of Port Alberni is submitting the attached resolution for consideration.

The aging population in rural British Columbia (B.C.) is growing at a faster rate than in urban areas, leading to challenges in providing adequate infrastructure and resources to support seniors in these regions. The disparities in services and support for rural seniors have raised concerns about the effectiveness of current approaches. To address these issues, a more targeted and comprehensive provincial response is essential to ensure the well-being of rural seniors in B.C.

Growing Senior Population: Rural B.C. is experiencing a significant increase in the proportion of seniors compared to urban areas. This demographic shift emphasizes the need for tailored services and support to meet the unique needs of rural seniors.

Infrastructure and Resource Challenges: Despite the growing senior population, rural B.C. faces limitations in infrastructure and resources to provide adequate care and services for aging residents. This disparity highlights the urgent need for intervention and support.

Challenges and Inequities:

Inequities in Services: Rural seniors in B.C. often face challenges accessing healthcare, social services, and other essential resources due to geographic isolation and limited infrastructure.

Inadequate Support: The current approaches to addressing the needs of rural seniors are deemed insufficient to address the complexities and nuances of the issues they face. There is a pressing need for a more focused and responsive strategy to ensure equitable access to services and support.

The Association of Vancouver Island and Coastal Communities (AVICC) and the Union of British Columbia Municipalities (UBCM) are called upon to endorse the recommendations outlined in the Office of the Seniors Advocate's report titled "Challenges Facing B.C.'s Rural Seniors" dated February 2024.

The resolution urges the Provincial Government to implement the report's recommendations, starting with the establishment of a ministry or minister of state for rural B.C. This initiative aims to address the geographic imbalance of regional representation in the Legislative Assembly and prioritize the needs of rural seniors.

AVICC is further requested to advocate for the creation of a rural seniors caucus within the UBCM membership. This caucus will serve as a platform for collaboration, advocacy, and policy development to address the specific challenges faced by rural seniors at the local government level.

The resolution acknowledges the growing concerns and challenges faced by rural seniors in British Columbia and proposes concrete steps to address these issues. By endorsing the recommendations of the Seniors Advocate's report and advocating for targeted provincial and local initiatives, AVICC and UBCM are demonstrating their commitment to improving the quality of life and support systems for rural seniors. This collaborative effort aims to create a more equitable and sustainable framework for addressing the needs of aging populations in rural communities across B.C.

Yours truly,
CITY OF PORT ALBERNI



Sharie Minions
Mayor

c: City Council
M. Fox, CAO
D. Monteith, Director of Corporate Services
UBCM Member Municipalities



April 16, 2024

To British Columbia Municipalities

Dear Mayor and Members of Council:

Re: Support for Resolution Black Bear Cub Conflict Response by British Columbia Conservation Officer Service

At it's Regular Meeting held on Monday, February 26, 2024 the District of North Vancouver Council unanimously passed the following motion:

RECOMMENDATION:

THAT the Union of British Columbia Municipalities resolution Black Bear Cub Conflict Response by British Columbia Conservation Officer Service is supported for Lower Mainland Local Government Association consideration:

WHEREAS *the British Columbia Conservation Officer Service currently can independently decide how to handle black bears and cubs in conflict situations, without the oversight of an independent external public board;*

AND WHEREAS *there is no mandate for orphaned black bear cubs to be taken to a Wildlife Sanctuary for health assessment and treatment by a qualified wildlife veterinarian, and be the sole authority to perform a humane euthanasia of black bear cubs if needed.*

THEREFORE BE IT RESOLVED *that the Union of British Columbia Municipalities request the Province of British Columbia to initiate changes to the British Columbia Conservation Officer Service, Human-Black Bear (Single) Conflict Response Guideline, to include a review of actions through an independent civilian-led oversight board, orphaned bear cubs to be transported to a wildlife sanctuary for health assessment of cubs by qualified wildlife veterinarian, for treatment or euthanasia, and an audit done by the Solicitor General on the British Columbia Conservation Officer Service actions, policies and procedures.*

We are anticipating that this will be considered at the upcoming Lower Mainland Local Government Association's Annual Conference, and we would appreciate your support.

