VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
November 4, 2025 - 7:00 PM
COUNCIL CHAMBERS

The Village of Sayward respectfully acknowledges that the land we gather on is on the unceded territory of the K'ómoks First Nation, the traditional keepers of this land.

1. **Call to Order**
2. **Public Input (Maximum of 2 minutes per speaker, 15 minutes total)**

   Mayor: "Public input is for the purpose of permitting people in the gallery to provide feedback and shall be no longer than 15 minutes unless approved by majority vote of Council; each speaker may provide respectful comment on any topic they deem appropriate and not necessarily on the topics on the agenda of the meeting. Each speaker may not speak for longer than 2 minutes but may have a second opportunity if time permits. Each speaker must not be allowed to speak regarding a bylaw in respect of which a public hearing has been held. For the record, please state your name and address."
3. **Introduction of Late Items**
4. **Approval of Agenda**

   Recommended Resolution:

   THAT the agenda for the Regular Meeting of Council for **November 4, 2025**, be approved [as presented **or** as amended].
5. **Minutes of Previous Meetings**

   Recommended Resolutions:

   a) THAT the minutes from the **Regular Council Meeting** held on **October 21, 2025**, be adopted [as presented **or** as amended].
6. **Petitions and Delegations – none**
7. **Correspondence**

   Note: Council received the following correspondence with Approval of the Agenda. Council members, however, are welcome to move discussion of any piece/s of correspondence.

   a) Comox Strathcona Waste Management (CSWM) report dated June 13, 2025 regarding Solid Waste Management Plan (SWMP) Renewal for Board consideration and approval to proceed with public engagement.

i. Note: CSWM provided the attached report as well as the comparison graph to supplement the presentation given by CSWM staff on October 21, 2025 to the Village of Sayward Council.

b) Invitation to Local Government officials to register for AVICC Virtual Session: "Cowichan Tribes Case Commentary: A Focused Dialogue for Local Government" that takes place on November 27, 2025.

c) AVICC AGM & Convention – Resolutions, Nominations, Sessions, and Students

Potential Motion:

THAT Council authorizes [***state name of member(s) of Council***] to attend AVICC 2026 on behalf of the Village of Sayward and to report back to the Council.

8. Council Reports – None

9. Reports of Committees – None

10. Mayor's Report (see attachments)

a) UBCM - SRD Advocacy Power Infrastructure Upgrades for Houpsitas & Walter's Cove

b) UBCM - SRD Healthcare Workforce Housing Project, and SRD and Partners - Just Like Home Project - housing announcement

c) UBCM - SRD Advocacy Connectivity Cell Coverage for Highways 19 and 28

d) UBCM - SRD Re-evaluation of Served Underserved Areas

e) UBCM - SRD Removal of Payphones in Underserved Areas

f) UBCM - SRD Regional Reconciliation Framework Development

11. Unfinished Business – None

12. Staff Reports

a) Grant in Aid Request – Sayward Seniors Carpet Bowling

i. Staff Report (with following attachments)

ii. Grant in Aid application – redacted

iii. Grant in Aid Policy (Policy No. 300-08)

iv. Schedule "C" from Fees and Charges Bylaw No. 451

Recommended Resolution

THAT Council approves the grant in aid request from Sayward Seniors Carpet Bowling, dated October 5, 2025.

Note: Other potential resolutions are provided in the Village of Sayward staff report for Council's consideration regarding the Grant in Aid Request.

13. Emergency Services/Public Works/Recreation Department Reports - None

14. Bylaws – None

15. New Business

a) Village of Sayward Christmas Light Up 2025 and Truck Parade

Note: The date for the Truck Parade is Saturday, December 13, 2025. Currently there are no plans for any other activities. Sayward Public Works staff will set up decorations at the gazebo area.

16. Public Question Period (maximum 15 minutes)

Mayor: "The purpose of the public question period is to enable citizens to ask questions of Council about issues that are important to the citizen asking the question. Speakers are asked to limit their questions to one each and, if time permits after everyone has had an opportunity to ask questions, speakers may ask a second question. Citizens will be asked to state their name and address."

17. In Camera – None

18. Adjournment

a) THAT the Village of Sayward Council adjourns its November 4, 2025 Regular Meeting.

Time and Date: _____ .

VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
October 21, 2025
COUNCIL CHAMBERS

The Village of Sayward respectfully acknowledges that the land we gather on is on the unceded territory of the K'ómoks First Nation, the traditional keepers of this land.

Present: Mayor Mark Baker
Councillor Scott Burchett
Councillor Debbie Coates
Councillor Jason Johnson
Councillor Sue Poulsen (via Teams)

In Attendance: Andrew Young, CAO/CO
John Thomas, Advisor (via Teams)
Jennifer Redshaw, Office Administrator

1. Call to Order

The meeting was called to order at 7:01pm.

2. Public Input

a) Milena Gradisar of 261 Ambleside Drive thanked the village for the sewer report posted on the website. Ms. Gradisar also told the two councillors mentioned in the petition to hold their heads up high and she is proud of them.

b) Melissa Holmes of 108-6111 MacMillan Drive expressed thanks to all involved in conducting the investigation. She described having to leave a job she loved and thought she would retire from, due to the toll on her mental health from the disfunction of the village. Ms. Holmes thanked staff who invested countless hours in the investigation and uncovering the truth. She also said this is a wake-up call to the community.

c) Lee Ettinger of 220 Sayward Heights expressed her concern about the council providing so many grants in aid. She added that these special interest groups are running the village further into debt. Approving the current grant in aid request means we are walking away from $10,000 in revenue. Ms. Ettinger suggested public input on how money is spent.

d) Irene Callaghan of 230 Kelsey Way advised that she provided a letter to two previous CAOs, the most recent this February and has received no answer. Ms Callaghan handed CAO Young a copy of her letter.

Advisor Thomas stated that he did personally visit and respond to Ms. Callaghan, as did village Public Works staff on several occasions, so her comments are not accurate.

3. Introduction of Late Items

Cllr Burchett requested the following items be added to the agenda:

a) Council meeting videos should be broadcast right after meetings for those residents that are unable to attend meetings

b) Agendas have not been received by all council members for In-Camera meetings.

c) Discussion of the conflict of interest of a council members' significant other preparing In-Camera meeting minutes and the policies surrounding that.

MOTION R25/265
MOVED AND SECONDED
THAT Council meeting videos should be broadcast right after meetings to make them available to the public, be added to the agenda.

Opposed Mayor Baker, Cllr Coates, Cllr Johnson DEFEATED

MOTION R25/266
MOVED AND SECONDED
THAT Council direct staff to find out if there is a policy in place or if there is a conflict of interest in having a sitting councilor's spouse do In-Camera minutes.

In response to this statement CAO Young clarified that In Camera Agendas and Minutes are prepared by the CAO.

Opposed Mayor Baker, Cllr Coates, Cllr Johnson DEFEATED

Cllr Burchett asked CAO Young if he would be receiving an agenda for tonight's In-Camera meeting.

CAO Young responded that it is the Mayor's decision.

Mayor Baker stated he had no issue with it.

4. Approval of Agenda

MOTION R25/267
MOVED AND SECONDED
THAT the agenda for the Regular Meeting of Council for **October 21, 2025**, be approved as presented.

Opposed Cllr Burchett CARRIED

5. Minutes of Previous Meetings

MOTION R25/268
MOVED AND SECONDED
THAT the minutes from the **Regular Council Meeting** held on **October 7, 2025**, be adopted as presented.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

6. Petitions and Delegations

a) David Leitch, CAO, Strathcona Regional District presentation regarding Regional Planning functions (materials to be provided by SRD).

b) Comox Strathcona Waste Management Services (CSWMS) presentation regarding Solid Waste Management Plan renewal including strategies and actions (materials to be provided by CSWMS).

Direction to staff to forward CSWMS contact information to the organizers of the Kusam Klimb event.

7. Correspondence

a) Letter and Special Report for 2025 from Forest Enhancement Society BC, and BC First Nations Forestry Council – dated September 22, 2025.

b) Communication from Strong Cities Network regarding webinar on Introduction to Online Harms in British Columbia – Impacts on Municipalities (October 16, 2025).

MOTION R25/269
MOVED AND SECONDED
THAT Council direct staff send the electronic copy of the document with live links so that individual Council members may register for this important training.

Opposed Cllr Burchett, Cllr Poulsen **CARRIED**

c) Communication from BC/Yukon Command of the Royal Canadian Legion regarding 21st Edition of the Military Service Recognition Book - dated October 16, 2025.

MOTION R25/270
MOVED AND SECONDED
THAT the Village of Sayward support the Royal Canadian Legion.

CARRIED

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business - None

12. Staff Reports

a) Grant in Aid Request – Sayward Community Food Table Society
MOTION R25/271
MOVED AND SECONDED
THAT Council approves the grant in aid request from the Sayward Community Food Table Society, dated October 5, 2025.

CARRIED

13. Emergency Services/Public Works/Recreation Department Reports - None

14. Bylaws - None

15. New Business – None

16. Public Question Period

a) Irene Callaghan of 230 Kelsey Way stated that Advisor Thomas did not answer all her questions. Ms Callaghan would like to know who did it and how many times it has been pumped out because there is a problem in my area again.

17. In Camera

MOTION R25/272
MOVED AND SECONDED
THAT in accordance with Section 92 of the Community Charter, this Council meeting will be closed to the public at this time in order that Council may give consideration to matters in accordance with the following sections of the Community Charter:

1. 90(1)(c) labour relations or other employee relations;
2. 90(1)(d) security of the property of the municipality;
3. 90(1)(g) litigation or potential litigation affecting the municipality;
4. 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
5. 90(1)(j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act.

Opposed Cllr Burchett **CARRIED**

18. Adjournment

MOTION R25/273
MOVED AND SECONDED
THAT the Village of Sayward Council adjourns its October 21, 2025 Regular Meeting.

CARRIED

Time and Date: 9:56 pm October 21, 2025.

_____ _____

Mayor Corporate Officer

Comox Strathcona Waste Management

Staff Report

DATE: June 13, 2025

FILE: 5360-30

TO: Chair and Directors
Comox Strathcona Waste Management Board

FROM: James Warren
Chief Administrative Officer

Supported by James Warren
Chief Administrative Officer
J. Warren

RE: SWMP Diversion Strategies Summary Report

Purpose

To provide a summary of the short-listed diversion strategies proposed to support the Solid Waste Management Plan (SWMP) Renewal for Board consideration and approval to proceed with public engagement.

Recommendation from the Chief Administrative Officer:

THAT the memo from Stantec Inc. titled "Short-listed Strategies for the Comox Strathcona Waste Management SWMP Renewal" attached as Appendix A to the staff report dated June 13, 2025, be approved as the short-listed diversion strategies and provided for consultation with the public.

Executive Summary

- Extensive work has been undertaken by the Regional Solid Waste Advisory Committee (RSWAC), staff and consultants to compile the preferred and short-listed strategies presented within.
- The short-listing process was guided and informed by the Comox Strathcona Waste Management Board who developed their priorities related to Financial Impact, Community Benefit, Increased Diversion, Environmental Impact and Operation Impact, at their meeting in February.
- Discussion, input and modification to strategies today will provide sufficient time to prepare for consultation with the public in 2025.
- Consultation is planned for fall 2025 to allow for the final Stage 3 SWMP to be presented to the board within the current term of office. Delay in strategy approval will increase the risk that this timeline cannot be met, and the SWMP renewal process may extend beyond the October 2026 local government elections.

Prepared by:	Concurrence:	Concurrence:
S. Willie	***V. Schau***	***M. Rutten***
Sarah Willie Manager of Solid Waste Planning and Policy Development	Vivian Schau Senior Manager of CSWM Services	Marc Rutten, P.Eng. General Manager of Engineering Services

Background/Current Situation

CSWM is updating its SWMP to address evolving community needs and regulations. The SWMP, mandated by the *Environmental Management Act*, outlines garbage, recycling and waste programs for the next decade. CSWM operates various waste facilities across the region, adapting services to meet each community's unique needs. This renewal was initiated in 2022 and has been developed under the 2016 Guide to Solid Waste Management Planning provided by the Ministry of Environment and Parks (Ministry).

The CSWM Board met on February 27, 2025, to provide direction on prioritizing strategies for the SWMP update. The feedback from the Board during this session helped to provide guidance to staff and the Stantec team who is assisting staff in narrowing down the strategies for consultation with the RSWAC.

The RSWAC has refined a suggested suite of strategies and actions, being mindful of the input from the Board on priorities. Those actions have been summarized and are presented to the Board for consideration and approval and to take forward for consultation to the public. A similar summary report as provided in Appendix A was presented to the RSWAC on April 22, 2025 which included all of the discussed strategies to date, the ‘long-list’. The short-list of 33 actions is now before the Board for consideration and approval. The Board can make changes to these actions through a formal voting process led within the meeting, prior to the list being finalized for consultation.

Future input from the public and stakeholders will also influence what is included as part of the draft SWMP Renewal to be submitted, which will also be reviewed and approved by the Board before consultation in 2026 on the draft plan.

Below is a summary of feedback from the RSWAC during discussion of each of the strategies. The RSWAC was asked to rank their support for each action by colour, ‘green light’, ‘yellow light’ and ‘red light’. Red represented “I do not agree with this”, yellow was “I am okay with this” and green was “Yes, I agree with this”. The strategies are discussed in the order that they will be presented to the Board

within the meeting. This order allows discussion of the more detailed and technical strategies first.

Strategy 7: Support Equitable Access to Services

- This strategy has good support overall, but the committee provided valuable feedback for consideration:
- Urban RSWAC members expressed concern that the proposed Convenience Level Standard may not provide sufficient depot density and accessibility in their area for some materials, particularly for the population served.
- Urban areas may have trouble supporting the expansion of rural depots while residents in the urban areas find existing facilities very busy for their more significant population.
- The mandatory waste generator source separation bylaw could be considered excessive for small municipalities with very few industrial/commercial/institutional (ICI) or multi-family (MF) buildings requiring service. It could introduce more risk to the hauler, rather than requiring action of the generator, the customer. Consider limiting the boundaries of such a policy.

Strategy 8: Advance Solid Waste Tracking

- By far the most complex of the strategies to be proposed, these actions received the most 'yellow' support; this is potentially indicative of uncertainty about how they will be effective and play out in the marketplace. When discussing with the public, be mindful of providing clear language and description of the actions impacts.
- Only one 'red light' which commented that any additional regulatory burden was likely to add costs, which would be ultimately borne by the customer.

Strategy 4: Improve Multi-Family Waste Reduction and Diversion

- Overall strong support from RSWAC on all three actions. Success of this strategy hinges on the active engagement and implementation efforts of our member municipalities to leverage provincial legislative changes and address operational challenges in multi-family waste streams.
- Near unanimous support for implementation of required storage in new development.
- CSWM need to work with municipalities to improve awareness of and ability to utilize their authority to require such spaces for municipalities, as afforded by *Bill 16 – 2024 Housing Statutes Amendment Act*. This legislation provides new tools for local governments to include these requirements in their bylaws and development processes.

- Municipal support is essential for implementing these requirements through updated zoning bylaws and development permits, ensuring adequate and accessible waste management infrastructure is integrated from the design phase, supporting educational initiatives to minimize contamination, and define responsibilities for property managers, haulers, and waste generators (residents). CSWM is and will continue to play a supporting role in providing best practices for collection, clear signage and broad educational campaigns.
- Concerns around contamination management of organics from multi-family housing, and specifically, the question of responsibility.

Strategy 5: Improve ICI Waste Reduction and Diversion

- Civic site waste minimization was noted as having potential cost implications to local governments for contracts or disposal. Overall strong support from RSWAC on all actions.

Strategy 6: Improve Construction, Renovation and Demolition Reduction and Diversion

- 6A proposes completing pre-demolition assessments to identify opportunities for building relocation or deconstruction, while 6B would require local governments to implement the assessment and follow through with the findings, received the lowest support from RSWAC members.
- Concerns largely reflecting the burden on local governments to support this initiative, the readiness of the market to accept these homes or materials and the potential to drive up redevelopment costs.

Strategy 1: Support Reuse Initiatives

- Overall strong support for all actions.
- More support for piloting collection of reuse at the Comox Valley Waste Management Centre (CVWMC) than for financially supporting rural share sheds collectively,

Strategy 2: Encourage Waste Diversion Through Increased Education and Outreach

- Overall strong support for all actions.
- “Advocate and maintain support” received the strongest support from the RSWAC members, with toolkits and grants showing some ‘yellow’. Comments mentioned the effectiveness of toolkits supporting events in the entire region, and that volunteers were the limiting factor over financial resources when it came to expansion.

Strategy 3: Improve Education and Outreach to Encourage Waste Diversion

- Strong support overall with feedback on the challenge of moving the needle against the strong opposing force of consumer culture, and behaviour change.
- A desired emphasis on acceptance of more event/ICI diversion streams before expansion was noted.

Options

There are two options for the Board related to the presented information.

1. The Board can elect to approve the memo from Stantec Inc. titled "Short-listed Strategies for the Comox Strathcona Waste Management SWMP Renewal" attached as Appendix A to the staff report dated June 13, 2025. These included diversion strategies would be brought forward to the public for consultation this fall and feedback incorporated into final strategies to be included within the draft SWMP in early 2026.

2. The Board also has the option of modifying, removing or adding strategies to those proposed for consultation, and bringing those strategies forward to the public, as amended.

The recommended option is Option 1, to consult on the strategies as described within Appendix A for consultation.

Financial Factors

Annual and initial (one-time) costs have been identified for each strategy and action with information on the approximate timing of the expenditures. An overview of the estimated cost over the ten-year implementation timeline is presented below. The purchase of assets, education campaigns and pilot programs are examples of initial or one-time expenses.

Using the information available, an assessment of cost recovery options for each strategy was completed. Where costs were likely to be recovered by utility fees, tipping fees (cost neutral material categories), licensing or through service creation, the expense was considered to have potential cost recovery through fees.

Other expenses identified such as funding support, bylaw enforcement, communications and education initiatives, or policy development were deemed to require some if not all financial resources to be sourced from general revenue of the service – either through increased taxation or tipping fees.

Considering the value of avoided airspace as a key benefit of the SWMP strategies. Every cubic meter of landfill space not constructed or filled represents a tangible saving and extends the landfill's lifespan.

While direct evaluation of saved airspace for each strategy is currently unavailable (pending a new waste composition study) and highly subjective due to varying waste compositions and compaction rates, the following are two illustrative examples from key waste categories using the cost of airspace at $49/tonne to calculate the financial impact of preserving landfill capacity.

