

Regional District of Kitimat-Stikine

DRAFT

Consultation Strategy for the Development of a Solid Waste Management Plan

Rev. 2.0

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Reduce your waste.



Regional District of
Kitimat-Stikine

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Summary

The Regional District of Kitimat-Stikine (RDKS) is developing a new Solid Waste Management Plan (SWMP). Consultation with identified stakeholders (including organizations, agencies and individuals with a special interest in waste management) and the public will be a key component of developing the new SWMP. This document describes the consultation strategies that the RDKS intends to use. A previous version of the document included the consultation undertaken while preparing for SWMP development, including consultation on the overall strategy, development of branding for the SWMP, engagement with internal RDKS departments, and recruitment for a Public and Technical Advisory Committee (PTAC). Completed consultation is summarized in the beginning of Section 4.

The consultation plan reflects the levels of influence that stakeholders and the public have over the SWMP.

- The RDKS is committed to **collaborating** with PTAC, which has been formed from the existing Plan Monitoring Advisory Committee (PMAC) and new members recruited from stakeholders and the public.
- Stakeholders who are not on PTAC may be **involved** through workshops offered by the RDKS, or may choose to be **consulted** or **informed** through other strategies that require less commitment.
- Members of the public may **collaborate** by joining PTAC, or can be **involved, consulted** or **informed** depending on their personal preferences and time available.

The following subsections describe the completed and planned consultation activities associated with each level of influence. Within each subsection, the activities are listed in chronological order.

Collaborating

- PMAC Meeting to review consultation strategy and revised overall process for SWMP development (complete)
- Board workshop to review overall process for SWMP development and consultation strategy (complete)
- Board meeting to pass a resolution to proceed with SWMP development following draft process (complete)
- Works and Services meet with other departments to discuss their involvement and confirm their support (complete)
- Establish internal review and approval procedures (complete)
- Form PTAC (send letters to stakeholders, post ads/notices for the public) (complete)
- PTAC Meeting 1 – Establishment (complete)
- PTAC Facility Tour (Optional)
- PTAC Meeting 2 – Review and approve consultation plan, discuss SWMP theme of efficiency
- Board workshop on current system strengths and areas for improvement
- PTAC Meeting 3 – Review survey results, discuss guiding principles and goals, review waste reduction and reuse options
- PTAC Meeting 4 – Review recycling options

- PTAC Meeting 5 – Review residual waste management at existing facilities
- PTAC Meeting 6 – Review residual waste management at new facilities and other waste management issues
- PTAC Meeting 7 – Review cost recovery options
- PTAC Meeting 8 – Develop strategies (option packages)
- Board Workshop on preferred strategies
- PTAC Meeting 9 – Review draft plan and consultation details
- PTAC Meeting 10 – Receive consultation report, review summary of planned responses/changes to draft plan as a result of consultation
- PTAC Meeting 11 – Review final plan
- Board Workshop to Review Final Draft Plan (in conjunction with Board Meeting)
- Board Approval of Final Draft Plan

Involving

- Addressed Mail #1 – sent to stakeholders to alert them that the SWMP development process has started, to provide details on the survey, and to offer a presentation/workshop on the current system, strengths, areas for improvement, principles, goals)
- Presentations/Workshops for stakeholders
- Addressed Mail #2 – sent to stakeholders to alert them that the draft SWMP is ready for review, to provide details on the survey, and to offer a presentation/workshop on the draft SWMP
- Presentations/Workshops for stakeholders

Consulting

- Survey on Strengths, Areas for Improvement, Principles, Goals
- Survey on Draft Plan
- Review by Regional Representative of the Ministry of Environment and Climate Change Strategy

Informing

- Establish brand (complete)
- Set up and maintain website and email address (complete)
- Ad #1 – Community awareness of SWMP and upcoming survey
- News Release #1 - Community awareness of SWMP and upcoming survey
- Mailer #1 – Community awareness of draft plan and survey/open houses
- Ad #2 – Community awareness of draft plan and survey/open houses
- News Release #2 – Community awareness of draft plan and survey/open houses
- Open Houses to gather feedback on draft plan

1 Background and Purpose

The Regional District of Kitimat-Stikine (RDKS) developed its first Solid Waste Management Plan in 1995. Numerous services, facilities and programs were developed as a result of the former Plan. A Plan Monitoring Advisory Committee (PMAC) advised on the implementation of the 1995 SWMP.

The RDKS has now begun development of a new SWMP. On January 20, 2017, the Regional District Board authorized “the preparation work to conduct a Solid Waste Management Plan review following the commissioning of the new solid waste facilities in the Hazelton and Highway 37 North Service Area; and, that Administration report back to the Board later in 2017 with a recommended process to conduct the review.” Administration drafted a recommended process, which is documented in the Step 1 memo (available under separate cover from the RDKS). That process was presented to the PMAC for their review and input in August 2017. Minor revisions were made to the process based on feedback from PMAC.

Administration determined that early development of a consultation strategy would support a smooth SWMP development process, and therefore requested that the preliminary high-level plan (which was included as Appendix B in the Step 1 memo) be developed in more detail. An earlier version of this consultation plan (i.e., *Consultation Strategy for the Development of a Solid Waste Management Plan, Rev. 1.1*, October 18, 2017) was the result; it was intended to be read in conjunction with the Step 1 memo and was presented to PMAC and the RDKS Board in November 2017.

Development of the new SWMP is now underway. A Public and Technical Advisory Committee (PTAC) has been established to advise on development of the new SWMP and ongoing implementation of the 1995 SWMP initiatives. The consultation strategy for implementation of the new SWMP has been fine-tuned, and will be presented to PTAC at its second meeting with a recommendation from Administration that the strategy be adopted. PTAC may suggest revisions. Any significant changes from the earlier version will be presented to the Board.