Sincerely,

Mayor Mike Little

April 17, 2024

To the Mayor and Council,

I am writing regarding Bill 44, the Small-Scale, Multi-Unit Housing Legislation (SSMUH).

According to the instructions on page 1 of the Small-Scale, Multi-Unit Housing - Provincial Policy Manual & Site Standards, I have [read the document in its entirety \(p1\)](#). It was an interesting read, from which I learned new ideas about affordable housing. I believe this policy introduces necessary changes that align with well-established principles and will benefit our community by facilitating the construction of more affordable housing, a key objective of this policy.

Link: <https://www2.gov.bc.ca/gov/content/housing-tenancy/local-governments-and-housing/housing-initiatives/smale-scale-multi-unit-housing>

I have provided feedback on the April 9th Whistler Staff Report (referred to in [blue](#)) and have cross-referenced it with the SSMUH Policy Manual (referenced in [purple](#)):

Staff Report:

["Proposed SSMUH Zoning Bylaw Amendment Approach and Bylaw Framework"](#) (p.10):

["4. Maintain existing maximum densities:](#)

[The current gross floor area and associated exclusions are deemed sufficient for up to four dwelling units, supporting more compact and affordable housing opportunities."](#)

Policy Manual Observations:

["FAR limits can undermine the feasibility of creating new housing units on a lot."](#)

The Act specifies:

["Municipalities must not unreasonably prohibit or restrict the use or density of use required under the new sections pertaining to small-scale multi-family housing."](#)

It appears unclear whether Bill 44 permits Whistler to maintain current density limits since the legislation allows provincial enforcement through a directive.

Property owners have expressed interest in utilizing additional density provided by the law to construct duplexes on properties that already house a main residence with a suite, as per our understanding of the Policy Manual.

The current staff approach would prevent these owners from adding new constructions on their lots to create new units, restricting them to merely reconfiguring their existing homes, which is unappealing and likely to limit construction significantly.

Without the allowance for extra density, private investments in Whistler is likely to continue replacing older homes with new residences in their place and continuing to promote basement construction, the most carbon-intensive type of building, thereby unreasonably restricting density.



Eddie Dearden eddie@gnarinc.com Unit 206 - 1420 Alpha Lake Rd
CEO and Founder +1 604-962-1611 Whistler BC V8E 0E8

Conversely, additional density and reduced setbacks would enable property owners to build new housing adjacent to their existing homes.

Staff Report:

"5. Review and confirm existing building setback requirements. Existing setbacks maintain separation between properties and dwellings, allow for utility corridors, and facilitate snow clearing."

Policy Manual Recommendations:

"Setbacks may limit opportunities to address on-site geotechnical or environmental challenges and restrict housing design diversity and flexibility. Reducing particularly the rear and side yard setbacks is necessary to support a higher number of housing units on traditionally single-family or duplex lots."

"Local governments should consider reducing front yard setbacks to enhance street vibrancy through increased 'eyes on the street' effect and social interactions. A reduced front yard also allows for a larger backyard, enhancing livability (p.37)."

The current front and rear yard setbacks of 7.6m primarily cater to car parking, comprising a 1.5m parking setback and a 6.1m parking space. Preserving expansive front yards prioritizes maximum car spaces, undermining our climate goals of reducing car dependency.

Reducing setbacks would provide homeowners with more flexibility to build on their properties, especially in mountainous areas like ours, allowing construction on cost-effective flat zones.

Although snow management is a concern, the existing 3m side setback between houses in Whistler has proven effective. Therefore, reducing front and rear building setbacks to at least 3m seems feasible.

Staff Report:

"6. Maintain existing maximum building heights, allowing for three-story buildings. The current height limit for detached and duplex dwellings is generally 7.6 metres, accommodating three-story structures based on design."

Policy Manual Insight:

"Restrictive height limits can adversely affect other desired outcomes for landowners and communities, such as reducing the potential number of units on a site, thereby increasing construction, purchase, or rental costs (p.30)."

The SSMUH advocates for increasing the maximum height to 11m to simplify achieving three stories without necessitating multiple roof planes, which increases costs and spreads the building over more of the lot, reducing usable interior space and increasing impervious surfaces.