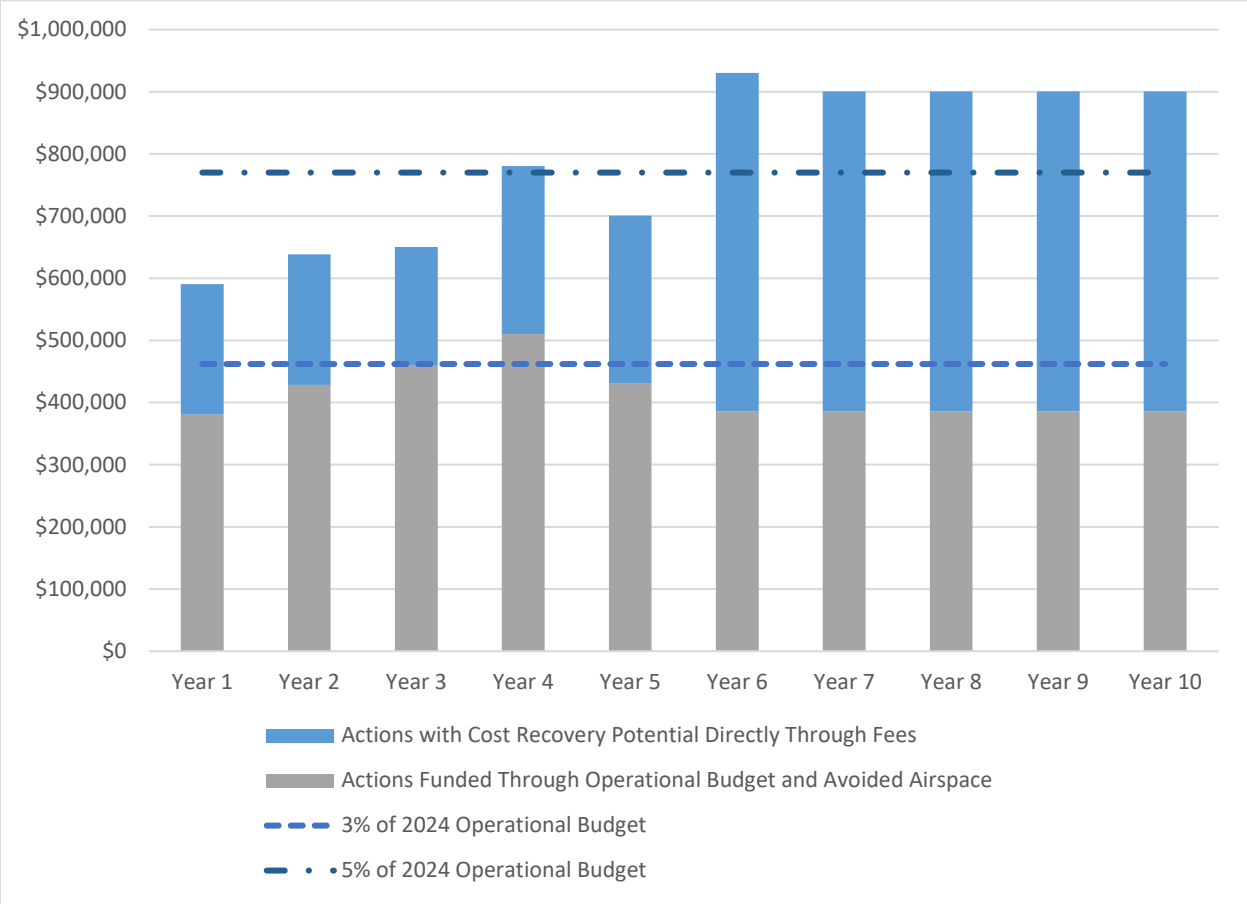
1. Construction and Demolition (C&D) Waste
    - Total annual landfilled C&D waste = 11,500 tonnes/yr
    - Readily divertible C&D materials = 2,600 tonnes/yr
        Based on the 2017 waste composition audit, approximately 18% of the total C&D waste stream, or 2,600 tonnes per year, consists of readily divertible materials such as drywall, clean wood, and metal. These offer immediate and feasible diversion opportunities.
    - Emerging market C&D materials = 3,600 tonnes/yr
        While we do not currently segregate carpet, shingles, concrete, and windows, their diversion has been demonstrated in other markets.
    - Total C&D diversion potential = 6,200 tonnes/yr
    - Annual C&D diversion (at 75%) = 4,650 tonnes/yr

2. Organics from Multifamily (MF) Households (hh)
    - Number of MF hh = 6,695 hh
    - Estimated organics generation per hh = 55 kg/hh/yr
    - Total organics diversion potential = 368 tonnes/yr
    - Annual organics diversion (at 75%) = 276 tonnes/yr

These illustrative calculations highlight an annual economic benefit of approximately $240,000 from diverting these key waste streams alone. It is important to note that certain recyclables, such as film plastics, offer less impact on airspace due to their lower density and often incur high collection costs. This highlights the need to weigh the costs of addressing high-impact categories against the costs of diverting lesser-impact materials.

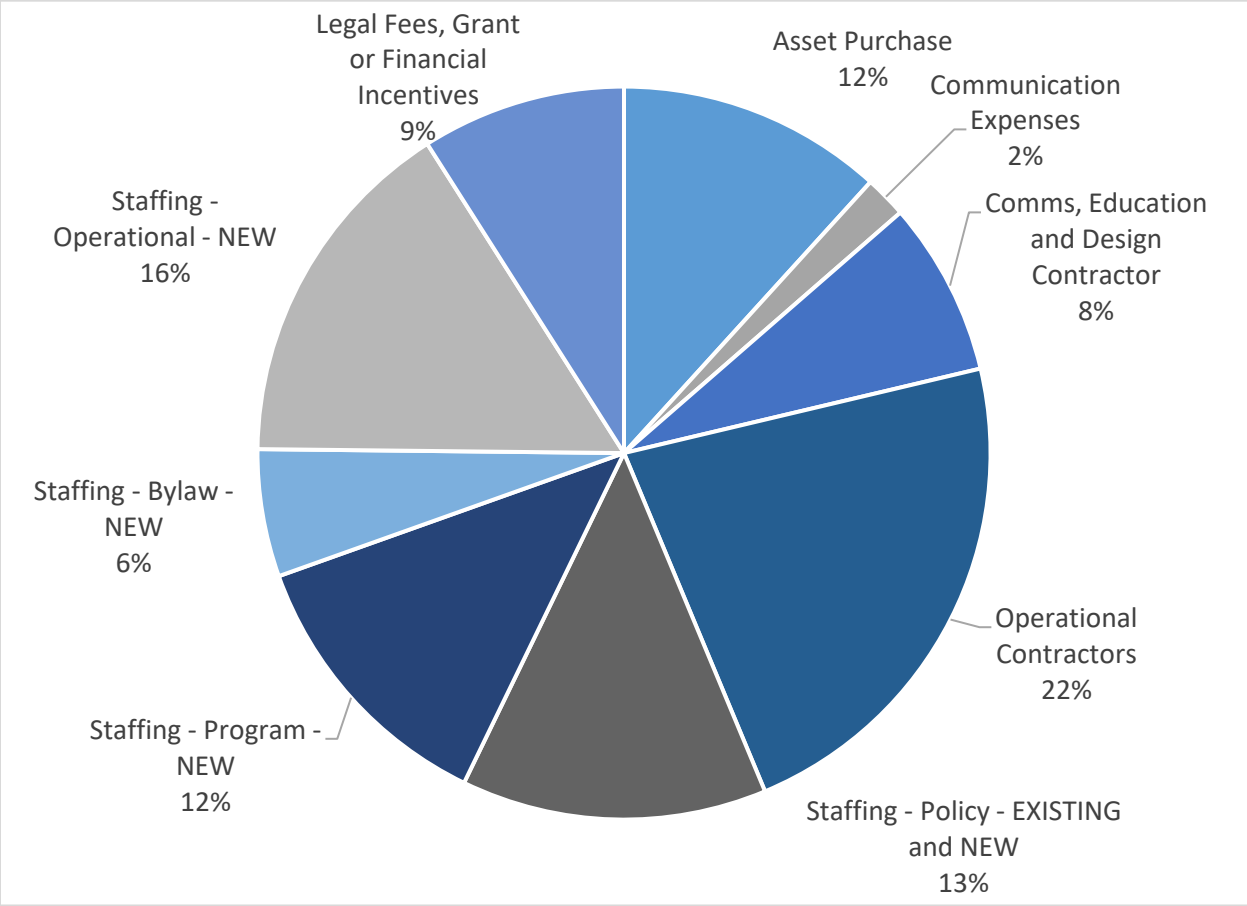
The Board of Directors identified a willingness to fund initiatives where possible through ‘user-pay’ mechanisms, and to keep overall cost increases to the general budget of the CSWM service to between 3 and 5 per cent of the operational budget. Overall, 41 per cent of the expenses are expected to be recovered through user-pay initiatives reducing the burden on the average CSWM resident.

Figure 1: Proposed Summary of Diversion Initiatives Expense Against Current Operational Budget



Implementing new strategies and actions as part of the SWMP renewal will require additional staff resources in the areas of program support, bylaw enforcement, and operations. Impacts on staffing were estimated for each action and it is anticipated that 2.0 to 3.75 full-time equivalent (FTE) additional staff will be required to support roll-out of the updated SWMP. Beyond this, further operational staffing needs and associated costs could emerge throughout the life of the plan for the CVWMC, driven by implementation progress, unforeseen external factors like fluctuating waste volumes or changes to operations. Final staff allocations will be considered after strategy refinement and identified as part of the draft plan.

Figure 2: Categorized Overall Proposed Expenses



The financial implications discussed above are not reflected in the 2025 or 2026 financial plans, as all costs are proposed. The implementation of the strategies, thus impact, is pending Ministry approval. Hiring will be determined based on CSWM Board approval.

Intergovernmental Factors

Reduction of solid waste going to landfill cannot be done by CSWM alone. It requires the cooperation and support of our local government partners, provincial and federal regulations and participation by our community members.

Many of the strategies identified have financial or resource implications for our local governments, especially those overseeing building permitting within their jurisdiction. Within the presentation these have been highlighted with a 'shaking hand' icon, and it is recognised that these strategies cannot be implemented without local government support. The financial and resources required by local governments have not been included within estimated needs, as it is beyond the scope of this work, but where possible resources to support that work by creating templates, communications materials or staff support from CSWM have been included.

This has been identified as a challenge through discussions with the RSWAC by both small and large municipalities each stretched to meet internal workloads with limited resources.

- Review of new multi-family developments for waste area space requirements
    - CSWM can support with template bylaws and best practices guide.
    - CSWM can support with review of drawings through formal referral process.
- Use of pre-demolition assessments to support relocation or deconstruction opportunities
    - CSWM has allocated funds for a staff member to support completion of the assessments across the service area.
- Implementing expedited permits for relocation, deconstruction and resituating moved homes to disincentivize demolition
    - CSWM can support with best practices guide and industry engagement.
- Civic site waste minimization
    - CSWM can support with financial resources for bins, signage and facility staff education.

Introduction of additional provincial or federal regulations that impact the scope have been anticipated where possible, but changes in the future may precipitate additional programs and resource requirements.

Citizen/Public Relations

A communications plan has been prepared for fall consultation on the proposed strategies and actions. This has been presented as a separate staff report dated June 13, 2025, titled “2025 CSWM SWMP Step 3 Strategy Shortlist” for consideration. Further consultation and steps for this process are summarized below:

- June 19, 2025: Board meeting presentation of the proposed strategies and target(s) to take to the public during fall 2025 consultation and engagement.
- July/August 2025: Preparation of consultation materials for September including website updates, online survey, ad design, engagement material design.
- September 8 to October 16, 2025: Engagement period for proposed strategies, in-person engagement in all urban and rural communities as well as online survey and webinar.

- December 4, 2025: RSWAC meeting to review the engagement summary report and consider any revisions to the proposed strategies and actions within the draft plan renewal.
- January 2026: Presentation of the engagement summary report to the Board.
- December 2025 to February 2026: Begin to prepare a draft amended SWMP for public review to gather feedback.

Attachments: Appendix A – Short-listed Strategies for the Comox Strathcona Waste Management SWMP Renewal, May 22, 2025

Short-listed Strategies for the Comox Strathcona Waste Management's Solid Waste Management Plan Renewal

CSWM Solid Waste Management Plan Renewal



June 11, 2025

Prepared for:
Comox Strathcona Waste Management Service of the Comox Valley Regional District

Prepared by:
Alex Velsink, Stantec and Sarah Willie, CVRD

Comox Strathcona Waste Management

Table of Contents

Glossary ..... **iii**
1 Introduction **4**
1.1 Guiding Principles & Goals 5
1.2 Board Priorities 7

2 Summary of Waste Prevention and Diversion Strategies **8**
Strategy 1: Support Reuse Initiatives 9
Actions to Support Reuse Initiatives 10
Strategy 2: Encourage Repair 11
Actions to Encourage Repair 11
Strategy 3: Encourage Waste Diversion through Increased Education and Outreach 13
Actions to Encourage Waste Diversion through Increased Education and Outreach 13
Strategy 4: Improve Multi-family Waste Reduction and Diversion 15
Actions to Improve Multi-Family Reduction and Diversion 16
Strategy 5: Improve ICI Waste Reduction and Diversion 17
Actions to Improve ICI Reduction and Diversion 17
Strategy 6: Improve CRD Reduction and Diversion 19
Actions to Improve CRD Reduction and Diversion 20
Strategy 7: Support Equitable Access to Services 22
Actions to Support Equitable Access to Services 23
Strategy 8: Advance Solid Waste Tracking 24
Actions to Advance Solid Waste Tracking 26

3 Overall Cost Impact and Cost Recovery Approaches **27**
4 Resource Needs **29**
5 Next Steps **31**

List of Figures

Figure 1: Ministry's Plan Development Process 4
Figure 2: Goals for the CSWM's SWMP Renewal 5
Figure 3: Guiding Principles for the CSWM's SWMP Renewal 6
Figure 4: Board priorities for the solid waste management plan renewal 7
Figure 5: Overview of Strategies 9
Figure 6: Curriculum Educator and Community Educator Roles 13
Figure 7: Annual estimated expenses for SWMP as compared to operational budget 28
Figure 8: 10 Year SWMP Expenses Including One-Time Costs 28
Figure 9: Current staffing levels and positions in the CSWM. 30

List of Appendices

Appendix A
A.1 Summary of Original Strategies with Rearranged Strategies and Actions
A.2 Summary of Excluded Actions based on RSWAC Feedback

Glossary

Term	Definition
Circular Economy	A circular economy is one that is restorative and regenerative by design, and which aims to keep products, components and materials at their highest utility and value at all times, distinguishing between technical and biological cycles.[1]
CRD	Construction, renovation and demolition waste
CO_2e	Carbon dioxide equivalent
CRWMC	Campbell River Waste Management Centre
CSWM	Comox Strathcona Waste Management
CVRD	Comox Valley Regional District
CVWMC	Comox Valley Waste Management Centre
Disposal	Landfilling
Diversion	Activities that divert waste materials away from landfill disposal to alternatives such as recycling or composting.
EPR	Extended producer responsibility
Generation	The sum of all materials discarded that require management as solid waste, including garbage, recycling, household hazardous waste, and organic waste.
GHG	Greenhouse gas
HHW	Household hazardous waste
ICI	Industrial, commercial, and institutional (also referred to as non-residential)
LFG	Landfill gas
Ministry	BC Ministry of Environment and Parks
MSW	Municipal solid waste
PPP	Residential packaging and paper product
Residual Waste	The portion of the solid waste stream not managed through recycling, composting or recovery activities. It is commonly referred to as “garbage” or MSW. Residual waste typically requires disposal at a landfill.
RSWAC	Regional Solid Waste Advisory Committee
SRD	Strathcona Regional District
SUP	Single use plastics
SWMP	Solid Waste Management Plan, also referred to as “the Plan”
TS	Transfer Station
7R	7R pollution prevention hierarchy (or simply waste hierarchy): refuse, rethink, redesign, reduce, reuse, recycle.

[1] From the Ellen MacArthur Foundation. More information via URL: https://www.ellenmacarthurfoundation.org/circular-economy

1 Introduction

Comox Valley Regional District (CVRD) is responsible for solid waste management planning in both the CVRD and the Strathcona Regional District (SRD) and operates the service under the brand Comox Strathcona Waste Management (CSWM). The CSWM is undertaking a renewal of the 2012 Comox Strathcona Solid Waste Management Plan (SWMP) to reflect current and future waste management needs. The Environmental Management Act mandates regional districts to develop plans for the management of municipal solid waste (MSW) and recyclable materials. The purpose of the SWMP is to provide the CSWM with a guiding document that will direct the Region's solid waste management activities over the next 10 years.

The process to update the plan is being conducted in four steps, in accordance with the 2016 BC Ministry of Environment and Parks (Ministry) Guide to Solid Waste Management Planning (the Guide):



Figure 1: Ministry's Plan Development Process

The planning process started with gaining Board approval and establishing the Regional Solid Waste Advisory Committee (RSWAC), a committee comprised of members of the public, local government staff and business owners. Step two set the plan direction and included a review of the current system. The third step is now to evaluate options to address the region's future solid waste management needs. The long list of actions were presented to RSWAC for discussion and feedback. This feedback has influenced the short-list of actions, which is presented in this report. The fourth and last step will be the preparation of the draft SWMP, and submission of the Board adopted plan to the Ministry. Consultation and engagement are not shown as a separate step in Figure 1 as it occurs throughout the entire planning process.

The first SWMP for the region was developed in 1995 and included a goal of 35% diversion by 2000, or a disposal rate of 430 kg per capita annually. This was the early days of curbside recycling, and the opportunity for growth within municipal collection programs and through depots was tremendous at the time. Extended producer responsibility (EPR) programs were limited in the province, and revenue potential drove decision making around collecting and diverting materials.

In 2003 an update to the SWMP was prepared which shifted the focus of the service toward improvements to the disposal infrastructure within the system and support for expanded diversion programs for household hazardous waste (HHW) and electronics. Support for increased diversion from the industrial, commercial and institutional (ICI) sector was identified as a need as well.

The latest SWMP update occurred in 2012 and focused on long-term disposal capacity challenges, and liabilities associated with natural attenuation landfills (landfills without a bottom liner). This was reflective of changing provincial regulations and directives. The 2012 plan targeted an increase in the diversion rate from 51% to 70%, or a disposal rate of 380 kg per capita per year by 2022.

This document has been prepared to support the CSWM Board of Directors in their decision making for selecting a short-list of actions to provide to the public for consideration in the draft SWMP.

1.1 Guiding Principles & Goals

The CSWM developed draft goals and guiding principles with input from the RSWAC which were approved by the Board for consultation in May 2023. These were then brought to the public for consultation in September 2023. Following consultation, CSWM finalized the goals and guiding principles with RSWAC and brought them to the Board for acceptance in November 2023. Public feedback during the Step 2 consultation helped ensure they reflect what is important across the CSWM service area.

The goals and guiding principles set the foundation for informing the specific strategies and initiatives that are part of CSWM's RSWMP renewal.



Figure 2: Goals for the CSWM's SWMP Renewal

`



Figure 3: Guiding Principles for the CSWM's SWMP Renewal

1.2 Board Priorities

The CSWM Board met on February 27, 2025, to provide direction on prioritizing strategies for the SWMP renewal. At this meeting, the Board was asked to participate in a priority mapping exercise to provide direction in prioritizing five focus areas. The five priority areas included:

- Financial impact
- Operational impact
- Environmental impact
- Increased diversion
- Community benefit

Figure 4 shows the results of the priorities from the Board. The highest priority is the financial impact, with nearly all votes ranking this as high. The remaining priorities are more evenly distributed with community benefit, waste diversion, and environmental impact being ranked similarly. Operational impact has the fewest votes for high importance, with most votes indicating that operational impacts have medium importance. None of the priorities were voted as having low importance.