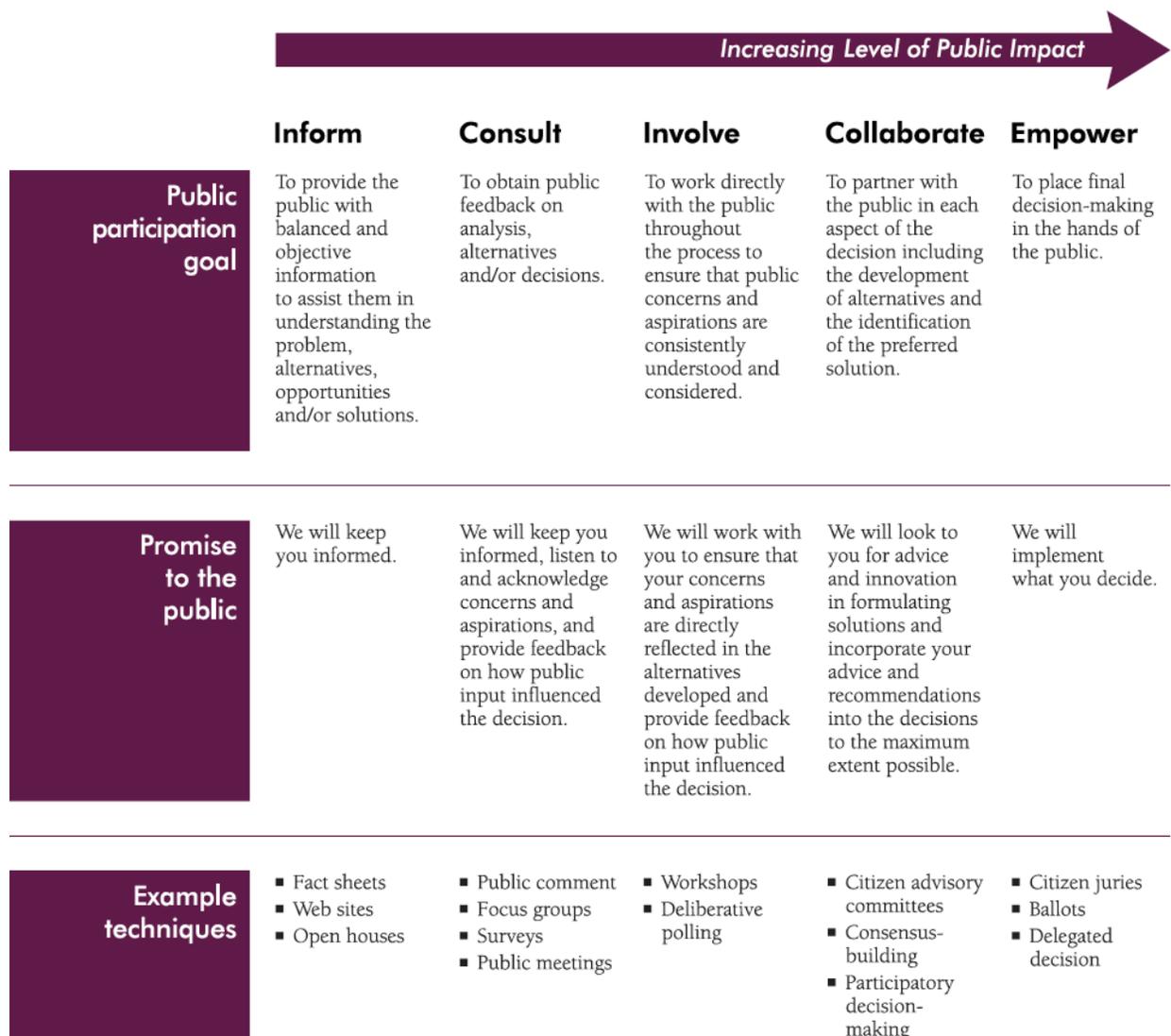
The consultation strategy is intended to be a living document that provides guidelines and samples of draft communication materials. As the SWMP process unfolds, the supporting consultation will follow the intent of the strategy, but specific tactics may be adjusted to meet the needs of the community.

2 Levels of Public Influence

For the purposes of developing a new SWMP, the RDKS has identified a large number of stakeholders, which are referred to as “interested parties” in the [Guide to Solid Waste Management Planning \(2016\)](#) by the Ministry of Environment and Climate Change Strategy. “Interested Parties” are defined in the Guide as “organizations, agencies and individuals with an interest in the planning process. This includes governments (including First Nations), private sector interests, non-government and community organizations, and the public at large”. While the public at large is included in the definition, the Guide indicates that some organizations, agencies and individuals should receive additional notifications and opportunities to be involved in the SWMP development process. Therefore, throughout this document, “stakeholders” is the term used to refer to organizations, agencies and individuals who have a higher level of interest in the process, and “public” is the term used to refer to residents and business owners who will have opportunities to be involved, but may not have the capacity to be as deeply engaged.

It is important to consider how much potential influence on the decision or action can realistically be given to stakeholders and the public. The level of influence given to stakeholders and the public depends on external factors, such as existing bylaws and provincial regulations, as well as internal factors, such as the level of control that the RDKS retains throughout the process. The resources spent on delivering a consultation strategy (time and money) should complement the level of public influence desired. A great deal of time, effort, and resources could be spent on fact sheets, open houses, and websites, but if the goal is to collaborate with the public, as opposed to inform, those resources would be better spent on recruiting, maintaining and working with a representative advisory committee.

The graphic below illustrates these ideas on the Public Participation Spectrum, a concept developed by the International Association for Public Participation. The graphic is an example only; not all levels of influence or techniques shown are applicable to the development of the SWMP. In particular, the “empower” level of impact will not be used in the SWMP process.



In the case of developing a new SWMP for the RDKS, there is a provincial requirement to **collaborate** with the PTAC. Direct invitations to participate in PTAC were sent to existing PMAC members and groups that were identified as stakeholders, including member municipalities, First Nation communities, recycling depot operators, private waste haulers, the local health authority and service providers, local industry, educational institutions, grocery and department stores, chambers of commerce, community associations, environmental groups, government agencies and neighboring regional districts. Advertisements inviting the public to join were published in four newspapers and posters were distributed around the region. Stakeholders who do not participate on the PTAC may choose to be engaged at the **involve** level through The Involved Working Group, or may choose to be engaged at the **consult or inform** level of engagement. The public can also participate at the **consult** or **inform** levels, depending on their personal preferences and time available.