Staff Report:

"7. Maintain off-street parking requirements at 2-4 spaces per unit."

Policy Manual Suggestion:

"Minimize parking requirements when updating zoning bylaws or consider removing them entirely for residential zones to optimize land use and building configurations (p.40)."

Over 50 cities in North America have eliminated parking minimums. Given that nowhere in Whistler is more than a 15-minute e-bike ride from the village, stringent parking requirements place an undue burden on homeowners and municipal staff.

<https://www.npr.org/2024/01/02/1221366173/u-s-cities-drop-parking-space-minimums-development>

At most, a property in Whistler should require two parking spots. Ideally, parking minimums should be eliminated to allow the market to adapt to future low-carbon transport technologies.

I appreciate the staff's efforts in preparing this report. However, the proposed policies seem to limit the development of new affordable housing. Meanwhile, the local government is clearing virgin forests for off-market housing, and many local businesses depend on employees commuting from Squamish or Pemberton, which carries environmental impacts.

I hope the council will consider directing staff to explore ways to increase density, allowing property owners to build additional housing alongside existing structures. This could prevent the unnecessary demolition of perfectly viable homes, promoting more sustainable development and increasing affordable housing availability in Whistler.

Regarding staff's comments that excluded basement allow expanded density, I would point to recent studies, including research by the City of Toronto, have shown that concrete basements contribute significantly to the carbon footprint of new constructions. Concrete basements are also expensive due to the excavation and retaining features required. By minimizing underground construction, we can substantially reduce the use of high-emission materials like concrete.

Link: <https://news.engineering.utoronto.ca/large-carbon-footprint-of-new-house-construction-mostly-due-to-concrete-basements/>

Thank you for considering these points. I look forward to seeing the Municipality adopt policies more closely aligned with the Provincial Policy Manual, ultimately leading to more affordable housing options for Whistler residents.

Kind regards,



EDDIE DEARDEN
CEO and Founder
o 604.962.1611
Unit 206 - 1420 Alpha Lake Rd
Whistler BC V8E 0R8
www.gnarinc.com

We gratefully acknowledge the land, now known as Whistler and Revelstoke, where we live create and play, in the unceded traditional lands of the Skwxwú7mesh and Liłwat7úl, the Sinixt, Ktunaxa, Secwepemc and Syilx

I was just informed of your new water restriction policy. Why do we need rationing when we have had plenty of precipitation? Maybe the answer is because council continually allows more building than the Resorts infrastructure can handle. Remember olympic village? Those units did not have bed units. Maybe it would be better to restrict those units use of water and allow the properties that did have bed units to use all the water necessary. Don't you think the water restrictions will elevate the potential for fire? Do you really think this is a good idea in an area prone to fires that depends on tourism for survival. I have been visiting Whistler for over 25 years and the resort continues to become less desirable. Instead of visiting 4-5 times a year, I'm down to 1-2 visits. From pay parking everywhere you go, to traffic jams. When will this government actually be for the people of Whistler and not out for their own self interest?

I think you should reconsider your rationing policy. If it becomes necessary and truly needed then it would be understandable, but not at a time when snowfall is almost normal.

Dale Geringer

Hi

I just read about the new watering restrictions. Would it not be more prudent to give tax payers more warning and offer ideas on snow collection or rain barrels to augment current watering systems?

Just my thoughts

Joanne Mellquist

7432 Treetop

Hi,

We were informed that w/o any consultation and/or public input the town council (?) makes questionable decisions without any kind of solid background. We strongly suggest you get out of you little circle and consult the taxpayers on decisions that affect them...

It is a precent and a reach that makes us uncomfortable with the decision-making process in Whistler

Radu Ionescu
8140 Muirfield Cres

Mayor and Council

We manage 28 private homes in the Whistler area and these homes generate a lot of tax revenue for the municipality. Have my one address on this email is not going to have much impact, well I guess neither will the 28 .

We have no choice now to live with the water restrictions . Let's make sure the golf courses follow suit and of course the municipality as well. I say no to hanging baskets , no to planting along village gate blvd .