Understanding these Board priorities has helped to evaluate each of the strategies and actions and inform which strategies and actions are suitable to included in the new SWMP.

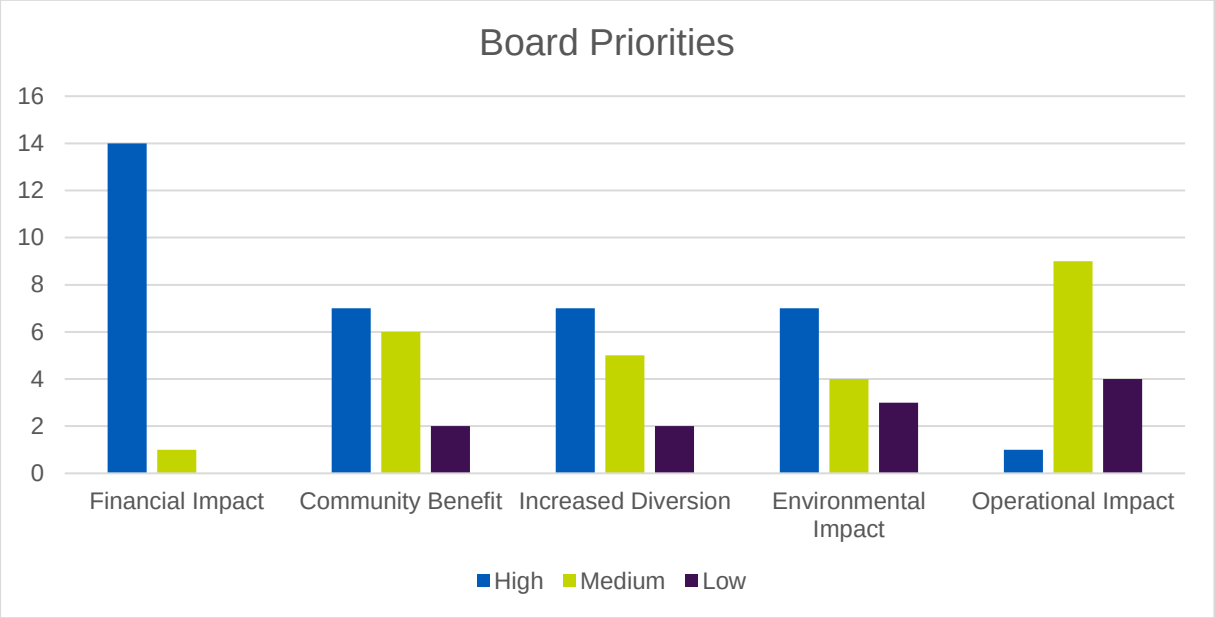


Figure 4: Board priorities for the solid waste management plan renewal

2 Summary of Waste Prevention and Diversion Strategies

Between February 2023 and February 2025, RSWAC members met over a dozen times to discuss various aspects of waste management. Members were presented with technical memos ahead of each meeting and a total of 10 strategies and over 40 actions were identified and discussed as part of the planning process.

The CSWM has requested the support of the consulting firm Stantec to review all technical memos, strategies and actions, to re-organize and summarize all of the options for a discussion with the RSWAC on options to include in the SWMP. As the technical memos were developed by different experts within each field there was some overlap between different strategies/actions, some initial overlaps were identified and accounted for. Reviewing and refining with the RSWAC on April 22, 2025, resulted in 8 overall strategies and 33 related actions being suggested to move forward. Of the previous 41 actions, 9 have been excluded and can be found in Appendix A. One additional action was added from RSWAC feedback. Numbering and lettering for all strategies and actions remains as presented at the April 22 meeting for ease of reference.

Figure 5 shows an overview of all 8 strategies that are suggested for the SWMP renewal in addition to the existing programs and initiatives currently undertaken by the CSWM.

Each strategy has a set of actions to implement and may require additional funding and staff resources to implement. Impacts on cost, diversion, operations, capital, and environmental and social are noted for each action. Section 2 presents each strategy with information on:

- A summary of context including importance of the strategy.
- A description of each action.
- Impacts on each action, including:
    - **Impacts on diversion**: Low (up to 500 tonnes), medium (up to 3,000 tonnes), or high diversion (greater than 3,000 tonnes).
    - **Impacts on annual cost**: The annual cost (labour, contractors, operational, and other) associated with the action. Low (less than $50,000), medium ($50,001 to $100,000), or high (greater than $100,000)
    - **Operational impact**: Low, medium or high impact related to operational equipment and labour.
    - **Initial investment**: Low (less than $100,000), medium (up to $500,000), or high (greater than $500,000) investment related to research, planning, communications and major assets.
    - **Environmental and social factors**: Any related environmental or social impact.

The suggested priorities and timelines have been informed by CSWM staff, the RSWAC and the Board priorities (section 1.2). Actions that are given higher priority have a shorter implementation period (within the first five years of implementation following provincial approval), and those with lower priority have an implementation period beyond five years. Staff resourcing was accounted for when developing implementation timelines, as well as strategies that are dependent upon one another.

At the RSWAC meeting on April 22, 2025, RSWAC was asked for their input to identify which options should be included as preferred strategies in consultation and engagement with the community, and recommendation to the Board. The feedback from RSWAC was taken back and nine actions were removed. This report highlights the preferred strategies and actions as informed by the Board direction, RSWAC and staff. These actions will be taken to the Board in June for approval for public engagement in September 2025.



Figure 5: Overview of Strategies

Strategy 1: Support Reuse Initiatives

The new CSWM guiding principles emphasize the first 7 R's: Refuse, Rethink, Redesign, Reduce, Reuse, Repair, Recycle as guiding principle #2. This highlights the critical importance of enhancing the role of reuse in lowering the region’s disposal rate from 518 kg per capita per year to meet the provincial target of 350 kg. Despite the presence of numerous thrift stores and online options in urban centers within the CSWM service area, there is still a considerable amount of material of value being landfilled from these communities.

In 2017 the CSWM Board explored the implementation of share sheds and free stores at the Comox Valley Waste Management Center (CVWMC) and Campbell River Waste Management Center (CRWMC). At that time the Board decided not to proceed with incurring the costs and resources to support this program expansion. In the absence of free stores or share sheds in the urban areas the CSWM has participated in various waste reduction events and workshops with the goal of improving diversion. This includes pop-up clothing swap events, repair cafes, and workshops to educate the community about reducing, reusing, and recycling.

There are also avenues for reuse within the region that are not managed or run by the CSWM. Urban areas have access to many non-profit organizations and thrift shops that offer similar services to share sheds. There are five operational free stores in rural communities co-located with CSWM facilities. The success and the continued operation of free stores and share/swap sheds in rural communities can be attributed to rural residents' adaptability, willingness to volunteer, pride in community, and a lack of convenient access to purchase new goods. Not all of these rural drivers are present in more developed areas of the service.

The CSWM would like to support reuse with the primary objective of promoting existing reuse within the community supported by the necessary resources. Options to achieve this goal are outlined in the table below.

Actions to Support Reuse Initiatives

A summary of the short-listed actions related to this strategy is shown in the table below. Actions 1C and 1D were excluded as these had relatively low diversion potential and high costs. Removed actions can be found in Appendix A.

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
1A	**Within the CSWM continue to advocate and promote donations to existing reuse establishments** This option is to continue to advocate for making smart choices when buying clothes to reduce waste and promote donations to existing establishments in urban areas. The CSWM can use their website to promote charities/non-profits and list what items they accept as donations. CSWM staff can focus some efforts on redistributing items around the region. It was identified that some communities have too much of some items/materials and as CSWM travel within the region, there is an opportunity to redistribute these items.				
	Low	Low Staff: $5,000[2]	Low	N/A	Continued support for reuse. Reduce cost of living and improve access to information. Developing a stronger sense of community.
1B	**Partner with a local non-profit to pilot collection of reuse items at CVWMC to divert materials from landfill** This option is to partner with local non-profits to divert material from waste streams at the CVWMC. This could include setting aside materials that are specifically designated for non-profits, which are then picked up on a weekly basis. This would require staff to identify and set aside items. Pilot for 6 months to reduce costs.				
	Low	N/A	Low Term Position 0.5	Low Staff: $65,000[3,4] Material: $20,000[5]	Increased reuse. Developing a stronger sense of community. Supporting local business.
1E	**Financially support island and remote share sheds where volunteers or the local municipality can construct, operate and staff the share sheds** This option is for the CSWM to support island and remote share sheds. Although in the 2017 the Board decided against share sheds at the CWSM facilities, they have shown to be successful in island and remote areas, as discussed above. The CSWM may want to provide money and resources to support these island and remote share sheds, and or future urban reuse opportunities.				
	Low	Low $10,000 - $15,000[6]	Low	N/A	Increased reuse. Developing a stronger sense of community.

[2] Staff costs for updating online tools or subscriptions for the online tools
[3] Assumed six-month pilot
[4] Staffing costs six months for 7-day oversight
[5] For sea container to store items
[6] Minimum cost of one dollar per permanent resident of selected communities. Based on 2021 census data.

Reuse Priorities

The following table shows the recommended implementation timeline for the short-listed actions relating to the reuse strategy.

Action	1A	1B	1E
Short-Term (1-5 years)		✓	✓
Long-Term (6-10 years)	✓		

Strategy 2: Encourage Repair

Repair Cafés were identified during public engagement in earlier consultation for the SWMP renewal process as an area that the public recognized had potential for growth, and would contribute to reducing waste, curbing consumption, combating planned obsolescence, and fostering regional resilience. These events are free to attend and held in a public and accessible space that is equipped with tools and supplies where individuals, assisted by skilled volunteers, can repair or mend everyday items such as electronics, appliances, computers, bicycles, and clothing. Repair Cafés support the following Guiding Principles #1 and 2.

The CSWM began supporting Repair Cafés in 2019, with the first taking place in Courtenay. After a COVID-19 pause the Repair Cafés began again and were supported by the CSWM community educator and school educator (Figure 6). Over the years the Repair Café events have been hosted by the City of Campbell River, Lake Trail and Cumberland Community Schools as well as non-profit groups on Denman and Quadra Island. Recently a Repair Café event was led by CSWM in the Village of Tahsis as part of a series of waste related activities taking place for students and residents. Since 2022, hundreds of participants have attended these events and hundreds of items have been repaired.

Although Repair Cafés are not likely to contribute to significant waste diversion due to the limitations on the number of items that can be repaired per event and acknowledging that many of the items brought in for repair are part of existing recycling programs, the events have many benefits for the service beyond diversion. They promote a shift in consumer behaviour, offer tools to prolong an item's lifespan, promote valuing natural resources, advocate for reduced consumption, initiate discourse on repairable purchases, and educate residents on recycling options for irreparable items. There is opportunity for the CSWM to work with local organizations as they can be vessels for supporting programs and sharing information in their local community. Options to achieve this goal are outlined in the table below.

Actions to Encourage Repair

A summary of the short-listed actions related to this strategy is shown in the table below. Based on RSWAC feedback action 2D was added. No actions were excluded.

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
2A	**Maintain current Repair Café support** This option is for the CSWM to support Repair Cafés in the region, which does not include financial support. Existing support includes providing assistance through the CSWM Community and Curriculum Educator to support five to six Repair Café events throughout the service area annually.				
	Low	Low[7]	Low	N/A	Increasing skills in community for repair and building resilience. Developing a stronger sense of community and curating generational knowledge transfer.
2B	**Implement a grant program to support local Repair Café event coordination** This option is for the CSWM to introduce grants to support local organizations hosting the repair events to help expand and support repair efforts in the region. Working in collaboration with community groups and organizations will decrease the workload associated with coordination of these events and offering grants can increase willingness to participate.				
	Low	Low $10,000[8]	Low	N/A	Promotes sustainable volunteerism. Increased repair. Developing a stronger sense of community.
2C	**Develop Repair Café toolkits including basic supplies to facilities and streamline the coordination of events** This option is for the CSWM to develop a Repair Café Toolkits which would consist of basic supplies and consumables to facilitate and streamline the coordination of events.				
	Low	Low $500[9]	Low	Year 1: $2,000[10]	Reduces the barrier for volunteers. Increased repair. Developing a stronger sense of community. Supporting local communities and events.
2D	**Advocate for the right to repair at the provincial and national level** This option involves advocating for the provincial and national level of government to implement policy and programs related to right to repair.				
	Low	Low[11]	Low	N/A	Continued support for repair. Reduce cost of living and improve access to repair services.

Repair Priorities

The following table shows the recommended implementation timeline for the short-listed actions relating to the repair strategy.

Action	2A	2B	2C	2D
Short-Term (1-5 years)	✓		✓	✓
Long-Term (6-10 years)		✓		✓

[7] $20,000 within existing $126,000 budget of the community and education contractors
[8] $10,00 annually for grant funding
[9] Communication and education
[10] Costs to cover toolkit creation
[11] Existing staff time.

Strategy 3: Encourage Waste Diversion through Increased Education and Outreach

Community education, communication, and outreach play a pivotal role in shaping the strategic goals and priorities outlined in the SWMP renewal process. Supporting community education, communication and outreach is an approach that aligns most closely with guiding principle #5 - to have informed residents, businesses and community partners empowered to participate effectively and consistently in proper waste management practices.

Since the previously approved SWMP in 2012, CSWM has implemented a robust educational strategy to drive behaviour change and to increase waste diversion efforts. During this time, the approach has focused on promoting presentations within schools, organizing landfill tours, and providing community education through a variety of outreach efforts. These educational initiatives have proven to be cost-effective and are a valued service that actively promote waste diversion.

There is currently a curriculum educator and a community educator. These roles are detailed below in Figure 6.

The CSWM would like to explore alternative approaches to improve education and outreach to encourage waste diversion. Options to achieve this strategy are outlined in the table below.

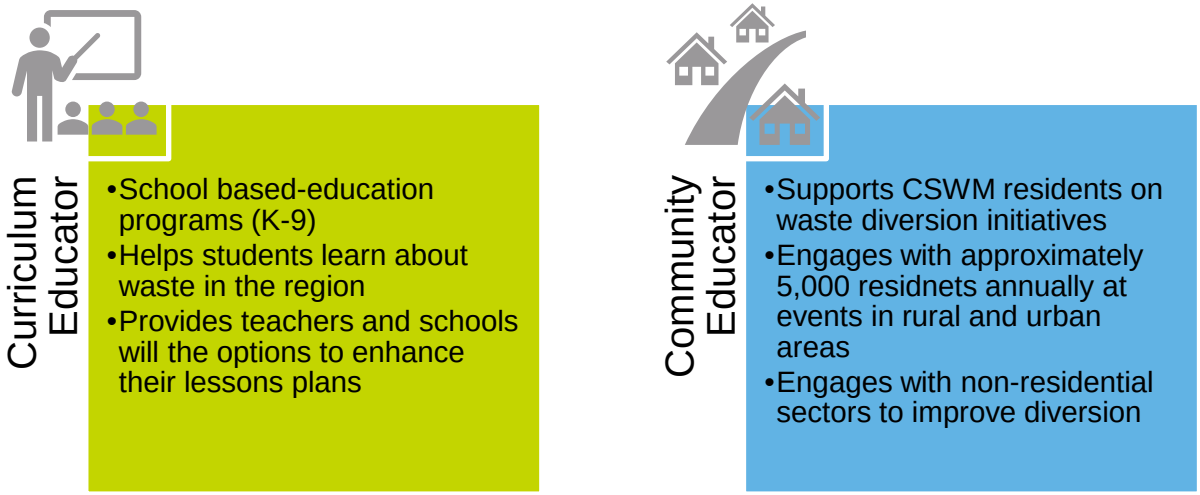


Figure 6: Curriculum Educator and Community Educator Roles

Actions to Encourage Waste Diversion through Increased Education and Outreach

A summary of the short-listed actions related to this strategy is shown in the table below. Only action 3C was changed based on RSWAC feedback and implementation costs were reduced. No actions were excluded.

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
3A	**Maintain current education and engagement levels throughout the school districts and at regional events** This option is for the CSWM to maintain their current education and engagement levels throughout the region through the curriculum educator and community educator. Cost associated with this action are accounted for in current budgets.				
	Low	N/A[12]	Low	N/A	Continue supporting local communities and bringing community together.
3B	**Increase education, outreach and communications capacity to engage with more sectors and provide regionally specific content** This option is for the CSWM to increase education, outreach and communications capacity moving forward. This could include introducing community specific content, further supporting new waste reduction and behaviour change initiatives by working with local champions, and expanding the current service level to target new demographics and sectors. This would be in addition to any support for sector specific education through other actions.				
	Low to Medium	Low Staff or contractor: $40,000	Low 0.5 FTE or Contractor	N/A	Diversifying and expanding support to more communities and sectors.
3C	**Establish mobile waste source separation equipment to improve waste diversion at community events** This option is for the CSWM to invest in waste diversion infrastructure for community events. Providing support and resources to facilitate source diversion for events could result in significant event waste reduction.				
	Low	Low Contractor: $5,000[13]	Low to Medium	$20,000[14]	Increased diversion at events. Developing a stronger sense of community. Supporting local communities and events.

Education and Outreach Priorities

The following table shows the recommended implementation timeline for the short-listed actions relating to the education and outreach strategy.

Action	3A	3B	3C
Short-Term (1-5 years)	✓	✓	✓
Long-Term (6-10 years)	✓		✓

[12] Within current budget of $126,000, includes Repair Café support.
[13] $1,000-$1,500 per event for contractor to attend or support training volunteers for events.
[14] For portable event infrastructure, including signage and waste separation bins. The cost of a water truck is assumed to be covered by emergency management grant or through user-pay fees.

Strategy 4: Improve Multi-family Waste Reduction and Diversion

The CSWM does not offer any waste collection services directly to multi-family buildings, however approximately one third of the region's residential households are multi-family.[15] Some single-family residents receive curbside collection through the CSWM (as the CVRD) and SRD. Multi-family residents in the City of Campbell River (approximately 2,800 buildings) have the opportunity for Recycle BC funded collection services through private haulers and are the only community with this option. In 2024, four buildings were signed up for this funding. An additional 3,800 multi-family buildings located within the CSWM have no opportunity for funding by Recycle BC but are stated as 'served' by the available depot recycling facilities according to Recycle BC.

The Village of Cumberland and the Town of Comox offer multi-family residents recycling pick-up through a private hauler, who also picks-up commercial recycling under a central contract (not Recycle BC funded). Multi-family buildings in the City of Courtenay are required to hire private contractors for pick up services and there is no requirement for recycling or organics; buildings can choose to pay for garbage collection only. Households in the City of Campbell River are required to have recycling but there is no active enforcement of the bylaw, and services are not offered through a City contract, but by subscription to a private hauler.

Barriers for multi-family buildings that only have garbage collection:

- Diversion is not encouraged
- Residents that do not have vehicles do not have access to other services
- Recycling and composting services are not convenient
- Accessibility barriers to access other services
- Less peer pressure on residents as participation in recycling programs is less visible than for single-family homes using a curbside collection service

The entire CSWM area suffers from a lack of affordable housing, and growth in the multi-family sector for purpose-built rentals and subsidized housing will continue to be needed.