Empower	•Not used in this planning process
Collaborate	•Stakeholders and public can join the PTAC
Involve	•Stakeholders can join the Involved Working Group and request a workshop with the RDKS
Consult	•Stakeholders and the public can provide comments and participate in surveys
Inform	•Stakeholders and the public can access and read meeting notes and presentations on the RDKS website, and can attend open houses

3 Goals and Commitments

The RDKS is committed to engaging with the public at the **inform** and **consult** levels of participation, and to engaging a select group of stakeholders at the **collaborate** level of participation. The RDKS is also committed to engaging stakeholders at the **involve** level of participation on request. These commitments will help the RDKS achieve the following goals:

- Provide information to enable stakeholders and the public to determine how their interests may be affected and decide on their desired level of involvement;
- Use a variety of methods to notify the public and stakeholders of each consultation opportunity;
- Provide time for stakeholders and the public to respond to draft documents;
- Document the proceedings and outcomes from the consultation process and make them available for public review, to demonstrate how the plan addresses input received; and
- Collaborate with member municipalities, First Nations representatives and community associations to deliver consultation.

4 Implementation

This section describes the various consultation and communication elements that will support the SWMP development process. The purpose of each consultation/communication element, its desired outcomes, and the tasks required to complete the elements are listed. Some elements repeat throughout the process, such as PTAC meetings. For those elements, the detailed tasks are not listed each time.

4.1 Step 1

Step 1 is the initiation of the SWMP development process. The consultation tasks in Step 1 are complete, and are documented in this strategy to maintain a record of consultation activities. The consultation tasks in Step 1 were:

- Define the area covered by the plan;
- Assemble background information about the plan area (including current waste management practices);
- Set the scope of work (i.e. confirm that the plan will focus on increasing efficiency and optimizing operations);
- Develop the overall consultation plan;
- Set the project budget;
- Present draft approach to PMAC; receive and incorporate feedback;
- Seek a resolution from the Regional District Board to initiate development of the SWMP following the recommended approach;
- Develop comprehensive list of stakeholders; and
- Notify stakeholders of the upcoming process and invite them to join PTAC.

4.1.1 November 2017 PMAC Meeting

Time was allocated at a regularly scheduled meeting in November 2017 to review an original version of the consultation strategy. The agenda and supporting materials were distributed before the meeting according to usual practice. RDKS Administration facilitated a group discussion to identify concerns and obtain input from PMAC.

After the meeting, the input from PMAC members was incorporated into a revised draft, which was distributed to the PMAC and presented to the RDKS Board.

4.1.2 January 2018 Board meeting

Administration prepared a Board Report summarizing the work done to develop the SWMP process and consultation strategy. The report was presented and authorization was sought to proceed with developing a new SWMP. Authorization was granted in January 2018.

4.1.3 Meet with other departments

Works and Services staff met with senior staff from the Finance and Planning departments to inform them about the SWMP development process and to discuss how they and their staff may support the SWMP. Finance and Planning leaders were given an overview of the approach and descriptions of the opportunities for their staff to contribute to the process.

4.1.4 Establish review and approval procedures

All materials produced during the SWMP process need to be carefully reviewed and approved before being distributed. Administration has established a peer review and senior review system. Materials prepared for public release will be developed by one or more members of the Administration and/or the planning consultant, and subject to peer review. The Manager of Works and Services will provide senior review. This procedure applies to materials such as letters, website copy, reports, advertisements, news releases, mailers, display boards, presentations, and surveys. Select materials (identified by the Manager, Works and Services) may also require approval by the Manager, Works and Services, and/or the Board before distribution.

4.2 Step 2

The tasks in Step 2 are:

- Notify stakeholders of the upcoming SWMP process and invite them to join the Public and Technical Advisory Committee
- Formally establish the Public and Technical Advisory Committee;
- Begin to implement the consultation plan;
- Identify strengths of current system and opportunities for improvement;
- Establish principles and goals; and
- Develop options for waste management.

4.2.1 Establish Brand

A brand was established for the new SWMP early-on in the process, so that the project had a recognizable tagline and logo from the beginning.

RDKS administration reviewed a selection of logos and taglines from other regional districts that had either recently developed SWMP or are in the process of developing their SWMP. Those samples contributed to the development of three options, which were presented to PMAC in on July 18, 2018. PMAC members in attendance voted on their preferred brand via secret ballot; members not in attendance were given the opportunity to vote via email. The preferred brand selected by PMAC uses the existing RDKS zero-waste logo, with a new slogan of “Love this place. Reduce your waste.” This slogan was originally developed by the Squamish-Lillooet Regional District. Administration contacted staff at the SLRD to determine if the SLRD had any objections to the RDKS borrowing their slogan. SLRD staff noted that the development of their brand had required substantial resources and referred the decision to the SLRD Board. Approval from SLRD Board was granted on August 29, 2018. The brand was first used on promotional material informing the public of the SWMP and for the recruitment of PTAC.



4.2.2 Set up Website and Email Address

Administration established webpages on the RDKS website for the SWMP and PTAC; the URLs for these pages are: www.rdks.bc.ca/solidwasteplan and www.rdks.bc.ca/PTAC. The Environmental Services Coordinator is responsible for setting up and maintaining the pages. The SWMP page contains an

overview of the SWMP process, a description of how people may be involved, and contains links to supporting materials and reports. The reports section will include the description of the current waste management system, future memos that detail options for waste management, and the draft SWMP. The page will include links to any surveys or other online engagement tools that are used. The dedicated page for PTAC includes meeting agendas, presentations, reports presented to the PTAC, and meeting notes.

A project-specific email address has also been established at solidwasteplan@rdks.bc.ca. The address forwards directly to the Environmental Services Coordinator, who is responsible for the project.

A print out of the website and embedded documents will be provided upon request to residents who do not have access to the Internet.

4.2.3 Social Media

The RDKS does not plan to engage the public in dialogue/debate on social-media (e.g. Facebook and Twitter). However, the RDKS uses social media to direct the public to other sources of information (i.e. the RDKS website) regarding upcoming events and opportunities to provide input. The RDKS also intends to use the Recycle Coach app to push notifications about the SWMP development.

Each time a mailer is prepared, concurrent notifications are developed for social media and the Recycle Coach App. The notifications will alert residents to watch for the mailer and to check the RDKS website for more information about the upcoming consultation events.

4.2.4 Recruit PTAC members

Recruitment to PTAC began in September 2018 and included letters to stakeholders identified as stakeholders, distribution of posters, newspaper advertisements, and social media posts.