How is all this going to be monitored other than coming down on the irrigation companies ?

Jane Shadley
8 3502 Falcon Crescent
Whistler BC

FULL TIME RESIDENT -

My name is Shauna Woolley and I am a property owner in Southlands, Whistler. I am writing to express dismay and alarm at seeing once again a knee jerk reaction by Whistler council's decision to limit irrigation to three days a week for 6 hours without consultation with irrigation and landscape industry whose measures have potentially prevented 50 % of water waste. Fires start and spread with dry land mass and careless smokers.

Whistler's snowfall is already 84% of the ten year average and greater than five of those years.

The garden and land surrounding my house in Southlands is professionally maintained by Whistler Irrigation with utmost respect given to timing and length of irrigation.

thank you

Shauna Woolley

1645 Southlands Lane, Springcreek, Whistler

B.C. V8E 082

I completely agree with Heike Stippler's letter to the editor (*Pique*, March 29: ["Whistler 'needs to do better' on water-use bylaw"](#)).

We have an extensive natural garden and minimal grass area maintained by a professionally installed irrigation system. The watering is thoughtfully set to maintain the gardens with "minimal" water use, including our flower baskets and additional vegetable-producing pots located on our "bear-free" sundeck. All four zones are set to their respective watering times depending on their specific needs (nothing more than required).

This is an alternative to manual watering and sprinkling, which tend to use an exorbitant amount of wasted water that usually ends up on driveways and other impermeable surfaces...i.e. a sprinkler running unattended for hours on grass that only requires a minuscule amount of moisture—grass roots only run so deep.

Concerning the wildfire risk...lush gardens and lawns are an effective fire deterrent. Lessons learned from the Fort Thompson, Alta., wildfire? Most homes with "dry bark mulch" gardens burned down, homes with green foliage and grass did not.


Mayor and Council,

I would encourage you to re-visit the recently passed water-use Bylaw. It is my understanding that this decision was made void of any consultation with either the Whistler landscape industry or local irrigation companies. If true, why not?

We installed a controlled drip irrigation system many years ago as a cost-effective and sustainable solution for efficient water management in addition to the time saving it affords. The new Bylaw handcuffs the use of the system and invites us to resort to hand watering or sprinklers which I am sure you agree can only result in the use of significantly more water. The letter in the Pique from Heike Stripper (Whistler needs to do better on water use Bylaw) is accurate and I couldn't agree more.

The goal of water conservation could be far better served by addressing the aging infrastructure that is the biggest source of many municipalities water leaks. Depending on the municipality and the condition of its infrastructure the percentage of water loss can range from 15% to as high as 60%. The RMOW Utilities Department could easily provide the percentage in addition to the number of gallons lost.

Gord Annand
9-2100 Eva Lake Road
Whistler, B.C.
V8E0A6


Sent from my iPad

Mayor and Council

I am very surprised by your new by-law. There has apparently been no consultation with homeowners and the action does not appear to be based on expected water supplies as this year's snowfall was higher than average.

We have made a substantial investment in our landscaping and enjoy it. This bylaw puts our landscaping and our residence at risk. We believe irrigation is a factor that is important in limiting the damage from wildfires and other fires. You may be putting the entire community at risk by passing this bylaw.

Jean-Paul Bachellerie
mailing address: 2603 - 428 Beach Crescent, Vancouver, BC V6Z 3G1
whistler address: 6316 Wedge Lane, Whistler, BC

I believe the community would support capital spending on upgrades and investment in infrastructure over water limitations.

regards

Jean-Paul

Good afternoon Mr Mayor and Council

I think Heike Stippler had made good points in her letter to council that was also printed in the pique new magazine. Article is pasted below.

I believe in water conservation, how it is done matters. I am not saying remove the bylaw but adjust it accordingly to meet the needs of Whistlers short growing season with the requested allowances for new planting and repairs.

Whistler is unique as we all know and our short growing season should be treated as such. Asking that the bylaw start July 1st instead of May 1st is a request that I would like you to consider.

We have been here before with watering restrictions and managed it accordingly by dealing directly with the irrigation experts as well as landscapers.