Some buildings have shared collection areas for commercial businesses and residents. Obtaining Recycle BC funding currently for multi-family buildings requires that the collected material is not co-mingled with commercial recycling. To expand access to recycling in multi-family buildings, Recycle BC has announced that they are investigating allowing routes with mixed pick-up of ICI and multi-family to be funded through their program in the future for private haulers. Education would continue to be the responsibility of local governments.

It is important for CSWM to improve the connection with multi-family residents and increase accessibility for residents to divert to achieve our goals. As a demographic, multi-family residents are more challenging to engage with and will require more resources in order to be successful.

[15] 2021 census

Actions to Improve Multi-Family Reduction and Diversion

A summary of the short-listed actions related to this strategy is shown in the table below. No significant changes were made to these based on RSWAC feedback and no actions were excluded. Action 4A will involve municipal costs for bylaw development and enforcement, but annual costs are limited to CSWM's costs and municipal costs are not presented.

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Impacts
4A	**Implement a requirement for adequate space for waste collection in new buildings** This option includes the Municipal and Regional planning with neighbouring regional districts, requiring new multi-family building developments and construction to have adequate waste management space for future diversion of recyclables and organics and considerations incorporated within the proposed design. The CSWM will also advocate at the Provincial level for changes to the Building Code to consider space allocation for waste collection for areas without Building permits.				
	Medium	Low[16]	Low	N/A	Reduces unsightly premises and ensures inviting and well-lit waste areas. Reduces vermin interactions with waste.
4B	**Increase education and outreach to multi-family residents** This option involves increasing education and outreach to multi-family residents, using a multi-pronged approach and sharing success stories. This may include aspects such as a comprehensive campaign with management and residents, training programs to build capacity within multi-family building operations, a program to equip residents as recycling champions, and more.				
	Low	Low Contract: $25,000[17]	Low	N/A	Provides greater access to information to low income or marginalized populations.
4C	**Expand organics collection to multi-family homes to increase diversion** This option involves the CSWM expanding organics collection to multi-family homes to increase diversion. This will also contribute to increasing equitable service provision for all residents in the CSWM area. This option would require transfer infrastructure upgrades. The service design will need to consider convenience and financial impact.				
	Medium	Low $25,000[18]	Medium 0.25 FTE	Medium $50,000[19]	Reduces GHGs from food waste in the landfill. Provides equity between household types.

Multi-family Reduction and Diversion Priorities

The following table shows the recommended implementation timeline for the short-listed actions relating to the multi-family waste reduction strategy.

Action	4A	4B	4C
Short-Term (1-5 years)	✓	✓	
Long-Term (6-10 years)			✓

[16] This strategy could be implemented using existing CSWM staff resources.
[17] Estimate of $25,000 to support 1,000 dwellings a year
[18] $25,000 in outreach and education and an additional 0.25 FTE
[19] Communication start up costs. Additional costs for upgrades to transfer infrastructure are excluded, as these are currently unknown and depends on local infrastructure needs.

Strategy 5: Improve ICI Waste Reduction and Diversion

Addressing ICI waste reduction and diversion aligns with CSWM SWMP draft goals and guiding principles # 1 and including supporting a circular economy approach, reducing waste to landfills, encouraging participation in the solid waste system across sectors, and ensuring changes are delivered equitably while recognizing and leveraging the unique challenges and cultures of the region's rural and remote communities.

The ICI sector has high waste reduction and overall diversion potential. ICI sector materials disposed as garbage represent a significant portion of the overall waste stream. According to the 2017 CSWM waste audit, approximately 60% of the materials disposed by the ICI sector could have been diverted as organics or recyclables. While there are major food banks in Comox Valley and Campbell River that are recovering food, the largest component of ICI sector waste is still food waste (25%) and combined recyclables (30%). Therefore, there is still significant potential to prevent and divert waste from the ICI sector.

The 2012 SWMP had a goal to increase organics processing capacity in the region. A facility has been built but currently does not accept ICI organics and has limited capacity to accept additional materials. It is insufficient to accept the entire regions organics.

In the CSWM, ICI waste is typically collected by private haulers in more densely populated areas. Most of the collected materials are taken to regional waste management centers. In rural areas, materials are collected privately, by local government or self-hauled by businesses to landfills or waste transfer stations. The exact amount of waste generated by the ICI sector is not known, since commercial customers are grouped with other customers.

As per the 2012 SWMP, a variable tipping fee is charged to the ICI sector to encourage waste diversion.[20] CSWM has also encouraged local governments to introduce mandatory recycling policies for businesses to increase diversion of organics and recyclables and require space allocation in new buildings for multi-stream waste collection. Currently the Village of Cumberland collects commercial garbage and recycling under a solid waste utility fee.[21]

As part of the SWMP renewal a total of 30 interviews were conducted with ICI sector businesses and organizations, and those serving ICI across the region to better understand how CSWM can support private and non-profit sectors operating in the service area to optimize waste minimization and diversion while continuing to provide their existing services.

The CSWM would like to explore alternative approaches to improve waste reduction and diversion for the ICI sector. Options to achieve this goal are outlined in the table below.

Actions to Improve ICI Reduction and Diversion

A summary of the short-listed actions related to this strategy is shown in the table below. RSWAC agreed to exclude action 5E, which involved providing grants for local organizations to create initiatives focusing on waste reduction and diversion leadership and innovation. This action had too much overlap with 5D, which was short-listed instead. There is potential for a portion of the funds directed to a communications contractor

[20] Comox Strathcona Waste Management, 2024. Fees. https://www.cswm.ca/fees
[21] Village of Cumberland, 2024. Utility Rates and Charges. https://cumberland.ca/utility-rates-and-charges/

in 5D, to be used for small grants (as in 5E) that can support businesses and organizations, help create community spirit and leverage the passion of grass roots initiatives. No other actions were excluded.

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
5A	**Continue to advocate for increased stewardship support to improve accessibility to recycling programs and expand materials covered under EPR for the ICI sector** This option involves advocating for senior government and other partners for policy and program support. Efforts include tracking and weighing in on the development and implementation of ICI related provincial policy including but not limited to how non-residential packaging and paper products, single use item reduction and plastics management and updates to existing and new EPR programs.				
	Medium - High	Low[22]	Low	N/A	Can result in the reduction of waste entering the landfill and related GHG emissions. Provides equity between sectors for access to services.
5B	**Use policy and education to incentivize waste minimization and diversion** This option is intended to use phased in policy to add incentives for reducing and diverting organics and recycling from ICI sources. This would build on the tipping fee differential success with regional disposal, including the option to introduce further landfill bans (organics) when composting options are readily available, support municipal source separation bylaws, and integrating waste reduction and diversion into business license agreements. Policy integration must be based on policy development and approval across all levels of government. It is very important that CSWM provide adequate education and outreach for any new policies being implemented.				
	Medium	High $100,000[23]	Medium 1 FTE	Low Communication: $50,000[24]	Reduction of waste entering the landfill and related GHG emissions.
5C	**Support businesses to reduce waste through education and collaboration** This option includes supporting businesses and institutions by providing turnkey education signage and how-to toolkits by subsector (e.g., food service, retail, hospitality, education, health). Some examples include showcasing success online, hosting an annual awards event, convene and engage key collaborators periodically for local food procurement, waste reduction, and diversion initiatives.				
	Low	Low	Low	$25,000[25]	Supporting local businesses and the community.
5D	**Provide ongoing technical assistance to businesses and institutions** This option includes providing in person assistance to businesses and institutions, including schools, to help reduce waste generation and measure the impact that businesses have over time. This could include site visits for audits, system setup, and periodic monitoring at business and institution point of generation. This could be paired with rolling out new bylaw requirements (e.g. new landfill bans, etc).				
	Medium	Low	Low	Medium $190,000 - $228,000[26]	Supporting local businesses and the community. Reducing ICI waste generation.
5F	**Enhance operations to promote diversion and cost recovery** This option involves the CSWM continuing to support diversion and cost recovery for the ICI sector. It supports the implementation of a clear bag policy for ICI garbage and the associated change management and communications. Some options within this includes supporting tipping fee differential increases to promote source separation at the Waste Management Centres, continuing to monitor rural depot commercial material management and offer recycling where viable.				
	Low	Low Staff to oversee	Low	Low $15,000 - $25,000[27]	Reducing the quantity of materials entering the landfill and related GHG emissions.

[22] With current staffing
[23] Cost of inspection and bylaw support
[24] One-time communications contract from 6 months to 1 year
[25] Contractor support for material development.
[26] Over 3 years. Year 1 supporting 30 businesses, year 2 supporting 60 businesses, and year 3 supporting 100 businesses.
[27] One-time contractors, cost varies depending on tactics used

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
5G	**Civic Site Waste Minimization and Diversion** This option involves optimizing systems to minimize waste and promote diversion across regional district departments using procurement practice adjustments; promoting reusables; use of centralized zero waste stations (remove desk garbage) and collection infrastructure by facility type. The CSWM can lead by example and coordinate with municipalities and First Nations to showcase best practices.				
	Low	Low	Low	Low $40,000[28]	Reducing the quantity of materials entering the landfill and related GHG emissions. Leading by example in the community.

ICI Reduction and Diversion Priorities

The following table shows the recommended implementation timeline for the short-listed actions which are part of the ICI reduction and diversion strategy.

It is important that the CSWM provides ongoing and technical assistance to businesses and institutions (5D) alongside rolling out new bylaws, such as mandatory waste generator source separation bylaw (action 7D under Strategy 7).

Action	5A	5B	5C	5D	5F	5G
Short-Term (1-5 years)	✓		✓			✓
Long-Term (6-10 years)		✓		✓	✓	

Strategy 6: Improve CRD Reduction and Diversion

In the CSWM, construction, renovation and demolition (CRD) materials represent the second largest category of materials received at the CVWMC and CRWMC. The CSWM conducted a waste audit in 2017, which identified that 18% (2,600 tonnes) of the CRD materials landfilled were divertible. Recycling technologies and markets exist to divert an additional 24% (3,600 tonnes), including carpet, shingles, concrete, windows etc. CSWM facilities do not currently have the capacity (staffing, budget) or technologies to segregate these materials. The remaining 58% (8,700 tonnes) of CRD materials, such as treated and painted wood and mixed composition materials, are not divertible and require disposal.

The following services related to CRD waste are currently offered within the CSWM area:

- CVWMC, diverts drywall, wood waste, rubble and metal
- CRWMC, diverts drywall, wood waste, and metal
- Wood waste and metal diversion in Gold River and on Hornby and Cortes Islands
- Metal diversion in Sayward, Tahsis, and Zeballos

[28] Includes bin costs, signage and staff time

According to weigh scale tickets at both regional facilities, the amount of CRD materials diverted as a percentage of all CRD materials received was 42% in 2023, 49.5% in 2022 to 41.9%, below the CSWM's 2020 diversion target of 70%, outlined in the 2012 Plan.

There are a number of local companies that also accept CRD or wood waste for processing under various terms and conditions, including the Northwin Environmental Landfill (private landfill in Campbell River, which is also referred to as Uplands Landfill), Pacific Wood Waste (Courtenay and Campbell River) and Al and Sons (Campbell River).

In 2021, CVRD directors emphasized the need for the SWMP renewal to advance the work on removing CRD waste from the waste stream, highlighting support for deconstruction over demolition.[29]

The CSWM would like to explore alternative approaches to improve waste reduction and diversion for the CRD sector. Options to achieve this goal are outlined in the table below.

Actions to Improve CRD Reduction and Diversion

A summary of the short-listed actions related to this strategy is shown in the table below. RSWAC agreed to exude action 6E involving a comprehensive regional strategy to salvage and process clean wood. The CSWM already charges a separate rate and has a bin for clean wood at the CVWMC and CRWMC; therefore this strategy would have a low diversion impact with high operational requirements and was excluded from the short-list.

Actions 6A and 6B will require municipal support. Municipal costs for bylaw development and enforcement are not included in the table below.

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
6A	**Present policy recommendations to local governments to require a pre-demolition assessment to identify the opportunity for relocation or deconstruction of a building** This option is for the CSWM to support local governments to require a pre-demolition assessment to help identify opportunities for building relocation or deconstruction. This can be through presenting policy options to local government and supporting them to implement if they choose to, or through action B.				
	Low	Low $10,000[30]	Low 25 d/yr estimated	N/A	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions. Supporting local communities and jobs.
6B	**Require local governments to implement a pre-demolition assessment to identify the opportunity for relocation or deconstruction and that findings from the assessment are followed** Present policy recommendations to local governments requiring that the findings from pre-demolition assessments be followed. Or align policy recommendations with best practice in other jurisdictions and require that all structures of certain periods be deconstructed subject to safety considerations. Require contractors to pay a refundable deposit which is returned upon the contractor proving they have salvaged and reused a prescribed amount of materials.				
	Low - Medium-	High $100,000[31]	Medium 1.0 FTE	$10,000[32]	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions. Supporting local communities and jobs.

[29] CVRD Staff Report, "September 2021 Solid Waste Management Plan Roundtable Summary" (October 15, 2021), p 3
[30] Staffing costs, does not include cost recovery through assessment fees.
[31] Staffing to oversee program, anticipated cost recovery through foregone deposits.
[32] $10,000 for education and outreach costs.

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
6C	**Provide a financial incentive for projects choosing to deconstruct instead of demolishing a building to promote reuse and waste salvage** This option is for the CSWM to provide a financial incentive for deconstruction projects to promote salvage and reuse over demolition and waste generation. Amount spent would depend on uptake annually.				
	Low - Medium	Low-High Initially budget for $20,000 Increased uptake to $100,000[33]	Low	N/A	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions. Supporting local communities and jobs.
6D	**Support local governments to implement expedited relocation, deconstruction, and move-on permits to promote reuse and waste salvage** This option is for the CSWM to support CRD waste reduction by supporting local governments to expedite building permits for relocation and move-on, and deconstruction, to promote reuse and salvage of CRD materials.				
	Low	N/A	Low	N/A	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions. Supporting local communities and jobs.
6F	**Engage with other jurisdictions on cross-regional solutions** This option is building on action E, where the CSWM could establish pathways for material resale by engaging with other jurisdictions on cross-regional solutions. For example, local governments, First Nations, and organizations. One example is the Building Material Exchange (BMEx) on Vancouver Island which connects construction and manufacturing businesses to increase salvage and reuse of materials among businesses.				
	Low	Low $25,000[34]	Low	N/A	Supporting and collaborating with neighbouring jurisdictions. Supporting local businesses and jobs. Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions.
6G	**Develop educational tools and resources to support on-site material management at CVWMC** This option is for the CSWM to develop educational materials and tools to support on-site material management, which can be implemented at the CVWMC.				
	Low	N/A	Medium	$50,000 - $60,000[35]	Diversifying and expanding support to more communities and sectors. Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions.
6H	**Implement material separation of mixed material loads at CVWMC** Following on recommendations from landfill operators, haulers and contractors, implement a staging area at the CVWMC with a tipping pad where trucks dump their loads of mixed CRD and regional staff sort and divert recyclable materials.				
	Medium	High $130,000[36] but can be lower with user fees	High 1 FTE[37]	High $525,000[38]	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions.

[33] Annual incentives cost assuming $5,000 per home. Initial uptake anticipated to be low and increase each year, over the five years.
[34] Per year with funds going to fund the online marketplace commencing in year 1
[35] Staff time and resources
[36] Annual costs for labour and fuel with potential to offset costs with tipping fees.
[37] If not contracted, one FTE requiring heavy equipment operator's license
[38] Initial cost for concrete, paving and small excavator

CRD Reduction and Diversion Priorities

The following table shows the recommended implementation timeline for the short-listed actions which are part of the CRD reduction and diversion strategy.

Actions 6A and 6B are sequential actions, both related to municipalities requiring a pre-demolition assessment to identify the opportunity for relocation or deconstruction of a building.

Providing policy recommendations to local governments (6A) in the first five years of the plan will provide a path forward for requiring local governments to implement pre-demolition assessments (6B), in the second half of the plan. Providing recommendations and working with local governments will support the transition to future requirements. The assessment can be part of the five-year effectiveness review of the SWMP and action 6B would only be implemented if it is deemed feasible.

Providing financial support for projects choosing to deconstruct (6A) in the first five years of the plan will provide a path forward for supporting local governments to implement expedited relocation, deconstruction, and move-on permits (6D), in the second half of the plan. Providing a financial incentive will support local industry and homeowners in the transition to deconstruction by lessening the financial burden as the industry develops.

Action	6A	6B	6C	6D	6F	6G	6H
Short-Term (1-5 years)	✓		✓		✓	✓	✓
Long-Term (6-10 years)		✓		✓			

Strategy 7: Support Equitable Access to Services

The guiding principle #8 emphasizes striving for equity and accessibility across regions and between private and public solid waste management. During public engagement and consultation as part of Phase 1, residents voiced that they would like to see an increase in the number of facilities and an improved/expanded collection service. This strategy explores opportunities to increase equitable access to services and improve convenience in recycling and consequently increase diversion. This strategy also aligns with guiding principles #5 and 7.

For residential collection in the CSWM communities with single-stream curbside collection (i.e. garbage only) often have recycling depots within their community, however there is not always an option for managing organics other than through home composting. Where communities have transitioned residential garbage collection to multi-stream curbside collection including recyclables and organics, they have provided customers with both improved diversion opportunities and convenience.

Rural residents are generally serviced through private collection, unless residents self-haul to a depot. In 2021 there was a consideration for expanding curbside collection to single-family rural residents in the CVRD, but it was deemed there was no community support for establishing a compulsory waste collection service for these residents. The most significant population without curbside waste, recycling or yard waste service are the electoral area residents of the eastern side of Vancouver Island south of Campbell River to Deep Bay, which the CSWM has identified as an inequity in the system. Cost increases to subscription services have driven more households to self-haul their waste to depots and CSWM has subsequently seen an increased use of the CRWMC and CVWMC by rural residents. The increase in facility use comes with additional costs to the service as more staff and equipment have been required to manage the traffic volumes. Compared to 2019, the CSWM has seen increased cost to the service by $460,000 per year,

which includes an increase in staffing at the CVWMC for diversion and disposal support. Expanding services through curbside collection, depots, and other measures, increases participation with recycling and consequently diversion rates will increase. The CSWM would like to explore alternative approaches to improve equitable access to services in the region. Options to achieve this goal are outlined in the table below.

Actions to Support Equitable Access to Services

A summary of the short-listed actions related to this strategy is shown in the table below. RSWAC agreed to exclude two actions: 7C to implement a bylaw that requires source separated materials be taken to recycling facilities, and 7E to introduce a requirement that all waste generators receive multi-stream waste collection. Both actions would require significant resources for enforcement and alternative strategies were selected to achieve the same goals.

Actions 7C and 7F have been excluded due to overlap with other actions, diversion impact and costs. Removed actions can be found in Appendix A.