Stakeholders were identified through preliminary work by RDKS administration and PMAC. Current PMAC members were classified as stakeholders. The list of stakeholders was reviewed by PMAC and approved by the Manager, Works and Services. The stakeholders were organized into 16 categories, and tailored invitation letters were developed for each category. Along with the invitation to join PTAC, stakeholders were sent a flat-sheet brochure titled "Solid Waste Management Plan, Step 2 Implementation, August 2018".

An application form was developed using the PMAC application form as a reference. The application form was posted to the RDKS website for public access and a link was included in mail-out correspondence.

A draft Terms of Reference (TOR) for PTAC was developed and posted to the RDKS website for public access.

Applications were accepted by mail, fax, email and in-person. The Environmental Services Coordinator was responsible for receiving and reviewing the applications. Administration recommended membership to the Board; the Board appointed PTAC members at the Dec. 14, 2018, and Jan. 23, 2019, meetings.

Once membership was confirmed, applicants were notified of their status. Unsuccessful applicants were thanked for their interest and informed of ways they could continue to be involved in the project.

The first meeting date was set roughly one month after finalizing the membership. A meeting notification and agenda were sent out in advance. Some members participated by conference call.

The *Draft Consultation Report* (RDKS, February 2019), available under separate cover, provides a detailed description of the methods, materials and supporting documents used in the recruitment of PTAC.

4.2.5 Informational Letters

Government agencies not directly involved in solid waste management and neighboring regional districts were sent informational letters, rather than invitations to join PTAC. They also received the Step 2 Implementation brochure. A sample informational letter is included in the *Draft Consultation Report* (under separate cover).

4.2.6 PTAC Meeting 1 – Establishment

PTAC held its inaugural meeting on January 15, 2019. The agenda for the first PTAC meeting included:

- Member introductions;
- Introduction to solid waste management planning and an overview of the planning process;
- Description of the existing RDKS solid waste system;
- Group exercise to identify strengths and areas for improvement in the current system;
- The process for development of the new Solid Waste Management Plan; and
- PTAC Committee Business, including selection of the committee Chair and Vice Chair.

Administration made recommendations to PTAC to adopt the Draft PTAC Terms of Reference, adopt the proposed meeting schedule, and support solicitation of additional key members to fill select seats. PTAC tabled the adoption of the Draft Terms of Reference until the next meeting, as PTAC members thought that the recommended quorum of 50% members plus one voting member may be unachievable in the long term. If revisions to the TOR are requested, Board approval will be required.

For this and all subsequent PTAC meetings, the agenda and accompanying reports will be distributed to all PTAC members no less than one week before the meeting date. The same materials will also be posted on the RDKS website before the meeting. Meeting notes will be distributed to PTAC members within a week of the meeting date. Meeting notes will not be posted online until they have been reviewed and approved by the PTAC at their next meeting.

See the *Draft Consultation Report* (under separate cover), for a detailed description of PTAC proceedings.

4.2.7 Establish the SWMP Involved Working Group

Stakeholders who have declined participation in PTAC but wish to maintain a high level of involvement in development the SWMP will be included in a SWMP Involved Working Group. This group will enable stakeholders to stay apprised of PTAC proceedings, including distribution of agendas, reports and minutes. This group may also become involved in personalized workshops regarding topics direct affecting their interests.

4.2.8 Survey on Strengths, Areas for Improvement, Principles and Goals

A survey will be conducted early in Step 2. The survey in Step 2 serves three purposes:

- Engage the public early in the SWMP development process;
- Obtain a snapshot of opinions and ideas about current and future programs and facilities; and
- Raise awareness of the planning process (with the goal of increasing participation in later phases).

The survey will be available in paper format and online. The paper survey will be mailed via unaddressed mail to all addresses in the RDKS. It will also be available at local waste management facilities, the RDKS office, and community events where the RDKS has a presence. RDKS Administration will coordinate with member municipalities and First Nation administrations to have copies of the paper survey available at their offices and other community locations. RDKS Administration will collect paper surveys from each location when the survey closes, or more frequently if that is preferred by the host organization. Regional District Administration will enter completed paper surveys into the online survey to ensure that all results are consolidated and analyzed consistently. The paper survey will also provide the web address for the online survey, and encourage people to complete the survey online.

The survey will be printed on a double-sided sheet. The front page will provide background information to help people provide informed responses. Information will include:

- Brief overview of SWMP;
- Brief history of 1995 SWMP implementation; and
- Summary of the current system.

The online version will be hosted by an external survey provider (such as Survey Monkey). The background information provided online will also include a link to a RDKS SWMP website for those seeking more details.

Draft questions for the survey are included in Appendix B. The survey will be reviewed by PTAC at their second meeting and by the Regional District Board.

4.2.9 Ad – Community Awareness of SWMP and Upcoming Survey

An advertisement should be published in local newspapers within a few days of the survey going live and continue to run until the survey period closes. The primary purpose of the ad is to drive readers to the RDKS webpage and/or survey site. The ad should use the established brand and be large enough to draw attention. Text for the ad may be developed by RDKS Administration; final layout should be done by a graphic designer. The layout of the ads may differ between publications.

A poster version of the ad should also be produced and posted at the RDKS office, municipal offices, First Nation administration offices, waste management facilities, libraries, and community centres/pools.

4.2.10 News Release - Community Awareness of SWMP and Upcoming Survey

A news release should be issued at the same time as the ads are published. Draft text for a news release is provided below.

For Immediate Release (DATE):

The Regional District of Kitimat-Stikine is hosting a survey to get feedback on how the services and facilities for managing garbage, recycling and organics are working for residents, businesses and institutions. The survey is an opportunity to contribute to the development of a new Solid Waste Management Plan (SWMP). More opportunities will be provided over the next 2 years. The survey is open to all residents and businesses in the RDKS, its member municipalities and local First Nations communities.

The survey can be completed online; a link to the online survey can be found at www.rdks.bc.ca/solidwasteplan. Paper copies may be obtained at the RDKS office, located at 300-4545 Lazelle Avenue, as well as waste management facilities, town offices and First Nation administration offices.

The survey will close on DATE. Survey participants will be entered to win one of four \$100 VISA gift cards. Winners will be announced by APPROXIMATE DATE.