I believe these two industries should have been consulted during the process as their expertise would have been a valuable addition to the conversation.

I work directly with Whistler irrigation that has been excellent with water conservation and management of the properties I care for. All have rain sensors and watering is set to the needs of individual zones. When managed and monitored properly this works well.

I think the idea of changing the bylaw date to accommodate the shorter growing season is reasonable.

Flowers are blooming in Pemberton and Squamish while we still have snow in some areas and flower beds are still covered in gravel from seasonal sanding and salting.

<https://www.piquenewsmagazine.com/opinion/letter-whistler-needs-to-do-better-on-water-use-bylaw-8534307>

Thank you for your time

Marcia Meszaros

8520 Drifter Way

Box 1024 Whistler BC

I am respectfully submitting our disapproval of the latest alteration to the irrigation laws in Whistler. We strongly disagree with the new restrictions and do not feel that the community has been properly involved in the decision, nor has there been adequate research in the decision.

We would like this decision to be reversed.

Sharlene and Harald Ludwig
6436 St. Andrews Way
Whistler Cay Heights
Whistler BC



On behalf of the Parachute team, thank you for your support in lighting up green during last year's National Injury Prevention Day and spreading awareness of injury prevention. NIPD 2023 was a success, with over 100 other Canadian landmarks joining you in lighting up Parachute "safety green"!

Last year we also received tremendous support all across Canada on social media, with the event gaining more than 4.25 million impressions for our hashtags **#ParachuteNIPD** and **#TurnSafetyOn**, as people shared messages and landmark lightups.

This year, July 5, 2024 will mark the 8th annual **National Injury Prevention Day**: a day to raise awareness of preventable injuries and aid Canadians to live long lives to the fullest through education and advocacy.

The Parachute team are hoping that we can count on your support once again to light up Parachute "safety green" in honour of [National Injury Prevention Day](#) on Friday July 5, 2024.

Kind regards,

David Wilson
Manager, Office Operations/Program Delivery
647-776-5107
1-888-537-7777 (toll free)
dwilson@parachute.ca





Landmark Lighting Request Form

Please complete the form and scan/email to corporate@whistler.ca along with your cover letter addressed "To Mayor and Council" with information regarding your campaign or cause.

We will contact you to confirm the status of your request.

Contact Name	David Wilson
Organization	Parachute Leaders In Injury Prevention
Business Address	300-150 Eglinton Ave East
City/Province/Postal Code	Toronto, ON M4P 1E8
Business Phone Number	647-776-5100
Business Email	info@parachute.ca
Website Address	www.parachute.ca
Brief description of the event associated with your request - 75 words or less <i>(Information here will be used for communications and the sign on the bridge. RMOW will edit copy if necessary.)</i>	July 5 2024 will mark the 8th annual National Injury Prevention Day (NIPD): a day to raise awareness around the importance of injury prevention and aid Canadians to live long lives to the fullest through education and advocacy. Landmarks from coast to coast participate.
Optional: Social Media Campaign Title (include hashtags)	#ParachuteNIPD and #TurnSafetyOn
Landmark Choice	<input checked="" type="checkbox"/> Fitzsimmons Covered Bridge
Date of Event	July 5th 2024
Colour Request	Green

Signature: David Wilson

Date: Apr. 16/24

This application does not guarantee that your event lighting request will be approved or your date is available.



To Mayor and Council,

World Preeclampsia Day is observed every year on May 22nd globally. This is the single most important awareness initiative for [Preeclampsia Foundation Canada](#) that supports our mission to reduce maternal and infant illness and death due to preeclampsia, HELLP Syndrome and other hypertensive disorders of pregnancy through patient education, public awareness and research.

This day of spreading awareness, brings organizations together from across the globe that are fighting towards the same goals and brings together a community of people who have been affected by these disorders.

Preeclampsia affects 5-8% of all pregnancies and approximately 10 million mothers will develop preeclampsia across the world each year, yet according to the World Health Organization (WHO), preeclampsia is one of the least funded areas of research. We need your help to realize our vision of a world where preeclampsia no longer threatens the lives of mothers and babies.