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
7A	**Review the Convenience Level Standard and pursue development of depots or events to meet the access requirements necessary for the CSWM service** This option is for the CSWM to adopt the developed Convenience Level Standard to identify a commitment level of diversion services for each community or region identified, and for that to be the level funded collectively by all users of the CSWM service. With this, the CSWM can develop staffed depots or events to meet access requirements necessary to provide diversion opportunities to all residents fairly.				
	Low - Medium	Medium $50,000 - $100,000[39]	Low	Medium $400,000 - $500,000[40]	Reduces GHGs from waste in the landfill. Provides equity of services for residents.
7B	**Increase the density of publicly funded depots to meet service level standard and provide user pay bag-drop off for residents without collection service** This option is for the CSWM to explore providing user pay drop-off for residents without garbage collection service. Accepting pre-paid bagged waste could be added to existing recycling facilities, and or additional ones.				
	Medium	Medium-High $75,000 - $150,000[41]	Medium	Medium to High[42]	Reduces GHGs from waste in the landfill. Provides equity of services for residents.
7D	**Introduce mandatory waste generator source separation bylaw** This option looks at introducing a mandatory waste generator source separation bylaw. This would require all waste generators, including ICI and multi-family residential, to separate their waste to make recycling more convenient and increase diversion. The bylaw as written by the RDN proposes to carry out enforcement on a largely complaint driven process. This action also relies on the successful implementation of actions 8C and 8E.				
	Medium	Low $10,000[43]	Low	Low $70,000[44]	Reduces GHGs from waste in the landfill. Provides equity of services for residents.

[39] Annual operating costs
[40] Gap analysis indicates this increase to CSWM operations, plus land purchase or lease costs
[41] Operational costs are expected to increase due to an increase in users at facilities, however some costs can be offset by user pay fees.
[42] Costs depend on zoning, container type and land acquisition costs
[43] Anticipated legal costs.
[44] $40,000 for education campaign when bylaw is introduced and $30,000 for enforcement

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
7E	**Implement regional garbage and recycling collection for households through a contractor** This option is to implement region-wide single-family residential bi-weekly garbage and recycling collection with the option of organics in areas that are operationally accessible. This service would be delivered through private contractors.				
	Medium	Medium $60,000-$80,000[45]	Medium 0.8 FTE	Low $40,000[46]	Reduces GHGs from waste in the landfill. Provides equity of services for residents.

Equitable Access to Services Priorities

The following table shows the recommended implementation timeline for the short-listed actions relating to the equitable access to services strategy.

Reviewing and implementing the Convenience Level Standard will provide a path forward for enabling consistent access for residents in the service area (7A) and to create the momentum for implementation of other actions, for example mandating source separation for all waste generators (action 7D). Alongside mandatory source separation (7D) the CSWM can implement the collection of garbage and recycling from rural households (7E). The need for increased opportunities for user-pay bag drop-off at depots (7B) can be assessed in the second half of plan implementation following actions 7D and 7E.

Action	7A	7B	7D	7E
Short-Term (1-5 years)	✓		✓	✓
Long-Term (6-10 years)		✓		

Strategy 8: Advance Solid Waste Tracking

Increasing tracking of solid waste management in the region through various measures, such as waste facility and hauler licensing, can contribute to reducing environmental impacts, providing better services to residents, level the playing field, and providing quality data on waste volumes to help the CSWM make educated decisions for waste management in the region. These contribute to multiple guiding principles, including #3, 6 and 8.

Waste Facility Licensing

Three regional districts have been granted Waste Management Facilities Licensing authority by the Province of British Columbia. Licensing was introduced to ensure high standards of operation with the intention of mitigating nuisance and environmental impacts by waste generators, and to require reporting to track waste volumes.

Metro Vancouver was the first regional district with licensing authority with a system in place for approximately 30 years. The Regional District of Nanaimo (RDN) and the Cowichan Valley Regional District (CVRD) have each been licensing facilities for approximately 20 years. The RDN currently has 13 facilities

[45] Staffing costs. $80,000 for first two years, dropping to $60,000 for remaining years.
[46] Contract to support the launch of the program for the first 6 months

covered by the licensing system and the CVRD has four facilities. There is some variability in licensing requirements and what facilities are included, but all three licensing schemes share the goals stated above.

Licensing could extend to any facility managing waste and recyclables, ranging from facilities such as landfills to retail establishments accepting recyclable items. Some facilities are exempt from the licensing. Likely the most significant variable in regulation is the exemption of facilities with site-specific authorization issued by the Ministry of Environment and Parks; this would include all landfills as well as large composting facilities. The purpose of this exemption is to avoid duplication in regulatory requirements from two levels of government.

If licensing was limited to privately operated landfills, transfer stations, material recovery facilities, storage facilities, brokers of municipal solid waste, and recyclable facilities, it would capture approximately 10 facilities within the CSWM. If concrete processing was exempted, as well as facilities having a site-specific Ministry authorization, the number of regulated facilities would fall to approximately five. Actual facility licensing numbers will vary over time as business ventures open and close.

Waste Hauler Licensing

Waste hauler licensing was implemented in the RDN in January 2025. This type of licensing has the objective of encouraging the waste industry to provide more and better waste diversion services.

The model of Waste Hauler Licensing is intended to create a paradigm shift, where generators and the hauling industry are motivated to participate in diversion. For this, waste haulers will receive reduced tipping fees if the volume of recyclables and/or organics in their loads is below a determined threshold. The RDN anticipates that these savings in tipping fees charged to haulers will be passed on to their customers – incentivizing both generator and hauler to separate their waste.

Within the annual licensing fee structure, the RDN has proposed a small operator would recover their $500 licensing fee after delivering two full garbage trucks to the landfill. A large operator hauling ten tonnes of waste to the landfill annually would net about $182,000 in cost savings after paying their annual $18,000 licensing fee.

The RDN’s model for Waste Hauler Licensing does rely on waste facility licensing. If Waste Hauler Licensing was to be introduced without facility licensing, further exploration of how such an alternate approach might work would be necessary. Further, the model relies on waste generators having the equipment to source separate their garbage and is the reasoning behind the Waste Generator Source Separation Bylaw as part of Strategy 7 (action 7E). It will be difficult for haulers to realize the full economic benefit, and for the region to benefit from the potential waste diversion gains if the regulatory tools are not used together.

Similarly, a waste collector incentive model could be adopted. This model incentivizes waste haulers to voluntarily self-report waste collection data and promote multi-stream collection by providing haulers that report with a rebate at the landfill. This model was adopted by the Capital Regional District (CRD). In January 2024. However, it has been noted that more feedback from the CRD regarding implementation would be beneficial to understand its effectiveness. This model may be a good initial step before implementing waste hauler licensing.

The CSWM would like to explore alternative approaches to improve solid waste management through licensing and options to achieve the goals of improving solid waste tracking and leveling the playing field for waste haulers and facilities are outlined in the table below.

Actions to Advance Solid Waste Tracking

A summary of the short-listed actions related to this strategy is shown in the table below. RSWAC discussed different ways to implement waste facility licensing. Action 8C with the implementation of waste facility licensing for all facilities except public-facing facilities with no diversion targets, was selected since it has a higher chance of compliance, increase waste diversion and moderate implementation costs. Action 8A was not likely to result in meaningful waste diversion and actions 8B and 8D both have significantly more costs associated with implementation.

Actions 8A, 8B and 8D were excluded due to overlap with other actions, compliance potential, diversion impact and costs, as discussed above. Removed actions can be found in Appendix A.

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
8C	**Implement waste facility licensing for all facilities except public-facing facilities with no diversion targets** This option would involve licensing facilities but exempting public-facing facilities such as recycling depots, return-to-retail stores and thrift stores. Under current circumstances, approximately 10 facilities would be licensed. Diversion requirements would only require reasonable efforts to divert reusable and recyclable items.				
	Low	Medium $50,000 following year 1[47]	Medium 0.5 to 1 FTE	Low-Medium $80,000	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions.
8E	**Implement waste hauler licensing** This option looks at the CSWM implementing waste hauler licensing across the region and would mirror the RDN's model. Any haulers operating in the region would be subject to this licensing and benefit from reduced tipping fees in exchange for data and enforcing source separation.				
	Medium - High	Medium $50,000 following first 3 years[48]	Medium Years 1-3: 1 FTE Thereafter: 0.5 FTE	Medium $240,000 over 3 years	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions. Increased diversion of materials from landfill and associated GHG emissions.
8F	**Adopt the waste hauler incentive model** This option looks at the CSWM adopting the waste collector incentive model (comparable to Capital Regional District) which would give CVWMC customers a rebate if they voluntarily self-report waste collection data. This promotes multi-stream collection and diversion and shifts the flow of waste to industry, similar to waste hauler licensing.				
	Medium - High	Medium $50,000[49]	Low 1 FTE	$30,000[50]	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions. Increased diversion of materials from landfill and associated GHG emissions.

[47] Staff costs.
[48] Annual costs following initial set up. Staff costs, there is revenue potential, but this is yet to be determined. Assuming licensing costs offsets staff costs annually.
[49] Staff training and vehicle costs.
[50] Communication and awareness.

Solid Waste Tracking Priorities

The following table shows the recommended implementation timeline for the proposed short-listed actions as part of the solid waste tracking strategy.

It will require significant effort to develop the policies for the licensing of both waste facilities and haulers and new bylaws will require approval by the Ministry.

The CSWM will focus on Action 8C within the first 5 years of the plan with the implementation of waste facility licensing for all facilities except public-facing facilities. In terms of hauler licensing, RSWAC agreed that the CSWM is best to commence with voluntary reporting for haulers (8F) in the short-term, while hauler licensing (8E) is considered by the Ministry.

Reviewing and implementing the waste hauler incentive model (8F) in the first five years of the plan will provide a path forward for implementing waste hauler licensing (8E) in the second half. The incentive model will introduce waste haulers to reporting waste collection data by providing an incentive to haulers who voluntarily report and ultimately promotes multi-stream collection and diversion. This will help with a smoother transition to hauler licensing, where haulers will receive reduced tipping fees in exchange for data and enforcing source separation.

In developing the bylaws, the CSWM will specify if licensing requirements involve third-party involvement (such as a registered professional). The benefits of data quality will need to be weighed against the additional burden on businesses from reporting.

Action	8C	8E	8F
Short-Term (1-5 years)	✓		✓
Long-Term (6-10 years)		✓	Discontinue

3 Overall Cost Impact and Cost Recovery Approaches

Annual and initial (one-time) costs have been identified for each strategy and action with information on the approximate timing of the expenditures in Section 2 of this report. An overview of the estimated cost over the ten-year implementation timeline is presented below. The purchase of assets, education campaigns and pilot programs are examples of initial or one-time expenses.

Using the information available, an assessment of cost recovery options for each strategy was completed. Where costs were likely to be recovered by utility fees, tipping fees (cost neutral material categories), licensing or through service creation, the expense was considered to have potential cost recovery through ‘fees’. Other expenses identified such as grants, bylaw enforcement, communications and education initiatives, or policy development were deemed to require some if not all financial resources to be sourced from general revenue of the service – either increased taxation or increased tipping fees.

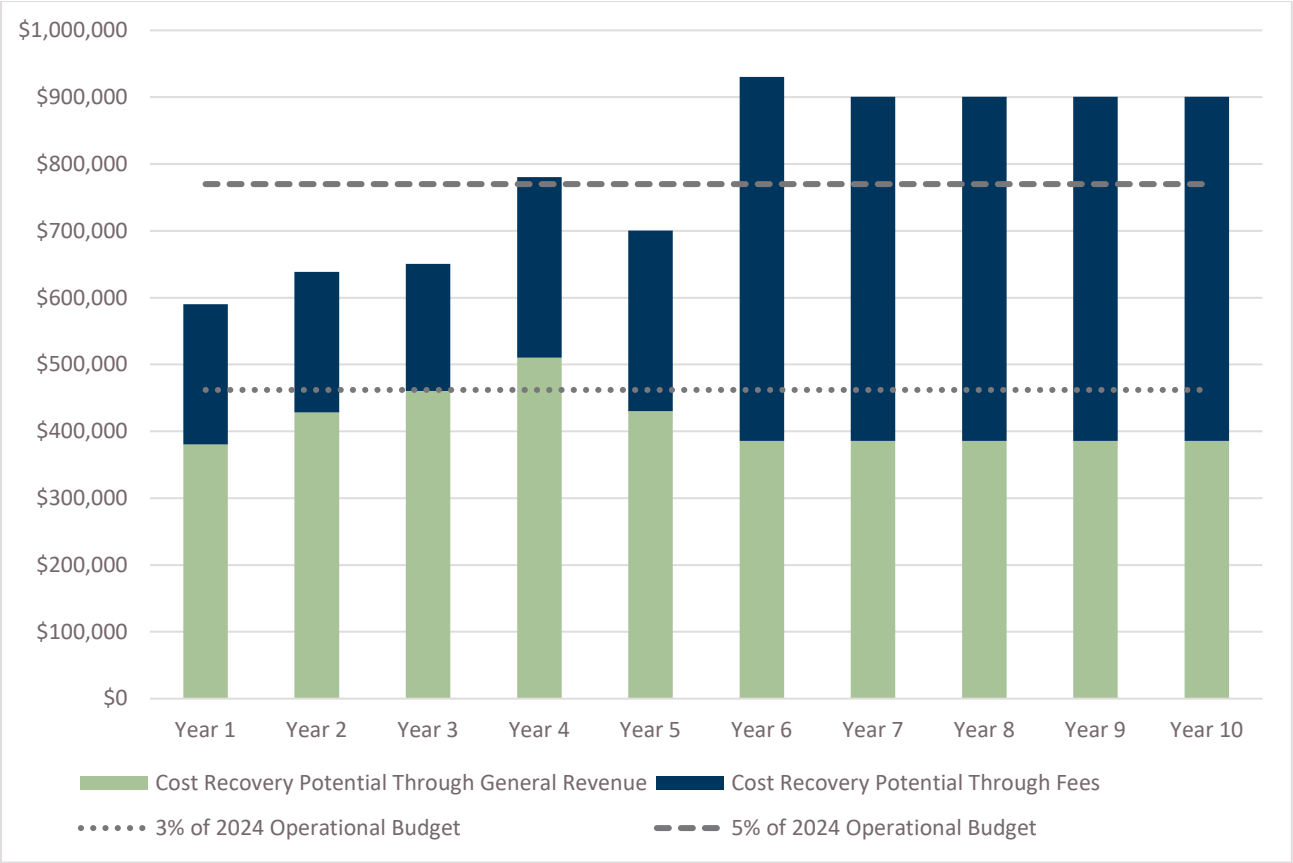


Figure 7: Annual estimated expenses for SWMP as compared to operational budget

Figure 7 shows estimated expenses by year and revenue source, as compared to a percentage of the overall CSWM operational budget. The Board of Directors identified a willingness to fund initiatives where possible through 'user-pay' mechanisms, and to keep overall cost increases to the general budget of the CSWM service to between 3% and 5% of the operational budget.

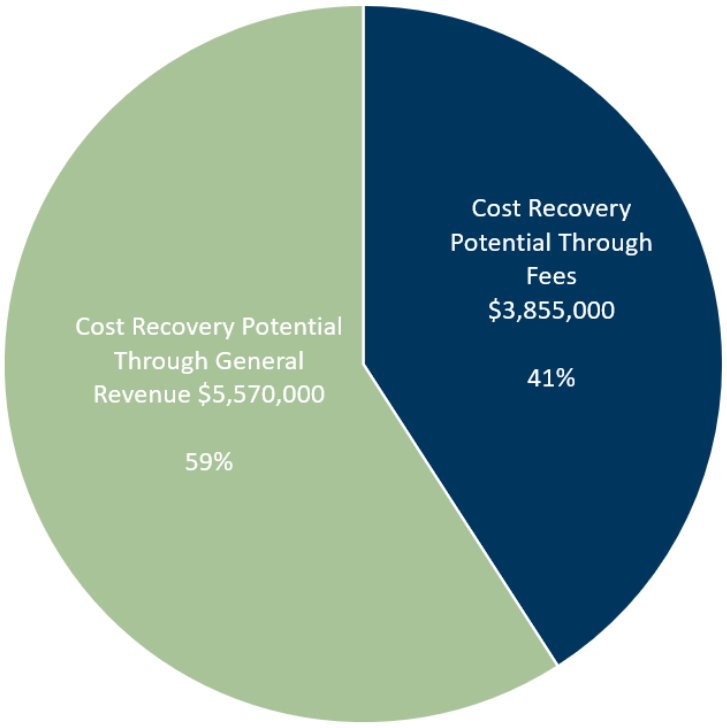


Figure 8 shows the total expected expenditure for the service over the ten-year timeline of the plan, including initial or one-time costs such as capital assets. Overall, 41% of the expenses are expected to be recovered through user-pay initiatives reducing the burden on the average CSWM resident.

Figure 8: 10 Year SWMP Expenses Including One-Time Costs

4 Resource Needs

The CSWM has 12 regional facilities, including 3 landfills, 4 waste management centres, 3 recycling depots and 2 recycling drop-off sites. Only the Comox Valley Waste Management Centre is staffed by CSWM employees, all other sites have contracted operations either by non-profits, private businesses or municipal staff. The CSWM has 18 full time employees (FTE) and 14 part-time, seasonal and casual employees (Figure 9), which includes operators, attendants, managers, and more. Not shown are shared CVRD staff within the organization that support CSWM operations and are partially funded by the CSWM service such as bylaw enforcement, safety, landfill gas management, leachate treatment and finance.

Implementing new strategies and actions as part of the SWMP renewal will require additional staff resources. Impacts on staffing were estimated for each action and it is anticipated that 2.0 - 3.75 FTE additional staff will be required to support roll-out of the updated SWMP.

The new staff will be needed in these areas to support the following main SWMP components:

1. **Policy Support:** The majority of the policy work identified can be managed through the use of existing staff with the support of program staff, once the SWMP renewal process is complete. This includes bylaw implementation for waste hauler licensing and facility licensing, working to improve services at facilities, working with member municipalities on CRD bylaws, and improving equitable access to services.

2. **Program Support:** Additional CSWM employees will be required to support the implementation of the actions, with emphasis on policy and program implementation. This includes efforts relating to partnership and education relating to multiple strategies in the plan, including reuse, repair, MF, ICI, CRD, reuse pilots, and related communications.

3. **Operational Staff:** Reducing construction waste at the CVWMC identified the need for an additional operator to eliminate unsorted CRD loads from burial. This position would be funded through the tipping fee differential of unsorted versus sorted CRD waste loads. Additional staffing for contamination removal within organics is also identified. The management of organics is a revenue neutral material stream and additional staffing here would be funded through the tip fee for organics drop off, with a higher rate allocated to sources with higher contamination.

4. **Bylaw Enforcement Support:** Enforcement of policies happens through checks and balances, but also through boots on the ground. Diversion policies, licensing and banned materials will require additional bylaw enforcement on site. Properly trained staff are needed to deal with the confrontation that comes from an enforcement role, as well as the understanding of laws and procedures that go beyond an attendant’s duties.

There could be further operational staffing needs identified through the life of the plan for the CVWMC based on the implementation of the plan as well as unforeseen external factors (e.g., waste tonnages entering facilities) or changes to operations.

Final staff allocations will be considered after strategy refinement and identified as part of the draft plan.