The SWMP is a provincially-mandated plan, which requires periodic updates. The last SWMP was approved in 1995, and laid the foundation for our current waste diversion and disposal systems. The work done over the next 2 years will set the direction for the management of solid waste in the RDKS for the next 5 to 10 years. The process will include extensive public consultation and continued input from a multi-stakeholder Advisory Committee. The entire process will be guided by the Ministry of Environment's "Guide to Solid Waste Management Planning," RDKS Administration, a qualified consultant, and the Regional District Board.

For more information about the SWMP, go to www.rdks.bc.ca/solidwasteplan or email solidwasteplan@rdks.bc.ca.

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For more information contact Nicki Veikle, Environmental Services Coordinator at 250-615-6100 or 1-800-663-3208, or by email at solidwasteplan@rdks.bc.ca.

4.2.11 Addressed Mail to SWMP Involved Working Group

The SWMP Involved Working Group will be sent addressed mail to provide details on the survey, and to offer a presentation/workshop on the SWMP development process and current system overview. A draft letter is provided below.

Dear XYZ,

In September 2018, the Regional District of Kitimat-Stikine sent a letter inviting your participation in the Public and Technical Advisory Committee (PTAC) for the development of a new Solid Waste Management Plan (SWMP). As we did not receive an application from you, we have added your organization to our Solid Waste Management Plan Involved Working Group. The Involved Working Group will be included on a distribution list receiving project updates, PTAC meeting minutes and reports that are written to support the SWMP development process. Additionally, the Involved Working Group may request workshops regarding issues that affect their interests or communities.

An important part of developing a new SSWMP is receiving feedback regarding how the services and facilities currently available to manage garbage, recycling and organics are working for citizens. The RDKS is hosting a survey to hear from residents, businesses and institutions. We would appreciate it if a representative from your organization could complete the survey.

If you wish to participate in a workshop regarding the SWMP, our team would be pleased to work with you. The SWMP presentation would include an overview of solid waste management planning in British Columbia and a summary of the current solid waste management system in the RDKS. Members of your organization who attend the presentation will also have an opportunity to ask questions, make suggestions for the new SWMP, and complete the survey on site. Please contact Nicki Veikle, Environmental Services Coordinator at 250-615-6100 or 1-800-663-3208 or solidwasteplan@rdks.bc.ca to make arrangements.

4.2.12 Presentations/Workshops

As described in the draft letter above, the RDKS will offer to provide presentations or workshops to stakeholders, including Municipal and First Nation Councils, stakeholder groups and community organizations. These presentations will be given on request, and presentations may be given to combined groups that are near each other and/or that share common interests. The presentation will closely follow the presentation given at the first PTAC meeting.

4.2.13 PTAC Facility Tour (Optional)

It may be useful for PTAC members to tour the facilities located in the Terrace Service Area and/or Hazelton and Highway 37 North Service Area. A tour can help people better understand how the systems work and why certain policies are in place. Some preliminary thought needs to be given to logistics before offering a tour to PTAC. If RDKS Administration decide to offer a tour, scheduling the tour can be part of the agenda for PTAC Meeting 2. The PTAC should be presented with a few options for a tour, including covering only one area, two areas in one day, or two areas on separate days. If RDKS Administration decide to offer a tour, it is up to PTAC members to decide if the tour would be useful. If a tour is conducted, staff will need to develop a separate list of tasks to ensure that all details are accounted for, including transportation and safety gear.

4.2.14 PTAC Meeting 2 – Review and approve consultation plan, discuss SWMP theme of efficiency

Meeting notification, agenda, and notes are to be distributed following the guidelines listed for PTAC Meeting 1.

At the second PTAC meeting, RDKS staff will present this draft Consultation Strategy and seek feedback from PTAC. Particular attention will be given to the survey questions. Unfinished business from the first PTAC meeting (i.e., adopting the PTAC Terms of Reference) will also be completed.

The second half of the meeting will be a presentation on the proposed theme of the SWMP: efficiency. Administration will present on the definition of efficiency and how to optimize efficiency in the context of the RDKS solid waste services. Round table discussion will follow, with PTAC members contributing additional aspects of efficiency that should be considered and indicating their level of support for efficiency to be the overarching theme of the SWMP.

4.2.15 Board Workshop

Administration will host a Solid Waste Management Workshop for the Board on Feb. 21, 2019. At this workshop, the Board will be presented with condensed versions of the presentations used at the first two PTAC meetings and provided with an opportunity to complete the survey or provide equivalent input through facilitated exercises.

4.2.16 Establish the Financial Working Group

The RDKS plans to establish a Financial Working Group that is comprised of chief financial officers and/or other senior administrators from member municipalities and the Regional District. The Financial Working Group will report directly to the Board. It will be responsible for determining the financial implications of the waste management options developed by RDKS Administration and the planning consultant. Input from the Financial Working Group will be integrated into the technical memo that will be presented to PTAC and will guide revisions to the cost recovery models.

4.2.17 PTAC Meeting 3 – Survey Results, Guiding Principles and Goals, Waste Reduction and Reuse Options

Meeting notification, agenda, and notes are to be distributed following the guidelines listed for PTAC Meeting 1.

At the third PTAC meeting, RDKS Administration will present the results of the survey. Survey results and PTAC's input will be used to develop draft guiding principles and goals for the plan. The guiding principles will be primarily based on those established by the Ministry of Environment and Climate Change Strategy, and will reflect local concerns and priorities. The goals will describe a long-term vision for solid waste management in the region. Targets will not be set until preferred actions have been identified, in Step 3.

The second half of the PTAC meeting will be a presentation on waste reduction and reuse options. Many of the topics related to waste reduction and reuse have already been identified; others may arise during Survey #1. Each waste reduction or reuse topic will include options for implementation that are based on the existing system and Administration and consultant's knowledge of waste reduction and reuse programs in place in other jurisdictions. An approach that may be used by PTAC to review the proposed options is discussion in breakout groups. An RDKS representative should be present with each group to facilitate discussion and take notes. By the end of the meeting, it should be clear which options have the most support from the group and which options are less popular.

4.2.18 PTAC Meeting 4 – Review Recycling and Composting Options

At this meeting, the focus will be on recycling and composting options. Meeting notification, agenda, and notes are to be distributed following the guidelines listed for PTAC Meeting 1.

This meeting may follow a similar format to the second half of the previous meeting, utilizing break-out groups to facilitate discussion. Groups may be formed based on their knowledge and interest in different generator categories (e.g. construction and demolition, or commercial waste) of different material types (recycling or composting).