We are asking for your support to increase our awareness efforts through illuminating any iconic structures, landmarks, buildings or signs to shine a light on this important cause.

Other important details for the request:

- Request Date: **Wednesday, May 22nd, 2024**
- Colours: **Pink** RGB 234, 15, 107/Hex value #EA0F6B and **Navy Blue** RGB 5, 42,85/Hex value #052A55
- We will be promoting the event on our social media channels and to our community through our newsletter. Links: [Facebook](#) and [Instagram](#)

We thank you in advance for your support!

Leah Baker

Board Member and National Promise Walk Chair

Preeclampsia Foundation Canada

PO Box 17, Fonthill, ON, L0S 1E0

Charity BN/Registration #82296 8566 RR0001



Landmark Lighting Request Form

Please complete the form and scan/email to corporate@whistler.ca along with your cover letter addressed "To Mayor and Council" with information regarding your campaign or cause.

We will contact you to confirm the status of your request.

Contact Name	Leah Baker
Organization	Preeclampsia Foundation Canada
Business Address	PO Box 17
City/Province/Postal Code	Fonthill, ON, L0S 1E0
Business Phone Number	519-239-5250
Business Email	leah@preeclampsiacanada.ca
Website Address	https://preeclampsiacanada.ca/
Brief description of the event associated with your request - 75 words or less <i>(Information here will be used for communications and the sign on the bridge. RMOW will edit copy if necessary.)</i>	World Preeclampsia Day - a day where global preeclampsia organizations come together to raise awareness globally through advocacy efforts.
Optional: Social Media Campaign Title (include hashtags)	#WorldPreeclampsiaDay
Landmark Choice	<input checked="" type="checkbox"/> Fitzsimmons Covered Bridge
Date of Event	Wednesday, May 31, 2024
Colour Request	pink, navy blue

Signature: Leah Baker

Date: April 9/24

This application does not guarantee that your event lighting request will be approved or your date is available.

To: Mayor and Council - Municipality of Whistler

I am writing to you today on behalf of The Period Purse, to request a proclamation for Menstrual Health Day on May 28, 2024. Please see the information below required as part of the proclamation request:

The Period Purse is a registered charity that launched in Toronto in 2017. The Period Purse strives to achieve menstrual equity by providing people who menstruate access to free menstrual products and to reduce the negative stigma associated with periods through education and advocacy.

Contact Information:

Lianne Sinclair, Awareness Coordinator

email: Advocacy@theperiodpurse.com

tel: 416-786-9576

mailing address: 1460 The Queensway Suite 111, Etobicoke, ON M8Z 1S4

Title of Proclamation: Menstrual Health Day

Initiated by German non-profit WASH United in 2014, Menstrual Health Day (MH Day) is a global day of action with more than 830 partner organizations working together to catalyze awareness and action towards a world without period poverty and stigma. The date of 28 May represents the menstrual cycle (average duration of 28 days, with on average 5 days of bleeding).

A copy of the proclamation wording is attached.

Thank you for your consideration of our proclamation request and I look forward to receiving your response.

Lianne



Menstrual Health Day 2024

Whereas The Period Purse is a registered charity that launched in Toronto in 2017. The Period Purse strives to achieve menstrual equity by providing people who menstruate access to free menstrual products and to reduce the negative stigma associated with periods through education and advocacy.

Whereas Initiated by German non-profit WASH United in 2014, Menstrual Hygiene Day (MH Day) is a global day of action with more than 830 partner organizations working together to catalyze awareness and action towards a world without period poverty and stigma.

Whereas The date of 28 May represents the average menstrual cycle (average duration of 28 days, with on average 5 days of bleeding).

Whereas This day highlights the importance of menstrual equity and public education that advocates for equitable access to proper menstrual health

Whereas MH Day raises awareness about the challenges that women, girls and gender diverse people experience due to the menstruation

Whereas Through open dialogue to help consider taboos surrounding periods, we can work to promote equitable access to period needs and products

Now Therefore, I

I HEREBY PROCLAIM May 28, 2024 as Menstrual Health Day in the

Dignity • Education • Menstrual Health for All

ThePeriodPurse.com