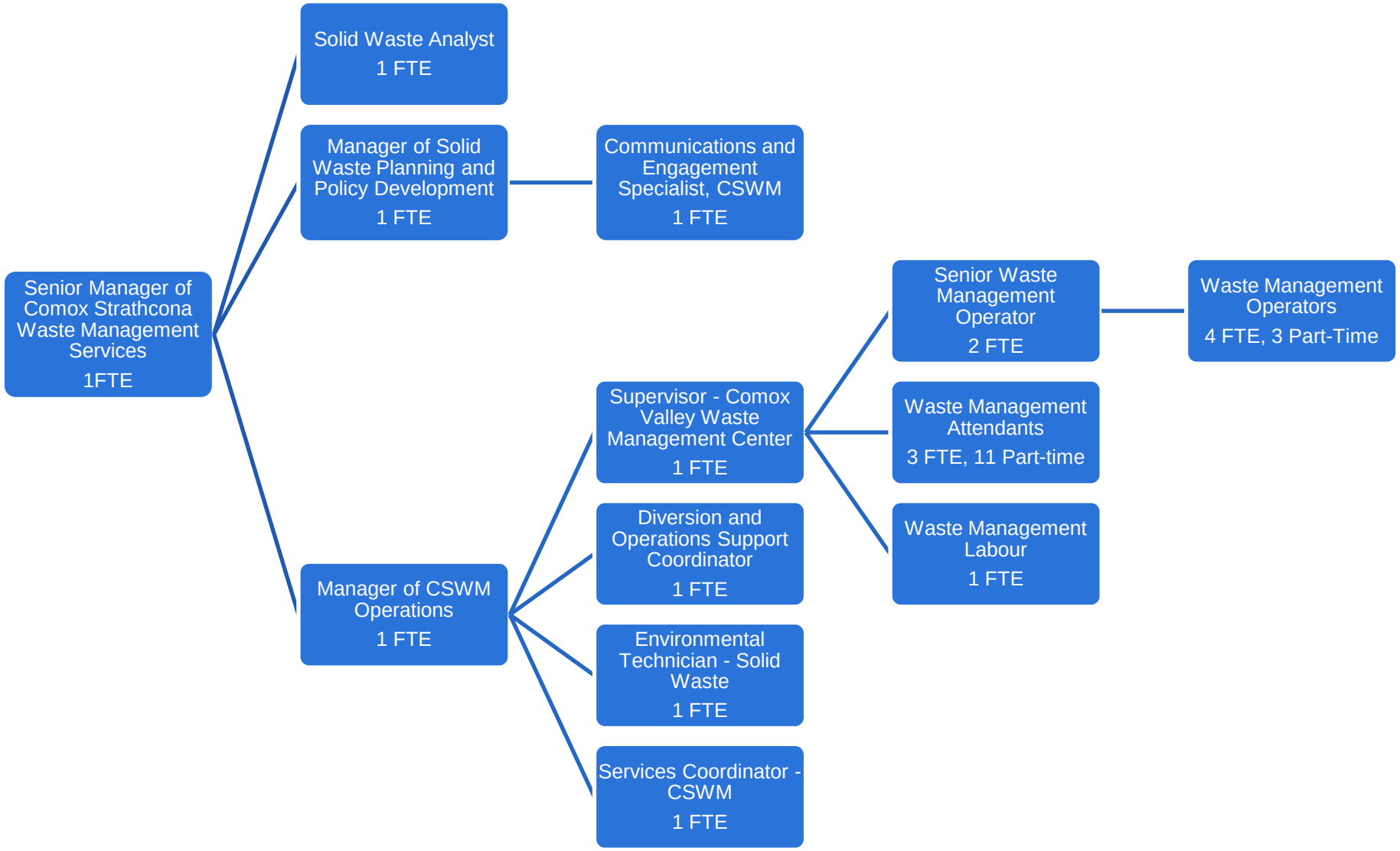


Figure 9: Current staffing levels and positions in the CSWM.

5 Next Steps

Following the Board meeting on June 19th, the CSWM is requesting approval to take the short-list of strategies and actions out for public consultation. Public consultation is anticipated to occur in Fall 2025.

Appendix A

A.1 Summary of Original Strategies with Rearranged Strategies and Actions

Original Strategies and Actions		
Memo/Strategy Name	**Action Number**	**Action Name**
Reuse	1a.	Continue advocacy and promote donations to reuse establishments
	1b.	One-year pilot with local non-profit(s) at CVWMC
	1c.	Pop-up events with local non-profits 4x a year at CVWMC
	1d.	Reuse Hub
	1e.	Rural Share Shed Support
Education and Outreach	2a.	Maintain Education and Engagement Levels
	2b.	Increase Education, Outreach and Communications Capacity
	2c.	Invest in Portable Waste Diversion Infrastructure
	2d.	Invest in Regional District Facility Diversion
Repair	3a.	Maintain Current Repair Café Support
	3b.	Repair Café Event Coordination Grants
	3c.	Repair Café Toolkits
Waste Facility Licensing	4a.	Voluntary Reporting for Private Waste Facilities
	4b.	Waste Facility Licensing for All Locations with No Diversion Targets
	4c.	Waste Facility Licensing with Exemptions for Public-Facing Facilities and No Diversion Targets
	4d.	Waste Facility Licensing with Diversion Targets
Waste Hauler Licensing	5a.	Waste Hauler Licensing
	5b.	Waste Collector Incentive Model
Mandatory Source Separation	6a.	Bylaw Requiring Waste to be Taken to a Facility or Facilities with Separated Waste Streams
	6b.	Waste Generator Source Separation
	6c.	Compulsory Waste Collection Service
ICI Reduction and Diversion	7a.	Advocate for Senior Government and Partner Policy and Program Support for ICI and Food Waste Reduction
	7b.	Policy for ICI and Food Waste Reduction
	7c.	Education for ICI and Food Waste Reduction Policy Implementation
	7d.	Educational Materials, Business Recognition and Engagement for ICI and Food Waste Reduction

ICI Reduction and Diversion (continued)	7e.	Technical Assistance to Businesses and Organisations for ICI and Food Waste Reduction
	7f.	Waste Reduction and Diversion Innovation Grants
	7g.	Operations Improvements for ICI and Food Waste Reduction
	7h.	Civic waste minimisation and diversion.
CRD Reduction and Diversion	8a.	Pre-Demolition Assessment
	8b.	Mandatory compliance with pre-demolition assessment
	8c.	Early Green Removal Permits, Move-On Permits, Expedited Electrical Disconnects and Improved Data Management
	8d.	Implement a comprehensive regional strategy to salvage and process clean wood
	8e.	Engage with other jurisdictions on cross-regional solutions
	8f.	Educational Tools & Resources to Support On-Site Material Management
	8g.	Financial Incentive for Deconstruction
	8h.	Implement tipping pad and sorting at CVWMC
MF Reduction and Diversion	9a.	Making space for waste during planning and development of new buildings
	9b.	Increase education and outreach to multi-family residents
	9c.	Expansion of organics diversion to multi-family homes

Rearranged Strategies and Actions

Rearranged Strategies and Actions				
Original Memo/Strategy	**Original Action**	**New Strategy Name**	**New Action**	**New Action Name**
Exploration of Reuse Initiatives	1a	1. Support Reuse Initiatives	a	Within the CSWM continue to advocate and promote donations to existing reuse establishments
Exploration of Reuse Initiatives	1b		b	Partner with a local non-profit to pilot collection of reuse items at CVWMC to divert materials from landfill
Exploration of Reuse Initiatives	1c		c	Partner with a local non-profit to implement annual reuse pop-up events at CVWMC to divert materials from landfill
Exploration of Reuse Initiatives	1d		d	Establish a Reuse Hub to accommodate organizations specializing in repair and reuse
Exploration of Reuse Initiatives	1e		e	Financially support island and remote share sheds where volunteers or the local municipality can construct, operate and staff the share sheds
Repair Cafés	3a	2. Encourage Repair	a	Maintain current Repair Café support
Repair Cafés	3b		b	Implement a grant program to support local Repair Café event coordination
Repair Cafés	3c		c	Develop Repair Café toolkits including basic supplies to facilities and streamline the coordination of events
Community Education, Communications and Outreach	2a	3. Encourage Waste Diversion through Increased Education and Outreach	a	Maintain current education and engagement levels throughout the school districts and at regional events
Community Education, Communications and Outreach	2b		b	Increase education, outreach and communications capacity to engage with more sectors and provide regionally specific content
Community Education, Communications and Outreach	2c		c	Establish mobile waste source separation equipment to improve waste diversion at community events
Multi-Family Dwellings	9a	4. Improve MF Reduction and Diversion	a	Implement requirement for adequate space for waste collection in new buildings

Multi-Family Dwellings	9b		b	Increase education and outreach to multi-family residents
Multi-Family Dwellings	9c		c	Expand organics collection to multi-family homes to increase diversion
ICI and Food Waste	7a	5. Improve ICI Reduction and Diversion	a	Continue to advocate for increased stewardship support to improve accessibility to recycling programs and expand materials covered under EPR for the ICI sector
ICI and Food Waste	7b and 7c		b	Use policy and education to incentivize waste minimization and diversion
ICI and Food Waste	7d		c	Support businesses to reduce waste through education and collaboration
ICI and Food Waste	7e		d	Provide ongoing technical assistance to businesses and organizations
ICI and Food Waste	7f		e	Provide grants for local organizations to create initiatives focusing on waste reduction and diversion leadership and innovation
ICI and Food Waste	7g		f	Enhance operations to promote diversion and cost recovery
ICI and Food Waste & Community Education, Communications and Outreach	2d and 7h		g	Civic Site Waste Minimization and Diversion
Construction and Demolition	8a	6. Improve CRD Reduction and Diversion	a	Present policy recommendations to local governments to require a pre-demolition assessment to identify the opportunity for relocation or deconstruction of a building

Construction and Demolition	8b	6. Improve CRD Reduction and Diversion (continued)	b	Require local governments to implement a pre-demolition assessment to identify the opportunity for relocation or deconstruction and that findings from the assessment are followed
Construction and Demolition	8g		c	Provide a financial incentive for projects choosing to deconstruct instead of demolishing a building to promote reuse and waste salvage
Construction and Demolition	8c		d	Support local governments to implement expedited relocation, deconstruction, and move-on permits to promote reuse and waste salvage
Construction and Demolition	8d		e	Develop and implement a comprehensive regional strategy to salvage and process clean wood
Construction and Demolition	8e		f	Engage with other jurisdictions on cross-regional solutions
Construction and Demolition	8f		g	Develop educational tools & resources to support on-site material management at CVWMC
Construction and Demolition	8h		h	Require material separation of mixed material loads at CVWMC
Improve Residential Access and Convenience to Diversion	10a	7. Support Equitable Access to Services	a	Review the Convenience Level Standard and pursue development of depots or events to meet the access requirements necessary for the CSWM service
Improve Residential Access and Convenience to Diversion	10b		b	Increase the density of publicly funded depots to meet service level standard and provide user pay bag-drop off for residents without collection service
Source Separation	6a		c	Implement a bylaw that requires source separated materials be taken to recycling facilities

Source Separation	6b and 10d	7. Support Equitable Access to Services (continued)	d	Introduce mandatory waste generator source separation bylaw
Improve Residential Access and Convenience to Diversion	10c		e	Implement regional garbage and recycling collection for households through a contractor
Source Separation	6c		f	Introduce a requirement that all waste generators receive multi-stream waste collection
Facility Licensing	4a	8. Advance Solid Waste Tracking	a	Implement voluntary reporting for all private facilities
Facility Licensing	4b		a	Implement waste facility licensing for all facilities with no diversion targets
Facility Licensing	4c		b	Implement waste facility licensing for all facilities except public-facing facilities with no diversion targets
Facility Licensing	4d		c	Implement waste facility licensing for all facilities and set diversion targets
Facility Licensing	5a		d	Implement waste hauler licensing
Hauler Licensing	5b		e	Adopt the collector incentive model

A.2 Summary of Excluded Actions based on RSWAC Feedback

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
1C	**Partner with a local non-profit to implement annual reuse pop-up events at CVWMC to divert materials from landfill** This option is to partner with local non-profits to divert material from waste streams at the CSWM facilities. The CSWM could provide the opportunity for pop-ups at the CVWMC where volunteers/staff of non-profits engage the community around waste reduction and reuse.				
	Low	Staff & Materials: $25,000[1]	Low	N/A	Increased reuse. Developing a stronger sense of community. Supporting local business.
1D	**Establish a Reuse Hub to accommodate organizations specializing in repair and reuse** This option is for the CSWM to develop a Reuse Hub, which would specialize in the repair and reuse of various items such as appliances, furniture, and building materials.				
	Medium	Unknown	High	High	Increased reuse. Developing a stronger sense of community. Supporting local business'.
5E	**Provide grants for local organizations to create initiatives focusing on waste reduction and diversion leadership and innovation** This option involves the CSWM setting up a small grants program for organizations to create initiatives that focus on the upper tiers of the 7R Hierarchy. The regional SWMP monitor committee would review application submissions and receive reports.				
	Low	Medium $50,000[2]	Low	N/A	Supporting local businesses and the community. Investing in local business'.
6E	**Develop and implement a comprehensive regional strategy to salvage and process clean wood** This option is for the CSWM to build on the current program for clean wood and implement a comprehensive regional strategy to salvage and process clean wood. This may include banning clean wood from all public and private facilities and establish pathways to salvage and process this material for resale.				
	Low	$30,000 in foregone revenue[3]	High	Medium Site Paving	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions. Supporting local communities and jobs.
7C	**Implement a bylaw that requires source separated materials be taken to recycling facilities** This option for the CSWM to increase equitable access to services is by implementing a bylaw that requires source separated materials to be taken to recycling facilities. This mirrors the Fraser Valley Regional District's (FVRD's) approach but would require legal advice on the enforceability of this bylaw.				
	Low	Annually: $5,000[4] Staff: $170,000[5]	Medium 1 FTE	N/A	Reduces GHGs from waste in the landfill.

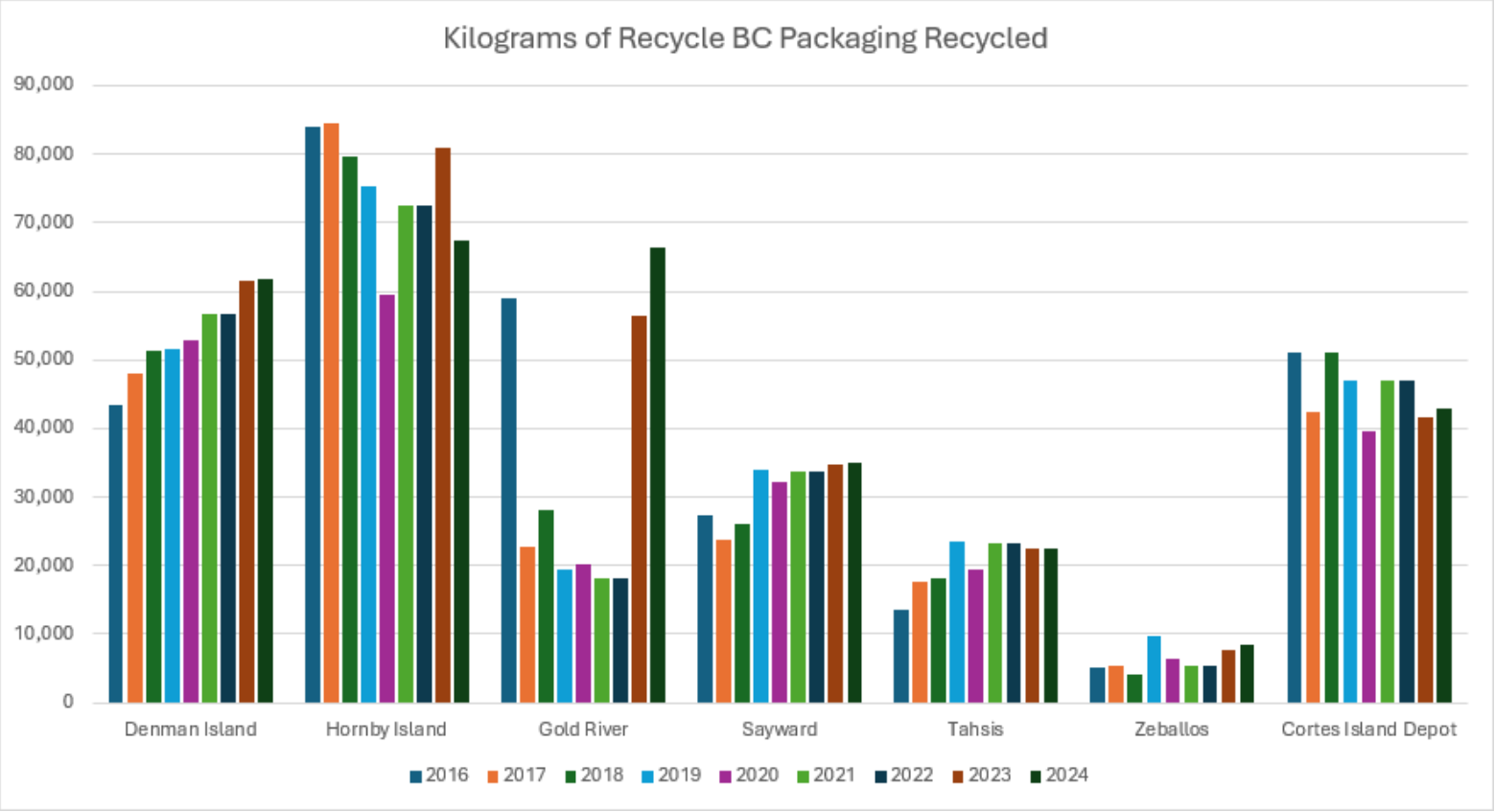
[1] Staff time and equipment to support, as well as advertising costs for four events annually.
[2] Based on $5,000 grants for 10 recipients
[3] Tipping fees would likely reduce to $80 per tonne from $120, resulting in up to $30,000 foregone revenue from existing clean wood tipped.
[4] $5,000 for an educational tool to respond to complaints
[5]

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
7F	**Introduce a requirement that all waste generators receive multi-stream waste collection** This option looks at the CSWM requiring all residents and the ICI sector receive waste collection, which would be paid for through a utility fee or taxation. This could be done by the CSWM, local governments, or through contracted haulers. A compulsory service does not mean everyone receives the same service or pays the same rate. Areas with low population densities would need a different service or, perhaps, more practical to be excluded from the service entirely.				
	Medium	$220,000 (>$26 million[6])	Medium 2.0 FTE	Medium $200,000 over 2 years	Reduces GHGs from waste in the landfill. Provides equity of services for all sectors.
8A	**Implement voluntary reporting for all private facilities** This option would require the CSWM to develop a standardized reporting for private facilities and request semi-annual or annual reporting. Frequency and content of reporting would be determined on a site-by-site basis, but often would include quantities of materials received, material diverted (and destination), and material disposed. Working with the facility to determine reporting requirements is more likely to result in the submission of comparable data.				
	Low	Low Staff: $6,000	Low	Low $10,000	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions.
8B	**Implement waste facility licensing for all facilities with no diversion targets**[7] This option would involve licensing all locations managing waste, including recycling depots, return-to-retail, and thrift stores or some subset of these facilities (e.g. exempt return to retail). A licensing scheme capturing all locations could have less onerous requirements for public facing operations and be more focused on reporting requirements. Diversion requirements would only require 'reasonable efforts' to divert reusable and recyclable items. Under current circumstances, approximately 50 facilities would be licensed.				
	Low	High Staff: $200,000	High 2 FTE	Low – Medium $80,000	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions.
8D	**Implement waste facility licensing for all facilities and set diversion targets** This option would involve licensing facilities as described in 8B) or 8C), with the addition of compelling diversion targets or strictly prohibiting disposal of any recyclable or reusable waste. Diversion targets would not likely be necessary for public-facing facilities such as return-to-retail or reuse facilities.				
	Low-Medium	High Staff, training, vehicle: $400,000	High 3 FTE	Medium $200,000	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions.