4.2.19 PTAC Meeting 5 – Residual Waste Management at Existing RDKS Facilities

The next PTAC meeting will address topics related to residual waste management at existing RDKS facilities. Meeting notification, agenda, and notes are to be distributed following the guidelines listed for PTAC Meeting 1.

Many of the topics related to residual waste management have already been identified; others may arise during Survey #1. Each residual waste management topic will include options for implementation that are based on the existing system. Discussion on residual management options may be conducted as a roundtable, depending on the number of topics and options to discuss.

4.2.20 PTAC Meeting 6 – Residual Waste Management at New Facilities & Other Waste Management Issues

The next PTAC meeting will address topics related to residual waste management at potential new RDKS facilities, as well as other waste management issues that do not fit into the waste management hierarchy. Meeting notification, agenda, and notes are to be distributed following the guidelines listed for PTAC Meeting 1.

Residual waste management at new facilities includes the RDKS taking responsibility for facilities that are currently owned and managed by other entities. Other waste management issues may include:

- Illegal dumping;
- Waste stream management licensing and codes of practice; and
- EPR service.

Many of the topics have already been identified; others may arise during Survey #1. Discussion of residual management options may be conducted as a roundtable, depending on the number of topics and options to discuss. Options related to other waste management issues (such as strategies to manage illegal dumping, private waste management operators, and approaches to working with product stewards) may be discussed in breakout groups, facilitated by RDKS Administration. By the end of the meeting, it should be clear which options have the most support from the group and which options are less popular.

4.2.21 PTAC Meeting 7 – Review Cost Recovery Options

The cost recovery models for each service area may need adjusting to accommodate preferred options. RDKS Administration and technical consultants will estimate the cost of implementing the preferred options identified at each meeting and will estimate the impact of implementing those options in terms of achieving the goals set at Meeting 1. The impact may be expressed in terms of tonnes per year, number of people reached by a program, or other metrics.

This information will be presented to the PTAC and a discussion about the relative effectiveness/efficiency of each option will follow. By the end of this meeting, it should be apparent which options are likely to form the basis of the new SWMP.

4.2.22 Website Maintenance and Social Media

Throughout Step 2, the website should be kept up to date with meeting agendas, presentations, and minutes. Social media may be used to push notifications, such as for the survey, in Step 2.

4.3 Step 3

The tasks in Step 3 are:

- Combine options to develop strategies;
- Evaluate strategies in terms of effectiveness and affordability; and
- Follow the consultation plan.

4.3.1 PTAC Meeting 8 – Develop Strategies (Option Packages)

Depending on the preferred options identified throughout Step 2, it may be necessary to develop a number of alternative strategies. A strategy is a combination of options that work together. Each strategy will be designed to maximize achievement of a goal or to balance achievement across goals. This approach may be required if some of the preferred options conflict with each other. If the preferred options work well together, it may not be necessary to develop alternate strategies. The decision about whether alternate strategies are needed will be made by RDKS Administration with the advice of technical consultants as Step 2 nears the end. PTAC will have an opportunity to identify which strategies they recommend for inclusion in the plan, and which strategies they do not support.

A typical exercise to elicit this information from a committee is to hand each committee member 3 colour-coded cards. The green card means “I fully support this strategy being included in the draft plan”. The yellow card means “I do not fully support this strategy, but do not object to it being included in the draft plan”. The red card means “I do not agree with this strategy being in the draft plan”. For each strategy, PTAC members will be asked to raise the card that corresponds to their opinion, and the count of each colour will be recorded.

4.3.2 Board Workshop

PTAC members are required to report back to their organizations throughout the planning process and bring their organization’s input to the committee. Therefore, the RDKS Board should be well informed about the direction of the PTAC’s recommendations. However, since the RDKS board is ultimately responsible for approving the plan, it is critical that the Board fully understand the strategies being proposed.

This workshop will be organized by RDKS Administration. The workshop will present the options provided to PTAC, and indicate PTAC’s preferences and the rationale for those preferences. The Board will be given opportunities to indicate their level of agreement with those preferences and to indicate different preferences. This will provide an opportunity for the Board to influence the plan before it is drafted and released for consultation.

4.3.3 Website Maintenance and Social Media

Throughout Step 3, the website needs to be kept up to date with meeting agenda, presentations, and minutes.

It is not anticipated that social media will be used in Step 3, as there are no opportunities for the public to provide input during this part of the process. However, if public input is required during Step 3, social media posts may be used as a method of pushing notifications.

4.4 Step 4

The tasks in Step 4 are:

- Draft the plan;
- Publish the plan for consultation;
- Revise the plan and submit for Ministry approval; and
- Board adoption of approved plan.

Step 4 will include a second opportunity for public comment on the SWMP. A survey regarding the content of the draft plan will be conducted. The RDKS will also host a series of open houses to elicit public comment.

4.4.1 PTAC Meeting 9 – Review Draft Plan and Consultation Details

PTAC will have an opportunity to review and comment on the draft SWMP and the detailed consultation strategy. PTAC members will be asked for feedback on draft survey questions, the open house times and locations, and the open house materials.

4.4.2 Unaddressed Mailer – Community Awareness of Draft Plan and Survey/Open Houses

A mail-out may be used to alert residents that the SWMP has been drafted, is available for review, and is the subject of a survey and open houses. The mail-out should be issued once the draft plan is posted online, the survey is live, and the open house schedule is established. The mail-out should be distinctive and eye-catching, easy to understand, use the project branding, and be sent by addressed mail. The content for the mailer may be developed in-house and formatting managed by a graphic designer. The mailer and notifications should include:

- Brief overview of what SWMPs are and why they are written;
- High level summary of the new SWMP;
- Notification of the survey (including simple link that is easy to type) and open houses;
- URL for the RDKS SWMP webpage; and
- A phone number for anyone who has questions about the project and/or the survey.

RDKS reception staff should be trained on how to direct calls resulting from the mailer and will record all communication received, such as the number of callers, topics addressed (based on a check list), etc.

If feasible, the timing of the addressed mail-out may coincide with other RDKS communications (e.g. utility bills or other direct mailings).