One FTE plus legal costs if enforcement is implemented.

From: Sarah Willie
To: Sayward Finance-Admin; CSWM
Cc: Vivian Schau; Ingrid Sly; CAO Sayward
Subject: RE: SWMP Presentation to Council - Oct 21
Date: October 22, 2025 5:48:01 PM
Attachments: image006.png image007.png image002.png

Hi Jennifer,
There was a request for a bit of a comparison between small communities for recycling quantities during the presentation last night. This is the quantity of packaging recycled through the depots at each of our participating smaller facilities. Sayward is showing steady increases and a quantity comparable to the provincial average on a per capita basis.



Could you please pass this along as correspondence to your Mayor and Council, with the late report we provided perhaps? Thank you very much,

Sarah Willie
Manager of Solid Waste Planning and Policy Development Tel: 250-334-6065

From: Theresa Dennison
To: AVICC Info
Subject: REGISTER NOW: AVICC Virtual Session: "Cowichan Tribes Case Commentary"
Date: October 24, 2025 11:39:24 AM
Attachments: 22510376.png

Please forward to elected officials, the CAO and Corporate Officer:

Hello AVICC Delegates,

On behalf of the AVICC Executive, we are pleased to invite AVICC member elected officials and senior staff to attend a virtual education and discussion session taking place on **November 27th, 2025** from **11:30am – 1:30pm**. The session is entitled ***"Cowichan Tribes Case Commentary: A Focused Dialogue for Local Government"*** and will be hosted by Reece Harding of Young, Anderson.

There are limited spaces available and registration is required at the following link:

REGISTER NOW

The August 7, 2025 decision in *Cowichan Tribes v. Canada (Attorney General)* is a landmark development of the law in BC and Canada. Join us for an **interactive** dialogue with Reece Harding, an experienced local government law lawyer, to explore the considerations and potential implications of this important decision with a particular focus on local governments including an opportunity to ask questions.

At the 2025 UBCM Convention, Mr. Harding participated as a panelist in a session on this subject. The UBCM session started with a presentation from David Rosenberg, the lawyer for Cowichan Tribes who argued their case - this provides very useful background information for our session. The video recording can be viewed online at the following link: **UBCM SESSION RECORDING** (INTRO: 02:05-30:23). **Questions can be submitted in advance through the registration form. Your input will be shared with Mr. Harding as he develops the session. Questions can also be emailed by November 21st, 2025 to info@avicc.ca.**

A recording of the session will be available after the session for AVICC members to access for a limited time. If you have any questions, please do not hesitate to reach out.

Sincerely,

Theresa Dennison
Executive Director | Association of Vancouver Island and Coastal Communities
236.237.1202
tdennison@avicc.ca
www.avicc.ca

The AVICC acknowledges that we are grateful to live, work, and play on the traditional territories of the Coast Salish, Nuu-Chah-Nulth and Kwak-Waka'wakw Peoples

This email is confidential and may be privileged; it is for the use of the named recipient(s) only. If you are not an intended recipient of this email, please notify the sender immediately and do not copy or disclose its contents to any person or body. Any use of this email by an unintended recipient is prohibited.

From: AVICC Info
To: Theresa Dennison
Subject: 2026 AVICC AGM & Convention - Resolutions, Nominations, Sessions and Students
Date: October 29, 2025 3:43:59 PM
Attachments: image001[54].png
2026 AVICC Call for Resolutions_FINAL.pdf
2026 AVICC TEMPLATE FOR A RESOLUTION_FINAL.docx
2026 Call for Nominations and Nomination Form_FINAL_Fillable.pdf
AVICC Session Submission Form 2026.docx
2026 AVICC Student Participation Application_FILLABLE.pdf

Please forward to elected officials, the CAO and Corporate Officer:

The 2026 AVICC AGM & Convention will be held in Victoria from Friday April 24 to Sunday April 26 at the Victoria Conference Centre. The City of Victoria was our host, and we thank them for supporting the Association. Information about activities in Victoria is available at Tourism Victoria. AVICC is grateful to be guests in the lands of the lək^{w}əŋən People, known today as the Songhees Nation and the X^{w}sepsum (Esquimalt) Nation, who have a long-standing relationship with the land and waters since time immemorial that continues to this day.

2026 Accommodation Information has been posted on our website. When planning your stay in Victoria, please remember that pre-convention workshops and tours will be offered for those interested on the morning of Friday, April 24th, usually starting at 8:30 a.m. The official convention opening is at 2:00 p.m. on Friday, April 24th, and the conference finishes at noon on Sunday, April 26th, 2026.

Please find attached documents relating to the 2026 AVICC AGM & Convention for your consideration and action. Further information, and copies of these documents are also available on our website at the links below:

1. **Call for Resolutions: Deadline February 12, 2026**
   The AVICC Executive has put out a first call for resolutions to be considered at the 2026 convention. AVICC members may now submit Board or Council endorsed resolutions following the requirements outlined in the call for resolutions below. **The deadline to submit resolutions is 4:30 p.m. on Thursday February 12, 2026.**

2. **Call for Nominations: Deadline February 12, 2026**
   The AVICC Executive is putting out a first call for nominations for elected officials to serve on the 2026/2027 AVICC Executive Committee. **The deadline to submit**

nominations is 4:30 p.m., on Thursday February 12, 2026.

3. **2026 AVICC Session Proposal Process: Deadline December 4, 2025**
   Is there a topic you'd like to hear about? Do you have a speaker you'd like to suggest? Submit your proposal by **December 4, 2025 to info@avicc.ca.** The AVICC Executive will review all submissions at the December and January AVICC Executive meetings.

4. **2026 Student Delegate Program: Deadline January 16, 2026**
   It is important for current local leaders to engage with the youth in their communities to encourage higher civic engagement and ultimately, to increase interest in pursuing a career within local government. The AVICC Executive would like to encourage members to invite interested local secondary or post-secondary students to apply to attend the Convention business sessions in 2026. AVICC will waive the registration fee and reimburse 50% of the travel expenses up to a maximum of $1000 per successful student applicant. The sponsoring member local government will be responsible for working with the student to arrange travel and cover additional expenses. To sponsor a student in your community, please work with them to complete and submit the attached 2026 AVICC AGM & Convention Student Participation Application by **Friday, January 16th, 2026.**

To make the content of the annual AVICC Convention more widely available, the AVICC Executive has once again decided that, for the 2026 Convention, we will record some of the sessions to make them available for a limited time after the convention. In addition, elections for the 2026/27 AVICC Executive Committee will be open to all members, not just those in attendance at the in-person convention. Registration will be available in February, and further detailed information about the convention will be communicated to members and posted on our website as it becomes available.

If you require assistance, or if you have any questions, please feel free to reach out to Theresa Dennison at tdennison@avicc.ca. We look forward to seeing you in Victoria!

Association of Vancouver Island and Coastal Communities
236.237.1202
info@avicc.ca
www.avicc.ca



The AVICC acknowledges that we are grateful to live, work, and play on the traditional territories of the Coast Salish, Nuu-Chah-Nulth and Kwak-Waka'wakw Peoples

This email is confidential and may be privileged; it is for the use of the named recipient(s) only. If you are not an intended recipient of this email, please notify the sender immediately and do not copy or disclose its contents to any person or body. Any use of this email by an unintended recipient is prohibited.

2026 AGM & CONVENTION

RESOLUTIONS NOTICE
REQUEST FOR SUBMISSIONS

The AVICC Executive is calling for resolutions to be considered at the 2026 AGM and Convention that, subject to public health order restrictions, will be held in Victoria at the Victoria Conference Centre as an in-person event from **April 24-26, 2026**. Members are asked to submit resolutions that meet the requirements outlined in the following pages.

DEADLINE FOR RESOLUTIONS:

AVICC must receive all resolutions by: **4:30 pm, Thursday, February 12, 2026**

IMPORTANT SUBMISSION REQUIREMENTS

To submit a resolution to the AVICC for consideration please send a copy of the resolution as a **WORD DOCUMENT** by email to info@avicc.ca by the deadline. AVICC staff will confirm receipt of the submission via email. If confirmation is not received within 3 business days, the resolution sponsor should follow up by phone at 236-237-1202. A mailed hard copy of the resolution is no longer required.

AVICC's goal is to have resolutions that can be clearly understood and that have specific actions. If a resolution is endorsed, its "therefore clause" will form the basis for advocacy work with other levels of government and agencies. Detailed guidelines for preparing a resolution follow, but the basic requirements are:

- Resolutions are only accepted from AVICC member local governments and First Nations and must have been endorsed by the Board or Council of that member.
- **Each member may submit a maximum of three (3) resolutions (updated August 2025).**
- Members are responsible for submitting accurate resolutions. AVICC recommends that local government staff assist in drafting the resolutions, in checking the accuracy of legislative references, and be able to answer questions from AVICC & UBCM about each resolution. If necessary, please contact AVICC staff for assistance in drafting the resolution.
- Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a **single** resolution. Each resolution submitted must have a separate backgrounder; do not combine backgrounders into a single document. The backgrounder may include links to other information sources and reports.
- Sponsors should be prepared to speak to their resolutions at the Convention. **Each sponsor will be given 2 minutes to introduce their resolution (updated August 2025)**
- Resolutions must be relevant to other local governments within AVICC rather than specific to a single member government.
- The resolution must have at least one "whereas" clause and **should not contain more than two "whereas" clauses**. Each whereas clause must have only one sentence.

LATE AND OFF THE FLOOR RESOLUTIONS

- A resolution submitted after the regular deadline is treated as a "Late Resolution". The Resolutions Committee **only** recommends Late Resolutions for debate if the topic was not known prior to the regular deadline date, or if it is emergency in nature.

- Late Resolutions must be received by AVICC by **noon on Wednesday, April 22nd, 2026.**

- Late Resolutions are not included in the Resolutions Package sent out to members before the Convention. They are included in the Report on Late Resolutions that is distributed on-site.

- Off the Floor Resolutions are considered after all resolutions in the Resolutions Book and all Late Resolutions have been considered. Off the Floor Resolutions must be submitted in writing to the Chair of the Resolutions Session as soon as practicable, and copies must be made available to all delegates no later than 9:00 am on Sunday morning. Contact AVICC staff for more information about how to organize an Off the Floor Resolution for consideration.

- The full Convention Rules, including detailed information about the process for Late and Off the Floor Resolutions, will be published and distributed to members in advance of the Convention.

AVICC RESOLUTIONS PROCEDURES

UBCM urges members to submit resolutions to their Area Association for consideration. Resolutions endorsed at the AVICC annual meeting, except those that are considered to be regional in nature by UBCM, are submitted automatically to UBCM for consideration.

A resolution deemed by UBCM to be specific to the AVICC region is considered a Regional Resolution and if endorsed, it will not be automatically submitted to UBCM for consideration at the UBCM annual meeting, and instead will remain with AVICC, where it may be actioned.

UBCM has observed that submitting resolutions first to an Area Association results in better quality resolutions overall. Local governments may submit Council- or Board-endorsed resolutions directly to UBCM prior to **June 15th, 2025**. Detailed instructions are available on the UBCM website.

AVICC RESOLUTIONS PROCESS

1. Members submit resolutions to AVICC for debate. All resolutions submitted to AVICC are forwarded to UBCM staff for analysis, comment, and recommendations.

2. For some resolutions which focus on issues specific to the AVICC region, UBCM will indicate that they are considered a Regional Resolution and that it won't be admitted to UBCM for debate should it be endorsed. AVICC will work with local governments to address issues identified by UBCM staff to ensure the resolution reflects the intention of the local government.

3. The AVICC Resolutions Committee reviews and finalizes the recommendations, and the Resolutions Book is published and sent to members in advance of the annual meeting.

4. AVICC conveys any Regional Resolutions endorsed at their annual meeting to the appropriate level of government, or takes other action as determined by the AVICC Executive. AVICC will forward any response to the regional resolution sponsor.

5. AVICC submits all other resolutions endorsed at its Convention to UBCM.

6. The UBCM Resolutions Committee reviews the resolutions for submission to its Convention. Please note that the UBCM Bylaws were updated at the 2025 UBCM Convention as included as **Appendix A** with this document.

7. Resolutions endorsed at the UBCM Convention are submitted by UBCM to the appropriate level of government for response.

8. UBCM will forward the response to the resolution sponsor for review.

UBCM BYLAW & RESOLUTIONS PROCESS UPDATE

At their 2025 UBCM Convention, members endorsed ***ER1: Extraordinary Resolution to Amend the UBCM Bylaws to Streamline the Resolutions Process.*** The changes to UBCM's Bylaws will impact how resolutions endorsed at AVICC are considered after they are sent to the UBCM Resolutions Committee. Please note the following changes to the UBCM Bylaws *[15.(c)]*:

- The Resolutions Committee **shall determine which Annual Resolutions will be included for consideration by the membership at Convention;**

- **Any Annual Resolution that falls under one or more of the following criteria, as determined by the Resolutions Committee, will be excluded from consideration by the membership at Convention:**
    - **Resolution is existing UBCM policy (as set by the membership endorsing or not endorsing a previous resolution or policy paper);**
    - **Resolution is outside of the scope of BC local governments and member First Nations;**
    - **Resolution is within the scope of BC local governments and member First Nations, but does not meet UBCM criteria for format or clarity; or**
    - **Resolution is regional in focus.**

ER1 in its entirety and the rationale provided by the UBCM Executive has been included as **Appendix A** with this document.

The AVICC Executive is currently evaluating our own resolutions process. The 2026 Convention Rules & Procedures for handling Resolutions, including detailed information about the process for Late and Off the Floor Resolutions, will be published and distributed to members in advance of the Convention.

AVICC & UBCM RESOLUTIONS GUIDELINES

The Construction of a Resolution:
All resolutions contain a preamble – the whereas clause(s) – and an enactment clause. The preamble describes ***the issue*** and the enactment clause outlines ***the action*** *being* requested of AVICC and/or UBCM. A resolution should answer the following three questions:

a) **What is the problem?**
b) **What is causing the problem?**
c) **What is the best way to solve the problem?**

Preamble:
The preamble begins with "WHEREAS" and is a concise sentence about the nature of the problem or the reason for the request. It answers questions (a) and (b) above, stating the problem and its cause, and should explain, clearly and briefly, the reasons for the resolution.

The preamble should contain **no more than two "WHEREAS" clauses**. Supporting background documents can describe the problem more fully if necessary. **Do not add extra clauses.**

There should be only one sentence per WHEREAS clause.

Enactment Clause:
The enactment clause begins with the phrase "Therefore be it resolved" and is a concise sentence that answers question (c) above, suggesting the best way to solve the problem. **The enactment should propose a specific action by AVICC and/or UBCM.**

Keep the enactment clause as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action. Consider whether the resolution relates to all local governments, or is specific to municipalities, regional districts and/or First Nations, and use the appropriate language.

HOW TO DRAFT A RESOLUTION

1. Address one specific subject in the text of the resolution.

Because your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. If there are multiple topics in a resolution, the resolution may be sent back to the sponsor to rework and resubmit.

2. For resolutions to be debated at UBCM, focus on issues that are province-wide.

The issue identified in the resolution should be relevant to other local governments across BC. This will support productive debate and assist UBCM to represent your concern effectively to the provincial or federal government on behalf of all BC local governments. Local governments are welcome to submit resolutions that address issues specific to the AVICC region. A resolution that addresses a topic specific to the AVICC region may not be entered for debate during the UBCM Convention but may be actioned by the AVICC Executive if endorsed.

3. Use simple, action-oriented language.

Explain the background briefly and state the desired action clearly. Delegates can then debate the resolution. Resolutions that are unclear or that address multiple topics may end up with amendments at the Convention.

4. Check legislative references for accuracy.

Research the legislation on the subject so the resolution is accurate. Where necessary, identify:

- the correct jurisdictional responsibility (responsible ministry or department, and whether provincial or federal government); and
- the correct legislation, including the title of the Act or regulation.

5. Provide factual background information.

Even a carefully written resolution may not be able to convey the full scope of the problem or the action being requested. Provide factual background information to ensure that the intent of the resolution is fully understood for the purpose of debate and UBCM (or AVICC for Regional Resolutions) can advocate effectively with other levels of government and agencies.

Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a single resolution. Do not submit a single backgrounder relating to multiple resolutions. The backgrounder may include links to other information sources and reports.

Resolutions submitted without background information **will not be considered** until the sponsor has provided adequate background information. This could result in the resolution being returned and having to be resubmitted.

6. Construct a brief, descriptive title.

A title identifies the intent of the resolution. It is usually drawn from the "enactment clause" of the resolution. For ease of printing in the Annual Report and Resolutions Book and for clarity, a title should be no more than three or four words.

TEMPLATE FOR A RESOLUTION

Whereas << *this is the area to include an issue statement that outlines the nature of the problem or the reason for the request* >> ;

And whereas << *if more information is useful to answer the questions - what is the problem? what is causing the problem?*>> :

Therefore be it resolved that **AVICC and/or UBCM** << *specify here the* ***action(s)*** *that AVICC* ***and/or*** *UBCM are being asked to take on, and what government agency the associations should be contacting to solve the problem identified in the whereas clauses. For regional resolutions, only AVICC may take action, and for all other resolutions, AVICC and UBCM may take action* >>

- **If absolutely necessary,** there can be a second enactment clause (the "therefore" clause that specifies the action requested) with the following format:

And be it further resolved that **AVICC and/or UBCM** << *specify any additional specific actions needed to address the problem identified in the whereas clauses* >>

Section ER

ER1 Extraordinary Resolution to Amend the UBCM Bylaws to Streamline the Resolutions Process — UBCM Executive

Whereas the large number of resolutions submitted by UBCM members—more than 200 annually— results in a wide range of policy positions, rendering it challenging for UBCM to focus its advocacy efforts;

And whereas a reduction in the number and breadth of policy positions adopted annually by the membership would enable UBCM to advocate more effectively, by focusing time and resources on issues with significant province-wide impact on local governments and member First Nations:

Therefore be it resolved that Section 15(c) of the UBCM Bylaws be amended by adding the text in bold type as follows, to enable the Resolutions Committee to apply filters to determine which resolutions may be included for consideration by the membership at Convention:

15. COMMITTEES (Other than Nominating Committee):

(c) The Resolutions Committee:

- shall examine all Annual Resolutions regularly submitted to the Convention;
- **shall determine which Annual Resolutions will be included for consideration by the membership at Convention;**
- shall recommend in favour of or against the Annual Resolutions respectively;
- may correlate Annual Resolutions; and
- may recommend amendments.

Any Annual Resolution may be referred by the Convention to the Resolutions Committee either alone or with new resolutions for study and report to the Convention.