4.4.3 Ad – Community Awareness of Draft Plan and Survey/Open Houses

An advertisement that uses a similar look and feel to the unaddressed mailer should be published in local papers within a few days of the survey going live. The newspaper ad should continue to run until the survey period closes and open houses have occurred. The ad should not contain as much information as the mailer; its primary function is to drive readers to the RDKS webpage, survey site and open houses. The ad should use the established branding and be large enough to draw attention. Text for the ad can be developed by RDKS Administration; final layout should be done by a graphic designer.

The layout of the ads may differ between publications. The ad should contain all open house times and dates in all publications.

A poster version of the ad should also be produced and posted at the RDKS office, and other prominent locations, such as municipal offices, First Nation administration offices, waste management facilities, libraries, grocery stores, post offices and community centers/ pools.

4.4.4 News Release – Community Awareness of Draft Plan and Survey/Open Houses

A news release should be issued at the same time as the ads are published. Draft text for a news release is provided below.

For Immediate Release (DATE):

The Regional District of Kitimat-Stikine (RDKS) is pleased to announce that a new Solid Waste Management Plan (SMWP) has been drafted and is now ready for review. Over the past XXX months, a hard-working group of representatives from around the region has formed a Public and Technical Advisory Committee (PTAC) to examine our current waste management system and compare it to other systems across the province and around the world. Based on our existing system and the range of options they have reviewed, they have made recommendations about what waste management strategies and programs should be implemented within the RDKS over the next 5 to 10 years. Now is your chance to review the work they've done and provide your feedback.

The RDKS is hosting a series of open houses throughout the region. At these events, you can review the content of the draft SWMP, ask questions of RDKS Administration, PTAC members and elected officials, and provide your input on the draft plan.

All residents and businesses within the RDKS, its member municipalities and local First Nation communities are encouraged to complete a survey on the draft plan. The survey can be completed at an open house, online, at RDKS waste management facilities, and at offices of member municipalities and First Nation administrations. A link to the online survey can be found at rdks.bc.ca/solidwasteplan. The survey will close on DATE. Anyone who completes the survey can be entered into a draw to win a \$100 VISA gift card. Winners will be announced by APPROXIMATE DATE.

The SWMP is a provincially-mandated plan, which requires periodic updates. The last SWMP was approved in 1995, and laid the foundation for our current waste diversion and disposal systems. Once adopted, the new SWMP will set the direction for the management of solid waste in the RDKS for the next 5 to 10 years. For more information about the SWMP, go to rdks.bc.ca/solidwasteplan.

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For more information contact Nicki Veikle, Environmental Services Coordinator or Megan Haley, Project & Program Coordinator at 250-615-6100 or 1-800-663-3208; solidwasteplan@rdks.bc.ca.

4.4.5 Addressed Mail to SWMP Involved Working Group Mailer

The SWMP Involved Working Group will be sent addressed mail to provide details on the survey, and to offer a presentation/workshop on the SWMP development process and current system overview. A draft letter is provided below.

Dear XYZ,

The Regional District of Kitimat-Stikine (RDKS) has been developing a new Solid Waste Management Plan (SMWP) since early 2019. A draft version of the plan is now ready for review and we welcome your comments and feedback. The new plan addresses how waste will be managed for the next 5 to 10 years.

The RDKS is hosting a survey to gather feedback on the draft plan from residents, businesses and institutions. The survey is open to all residents and businesses within the RDKS, its member municipalities and First Nations communities. We would appreciate your input; please complete the survey using this link, or visit our website at www.rdks.bc.ca/solidwasteplan for a survey link.

The RDKS is also hosting a series of open houses throughout the region to present the draft plan. The closest open houses to your location will be:

- *DATE, TIME, LOCATION OF CLOSEST*
- *DATE, TIME, LOCATION OF 2ND CLOSEST*

If you are unable to attend an open house, and would like an opportunity to have the draft SWMP presented to you, one of our staff members would be pleased to work with you. Members of your organization who attend the presentation will have an opportunity to ask questions, suggest revisions, and complete the survey on site. Please contact Nicki Veikle, Environmental Services Coordinator at 250.-615-6100 or 1-800-663-3208 or solidwasteplan@rdks.bc.ca to make arrangements.

4.4.6 Presentations/Workshops

Upon request, the RDKS will provide presentations to stakeholders, including Municipal and First Nation Councils, stakeholder groups and community organizations. Presentations may be coordinated for multiple groups that are close in proximity and/or that share common interests. The presentation will follow the content of the display boards used at the open houses.

4.4.7 Survey on Draft Plan

The survey conducted in Step 4 will serve three purposes:

- Share the content of the draft SWMP;
- Show the public how their early input was used to develop the SWMP; and
- Obtain a snapshot of opinions and ideas about the draft SWMP.

The survey will be available in paper format and online. The paper survey will be mailed via unaddressed mail to all addresses in the RDKS (potentially in conjunction with the unaddressed mailer described in Section 4.4.5). It will also be available at local waste management facilities, the RDKS office, and community events where the RDKS has a presence. RDKS Administration will coordinate with member municipalities and First Nation administrations to have copies of the paper survey available at their offices and other community locations. RDKS Administration will collect paper surveys from each

location when the survey closes, or more frequently if that is preferred by the host organization. Regional District Administration will enter completed paper surveys into the online survey to ensure that all results are consolidated and analyzed consistently.

The online version of the survey can include a link to a PDF of the mailer, or the content can be copied directly into the survey.

Sample questions for the survey are provided in Appendix C. These questions are preliminary and will be revised and augmented as the Plan develops. Survey questions will be reviewed by RDKS Administration and provided to PTAC for review and comment at their ninth meeting.

4.4.8 Open Houses

The purpose of the open houses is be similar to the surveys:

- Engage the public in the SWMP development process;
- Obtain a snapshot of opinions and ideas about proposed future programs and facilities; and
- Enable dialogue about the solid waste management system.

Open houses will be scheduled throughout the regional district, with events in Terrace, and the Hazeltons, and potential events in Kitwanga, Stewart, Telegraph Creek, Dease Lake and Iskut. An open house may be held in Kitimat depending on Kitimat's level of participation in the SWMP and solid waste functions of the RDKS. Where multiple events are scheduled in an area, one should be on a weeknight (e.g. 4:00 to 8:00 pm) and one should be on a weekend (e.g. Saturday from 10:00 am to 2:00 pm).

Proposed locations include:

- Terrace
 - RDKS office (weeknight)
 - Thornhill Community Centre (weekend)
 - Terrace & District Aquatic Centre (weekend)
- Kitwanga
 - Community Centre
- Hazelton Area
 - New Hazelton Meeting Centre
- Telegraph Creek
 - Band office or school
- Dease Lake
 - School
- Iskut
 - Band office
- Stewart
 - District Hall or multipurpose hall/meeting room at the arena
- Kitimat
 - District of Kitimat office (weeknight)
 - Riverlodge Recreation Centre (weekend)

It is important to structure open house events to allow self-directed learning, opportunities to provide input (e.g. “dot exercises” to indicate preferences or priorities and/or exit surveys), and to allow attendees to participate in one-on-one discussions with members of the RDKS Administration, elected officials and PTAC members. Formal presentations and townhall-style question and answer sessions are not recommended. Individuals who have questions or concerns that cannot be addressed at the event would be provided with alternate ways of being heard, including meeting with RDKS Administration and/or elected officials, attendance at a Board meeting as a delegation, and submission of correspondence to the RDKS Board and Chair.

The display boards at the open houses should mirror the information developed for the mailer and provide more details. The survey on the draft SWMP can be provided in paper form. RDKS Administration at the event can also guide visitors through the process of completing a survey on their individual smart phones. Alternatively, survey questions may be posted next to a relevant display board; people may respond directly on the boards (using stickers or markers). RDKS representatives should be stationed at each board to ensure survey participation

4.4.9 Prepare the Consultation Summary Report

The purpose of the Consultation Summary Report is to demonstrate that adequate consultation has occurred. A Consultation Summary Report must be submitted to the Minister for review as part of the plan submission package. The report should include information on the consultation process and the SWMP development process. If there were challenges in gathering public comment (e.g., a lack of feedback), the report should document how due diligence was used to try and engage the public.

RDKS Administration will document methods used to engage stakeholders and the public. This includes retaining correspondence, news releases, media coverage, advertisements, social media posts, presentations, handouts, blank surveys and display boards. Completed surveys should be compiled and anonymized. All other forms of feedback received (emails, letters, notes from phone calls or other conversations) will be retained. Consultation data will be collected and maintained to facilitate the production of the report at the end of the planning process. A *Draft Consultation Report*, outlining engagement methods used in early in Step 2, is available under separate cover.

4.4.10 PTAC Meeting 10 – Receive Consultation Report, Review Summary of Planned Revisions to Draft Plan as a Result of Consultation

Input from workshops, open houses and surveys will be compiled and presented to PTAC. Proposed changes to the plan resulting from the input will be highlighted. PTAC’s feedback regarding the proposed changes will be noted.

4.4.11 PTAC Meeting 11 – Review Final Plan

If changes are made to the plan after Meeting 10, PTAC will have an opportunity to review the draft final plan, containing revisions from the consultation plan, prior to submission to the Ministry for approval.

4.4.12 Review by Regional Representative of the Ministry of Environment and Climate Change Strategy

A regional representative of the Ministry of Environment and Climate Change Strategy is a member of PTAC. This individual will be asked to review the plan prior to formal submission to the Ministry. This

allows ministry staff to review and provide any recommendations before the final draft is reviewed by the RDKS Board.

4.4.13 Board Workshop to Review Final Draft Plan

The Board will be presented with the final draft plan at a workshop. The workshop will highlight how input from PTAC, workshops, open houses and surveys have influenced the plan. This workshop will be the last opportunity for the Board to review the plan before it is submitted for provincial review.

If major revisions are required to the draft plan based on the results of Step 4 consultation, Ministry review, or Board workshop input, additional consultation with stakeholders and the public may be required. The format of the consultation will be determined as required.

4.4.14 Board Approval of Final Draft Plan

The final draft of the SWMP will be approved by a resolution of the Board to receive the plan and submit it to the Minister for review. A sample resolution is:

“That the Regional District of Kitimat-Stikine submit the solid waste management plan (title, date), as approved by the Board on (date), to the Minister of Environment and Climate Change Strategy for review and approval.”

4.4.15 Submit to Ministry of Environment and Climate Change Strategy for Approval

The final draft plan should then be submitted to the Minister, together with a completed checklist, corporate officer certification form and consultation summary report.

4.4.16 Website Maintenance and Social Media

Throughout Step 4, the website, social media and Recycle Coach apps will be kept up to date and used to notify people of consultation opportunities. The website should include a note when the SWMP is submitted to the Minister and the results of the Minister’s review.

5 First Nations Consultation

The Ministry Guide encourages development of a specific First Nations engagement strategy. Since the RDKS contributes to the costs of waste management facilities that are owned by First Nations (to cover the cost of off-reserve individuals using the facilities) and receives contributions from First Nations to cover the cost of their use of RDKS facilities, the RDKS communicates regularly with each First Nation community on matters related to level of service and contributions. This communication is generally in the form of letters, phone calls and face-to-face meetings between RDKS Administration and First Nations community leaders. First Nations are consulted with in much the same way as member municipalities, and this approach is expected to continue throughout the plan development process. Each band was invited to join PTAC, and all bands are included in the SWMP Involved Working Group.

Appendix A

Draft Step 2 Survey Questions

DRAFT

Paste here when ready

DRAFT

Appendix B

Draft Step 4 Survey Questions

DRAFT

First, please tell us a little bit about yourself.

Are you replying to this survey as: [pick one]

- A resident or
- A business owner

Where do you live? [pick one]

- The Terrace Service Area: Terrace, Thornhill, the greater Terrace area, Lakelse Lake, Rosswood and surrounding areas
- The Hazelton and Highway 37 North Service Area: the Hazeltons, Kispiox Valley, Moricetown, Kitwanga, Cedarvale, Stewart, Meziadin, Iskut and surrounding rural areas
- Outside a current solid waste Service Area: Kitimat, Nass Valley, Telegraph Creek, Dease Lake

Waste Management Measures

The following questions will be asked for each category of measures:

Please indicate your level of agreement with each of the following statements. (1 means you strongly disagree; 5 means you strongly agree)

Please list any other waste management measures you would like to see included in the plan

The categories are anticipated to be:

- Waste Reduction and Reuse
- Waste Diversion
- Residual Waste Management
- Regulation of Private Facilities
- Illegal Dumping
- Extended Producer Responsibility (EPR) Services
- Financing