Any Annual Resolution that falls under one or more of the following criteria, as determined by the Resolutions Committee, will be excluded from consideration by the membership at Convention:

- **Resolution is existing UBCM policy (as set by the membership endorsing or not endorsing a previous resolution or policy paper);**
- **Resolution is outside of the scope of BC local governments and member First Nations;**
- **Resolution is within the scope of BC local governments and member First Nations, but does not meet UBCM criteria for format or clarity; or**
- **Resolution is regional in focus.**

UBCM Resolutions Committee Recommendation: ***Endorse***

UBCM Resolutions Committee Comments:

The Resolutions Committee is seeking membership approval of this Extraordinary Resolution to reduce the volume of resolutions received and considered each year and improve the quality of resolutions considered.

Lens #1 - Resolutions that reaffirm existing policy

The Committee proposes that any resolution that aligns with resolutions already endorsed or not endorsed by the membership should be received rather than put forward for further consideration by the membership. The current intent of the Resolutions Committee is that a 5 year window would be adopted to establish existing policy under this lens.

Lens #2 - Resolutions outside of local government scope

The Committee suggests that limiting resolutions for consideration to those that directly relate to local government service delivery will strengthen the efficacy and credibility of UBCM's advocacy.

Lens #3 - Resolutions that are unclear or poorly formatted

UBCM staff and the Resolutions Committee currently expend considerable time working with the sponsors to help them to clarify and format their resolutions. Removing this function will encourage those drafting resolutions to meet established standards for clarity and better resolutions.

Lens #4 - Resolutions that are regional in focus

Resolutions for consideration at UBCM should have a province-wide focus. Resolutions that are regional in focus should be considered and acted upon by Area Associations.

The Committee proposes to include all resolutions captured by one or more of the lenses in an appendix of the Resolutions Book. While these resolutions are being published for transparency, these resolutions are not to be considered and are not available to be brought forward for consideration via a motion to vary the agenda.

The Committee would point out that section 14(d) of the UBCM Bylaws grants the UBCM Executive authority to bring forward to Convention a resolution on any matter at any time. This authority of the UBCM Executive enables UBCM to respond quickly to a changing policy or legislative environment, bringing forward issues or concerns that may fall within existing UBCM policy, but require immediate consideration.

Members are encouraged to read the accompanying backgrounder found in the Appendix of this Resolutions Book to learn more about the proposed Extraordinary Resolution.

Conference decision: Endorsed

2026 AGM & CONVENTION

TEMPLATE FOR A RESOLUTION

AVICC must receive all resolutions by: **4:30 pm, Thursday, February 12, 2026**. To submit a resolution to the AVICC for consideration please send a copy of the resolution as a **word document** by email to info@avicc.ca by the deadline. AVICC staff will confirm receipt of the submission via email. If confirmation is not received within 3 business days, the resolution sponsor should follow up by phone at 236-237-1202.

TEMPLATE FOR A RESOLUTION

Whereas << *this is the area to include an issue statement that outlines the nature of the problem or the reason for the request* >> ;

And whereas << *if more information is useful to answer the questions - what is the problem? what is causing the problem?*>> :

Therefore be it resolved that **AVICC and/or UBCM** << *specify here the* ***action(s)*** *that AVICC* ***and/or*** *UBCM are being asked to take on, and what government agency the associations should be contacting to solve the problem identified in the whereas clauses. For regional resolutions, only AVICC may take action, and for all other resolutions, AVICC and UBCM may take action* >>

- **If absolutely necessary,** there can be a second enactment clause (the "therefore" clause that specifies the action requested) with the following format:

And be it further resolved that **AVICC and/or UBCM** << *specify any additional specific actions needed to address the problem identified in the whereas clauses* >>

2026 AGM & CONVENTION

CALL FOR NOMINATIONS FOR AVICC EXECUTIVE

AVICC members elect directors to the Executive Committee at the AGM. The Executive Committee ensures that the policies set by the general membership are carried forward, and provides direction for the Association between annual meetings. This circular is notice of the AVICC Executive Committee positions open for nomination, and the procedures for nomination.

1. POSITIONS OPEN TO NOMINATIONS

The following positions are open for nomination:

- President
- First Vice-President
- Second Vice-President
- Director at Large (3 positions)
- Electoral Area Representative

2. NOMINATION PROCESS AND QUALIFICATIONS FOR OFFICE

Candidates must be an elected official of an AVICC member and must be nominated by two elected officials of an AVICC member. Background information on the key responsibilities and commitments of an AVICC Executive member is provided following the nomination form. The Chair of the 2026 Nominating Committee is Past President Penny Cote.

3. NEXT STEPS

The Nominating Committee will review the credentials of each candidate for eligibility. A Report on Nominations, including a photo and biography will be prepared under the direction of the Nominating Committee, and distributed prior to the Convention.

To be included in the Report on Nominations,
Nominations Must Be Received by 4:30 PM, Thursday, February 12, 2026

4. AT CONVENTION

Candidates may also be nominated at the Convention from the floor. Candidates and their two nominators must be elected officials of an AVICC member.

5. SUBMISSION INFORMATION

All submissions should be forwarded by email to:

Past President Penny Cote, Chair, 2025 Nominating Committee
c/o AVICC
P.O. Box 28058
Victoria, BC V9B 6K8
Phone: (236) 237-1202
email: info@avicc.ca

NOMINATIONS FOR THE 2025-26 AVICC EXECUTIVE

We are qualified under the AVICC Constitution to nominate[1] a candidate and we nominate:

Candidate Name: _____

Local Government Position (Mayor/Councillor/Director): _____

Member Local Government Represented: _____

Nomination for AVICC Executive Position:_____

MEMBERS NOMINATING THE CANDIDATE:

Printed Name: _____ Printed Name: _____

Position: _____ Position: _____

Muni/RD/FN: _____ Muni/RD/FN: _____

Signature: _____ Signature: _____

CONSENT FORM

I consent to this nomination and attest that I am qualified to be a candidate for the office I have been nominated for pursuant to the AVICC Bylaws and Constitution[2]. I also agree to provide the following information to info@avicc.ca by **4:30 PM, Thursday February 12, 2026**

- Photo in digital format
- Biographical information of approximately 300 words that may be edited by AVICC

Printed Name: _____

Current Position: _____

Muni/RD/FN: _____

Signature: _____

Date: _____

1 Nominations require two elected officials of local governments that are members of the Association.

2 All nominees must be an elected official of an AVICC member. Nominees for the position of Electoral Area Representative must be an Electoral Area Director.

Return To: Past President Penny Cote, Chair, Nominating Committee,
c/o AVICC, P.O. Box 20858, Victoria, BC V9B 6K8
or via email to info@avicc.ca

AVICC 2026 Convention
April 24-26, 2026
Victoria Conference Centre

CALL FOR SESSION SUBMISSIONS

Thank you for your interest in participating in the 2026 AVICC Convention, being held Friday April 24, 2026 – Sunday April 26, 2026, at the Victoria Conference Centre, Victoria BC.

To submit a session proposal, please fill in the information requested on the following pages and email this document back **as a word document** to info@avicc.ca.

The deadline for submissions is **Thursday, December 4, 2025.**

There are limited spots on the program including:

- three 60-minute plenary presentations;
- six 60-to-90-minute concurrent workshops on Saturday afternoon; and
- one 2-to-3-hour pre-convention workshop to take place on Friday morning.

Session Proposal Considerations:

- Delegates prefer sessions that involve **multi-party perspectives** (panels) and that are ***interactive***, rather than "talking head" presentations.
- Preference will be given to sessions with an **interactive** or **facilitated** component to their proposal.
- Topics should be relevant to our local government members – focusing on the important issues impacting local government elected officials and their communities.
- Successful applicants must confirm their session description, session title, and final list of presenters by **January 31st, 2026** for inclusion in the brochure and program.
- Changes to presenters or failure to meet this deadline may result in the session being cancelled.
- Confirmed presenters agree to submit all PowerPoint presentations by **April 9th, 2026.**

Please complete the following section with **as much information as possible**. The AVICC Executive will consider all the proposed sessions at their December 12, 2025 meeting, with final decisions made at the January 24, 2026 meeting. Panelist information can be updated after the December 4th deadline as sessions and details are confirmed.

Title of Session:	
Name of Organization:	
Contact Person Name:	
Phone:	
Address:	
Email:	
Session Description (for review of AVICC Executive Committee. This information will also be used in program materials):	
Proposed Session Length:	
Preferred Time and Day:	
Audio Visual Requirements:	
Travel or other expenses if any:	
# of Proposed Presenters:	

Name - Presenter #1:	
Bio and Organization - Presenter #1:	
Name - Presenter #2:	
Bio and Organization - Presenter #2:	
Name - Presenter #3:	
Bio and Organization - Presenter #3:	
Name - Presenter #4:	
Bio and Organization - Presenter #4:	
Any other Information or requirements:	

- Successful applicants must confirm their session description, session title, and final list of presenters by **January 31st, 2026** for inclusion in the brochure and program.
- Changes to presenters or failure to meet this deadline may result in the session being cancelled.
- Presenters agree to submit all PowerPoint presentations by **April 9th, 2026**

I agree to the above conditions and deadlines:

Signature: _____

Name: _____

Date: _____

2026 AVICC AGM & Convention

Student Participation Program

Deadline January 16, 2026

The Association of Vancouver Island and Coastal Communities (AVICC) is hosting their 2026 AVICC AGM & Convention in Victoria at the Vancouver Island Conference Centre from April 24-26, 2026. The Convention brings together AVICC member elected officials and staff from 55 local governments and First Nations on Vancouver Island and in BC coastal communities, along with provincial representatives and other local government partners. Our members gather at our annual convention to network, learn, and discuss the issues and policies that are important to our local communities.

The AVICC Executive would like to encourage members to invite interested local secondary or post-secondary students to apply to attend the Convention business sessions in 2026. AVICC will waive the registration fee and reimburse 50% of the travel expenses up to a maximum of $1000 per successful student applicant.

The sponsoring member local government will be responsible for working with the student to arrange travel and cover additional expenses. AVICC is not responsible for the student throughout the convention, and sponsoring local government members should ensure that the student has a safe and positive experience, and that the convention code of conduct is upheld.

Planning for the 2026 Convention is currently underway. It will follow the same format as the 2025 AVICC AGM & Convention Program with business sessions taking place as follows:

- Friday, April 24, 2026: 2:00pm-7:30pm (welcome reception included)
- Saturday, April 25, 2026: 7:30am-4:30pm (banquet not included)
- Sunday, April 26, 2025: 7:30am-12:00pm

Coffee break refreshments, light reception food at the Welcome Reception on Friday night, breakfast on Saturday and Sunday, and lunch on Saturday are included in the complimentary registration. A ticket to the banquet is not included.

By exposing youth to local government, they will be familiarized with it – thereby increasing the likeliness that they participate on more levels with their local government over time. It is important for current local leaders to engage with the youth in their communities to encourage higher civic engagement and ultimately, to increase interest in pursuing a career within local government. Please complete and submit the attached application form **via email to info@avicc.ca** by **4:30pm on Friday, January 16, 2026**.

The AVICC Executive will be evaluating applications for participation in the 2025 AVICC AGM & Convention student program at their January Executive meeting, and all applicants will be contacted by the end of January regarding the status of their application. If you have any questions or require further information, please contact Theresa Dennison, AVICC Executive Director, at 236-237-1202 or tdennison@avicc.ca.

2026 AVICC AGM & Convention

Student Participation Application

Deadline January 16, 2026

Member Organization- Sponsor

Organization _____

Contact Name _____

Contact Email _____

Contact Phone _____

Student Applicant Information

Student Name _____

Student Email _____

Student Phone _____

Institution/School _____

Area of Study/Grade _____

Why would you like to attend the 2026 AVICC AGM & Convention?

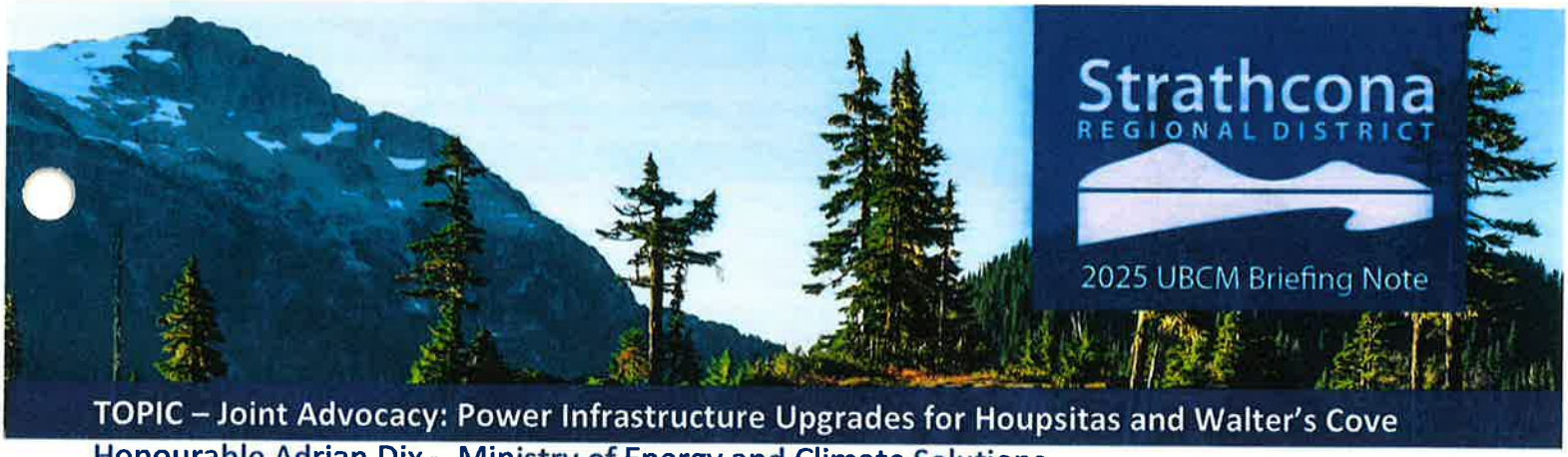
Provide some examples of ways youth can participate in local government. How do you participate in civic engagement in your community?

The sponsoring AVICC member organization and the student applicant mutually support this application and have read and agree to the guidelines provided with this application.

Sponsoring AVICC Member		**Student Applicant**	
Name:	_____	Name:	_____
Position:	_____	Signature:	_____
Signature:	_____	Date:	_____
Date:	_____		

Please submit applications by January 16, 2026 via email to info@avicc.ca

Additional information may be submitted on a separate page.



TOPIC – Joint Advocacy: Power Infrastructure Upgrades for Houpsitas and Walter's Cove

Honourable Adrian Dix – Ministry of Energy and Climate Solutions

Wednesday, September, 24, 2025 9:20- 9:35 am | Room 124, Parliament Buildings Level 1

PURPOSE

Ka:'yu:'k't'h'/Che:k'tles7et'h' First Nations (KCFN) identified electricity upgrades as a top priority during an October 2023 Community-toCommunity Forum with the SRD. A private provider currently delivers single-phase power to Houpsitas and Walters Cove, limiting essential community development, housing, and economic opportunities. KCFN has been advocating for BC Hydro to take over and upgrade the service for several years. Regional Districts and First Nations need provincial support to address joint infrastructure challenges.

BACKGROUND

The Ka:'yu:'k't'h'/Che:k'tles7et'h' First Nations communities of Houpsitas and Walters Cove are currently served by a private single-phase power provider. This limited service restricts capacity for housing development, economic growth, and essential community infrastructure. Despite ongoing advocacy, access to a modern, stable electrical grid remains a critical challenge.

BC Hydro, the province's primary electricity provider, offers the opportunity to deliver a reliable, three-phase electrical service that can meet current and future community needs. Modernizing the electrical infrastructure will support:

- **Community Development:** Improved power reliability is foundational for community services, health facilities, schools, and public infrastructure.
- **Housing Opportunities:** Expanded electrical capacity is necessary for new housing developments to meet population growth and community needs.
- **Economic Growth:** Reliable electricity will enable local businesses, cultural enterprises, and economic initiatives to thrive, creating jobs and sustaining community self-sufficiency.
- **Sustainability:** Transitioning to BC Hydro supports a cleaner and more sustainable energy source, aligning with provincial climate objectives and First Nations environmental stewardship goals.

KEY POINTS

- Extending BC Hydro service to Houpsitas and Walters Cove will provide stable, modern electricity, enabling essential infrastructure, improved housing, and long-term community growth for the Ka:'yu:'k't'h'/Che:k'tles7et'h' First Nations.
- Access to BC Hydro's electrical grid will support local business development, job creation, and sustainable energy use, fostering economic opportunities while aligning with provincial climate and sustainability goals.

REQUEST

That the Province provide support to bring BC Hydro electric power to Houpsitas and Walters Cove.

CONTACT

Dave Leitch, Chief Administrative Officer - Strathcona Regional District (250) 830-6703 | dleitch@srd.ca



TOPIC - Healthcare Workforce Housing Project

Honourable Bowinn Ma – Ministry of Infrastructure

Wednesday, September 24, 2025 10:40 - 10:55 am | Room 301, Parliament Buildings Level 3

PURPOSE

The SRD Healthcare Workforce Housing Project addresses housing shortages while enhancing recruitment efforts for healthcare workers in the North Island. Aimed at improving care access, worker recruitment, and retention, it provides secure, purpose-built housing. Developed through a regional needs assessment and in collaboration with Island Health, municipal, and Indigenous partners, the project is currently under construction, with the first units expected to be available by summer 2026.

BACKGROUND

The SRD Healthcare Workforce Housing Project addresses the shortage of housing for healthcare workers in the North Island. It is designed to improve care access, staff recruitment, and retention by providing secure, purpose-built housing. Construction of the development is underway, with occupancy scheduled for summer 2026.

Located on the Campbell River Hospital property, the 20-unit development will provide a mix of self-contained suites with full amenities, offering affordable options for healthcare staff to support both short- and long-term needs. It is being developed alongside the Just Like Home Lodge, a 10-unit facility that supports patients and their families traveling for medical care not available in their communities. The Workforce Housing facility directly addresses the challenge of recruiting and retaining healthcare professionals in the region. Together, the two facilities create a comprehensive solution that strengthens healthcare access and stability across the North Island.

KEY POINTS

- **Critical Need:** Lack of stable and affordable housing is a key barrier to recruiting and retaining healthcare professionals in the North Island.
- **Purpose-Built Solution:** 20 self-contained workforce housing suites (studio, one-bedroom, two-bedroom) will provide secure, stable, short and long-term housing for essential healthcare staff.
- **Improves Recruitment & Retention:** Housing security is a key factor in drawing new healthcare workers to rural and remote regions and retaining existing staff.
- **Regional Impact:** Campbell River Hospital serves 32 North Island and Central Coast communities (population 57,000+), making this project vital to healthcare stability.
- **Timeline:** Construction is underway, with completion targeted for summer 2026.

REQUEST

The SRD is requesting an operations grant for the first 5 years from the Ministry to support the Healthcare Workforce Housing project. This investment will support healthcare worker recruitment and retention, improve care access for 57,000 residents, and provide a sustainable housing solution to strengthen regional healthcare.

CONTACT

Dave Leitch, Chief Administrative Officer - Strathcona Regional District (250) 830-6703 | dleitch@srd.ca



ABOUT THE FACILITY

The Strathcona Regional District (SRD), together with its partners, the Campbell River Hospital Foundation and Seymour Pacific Homes, is bringing the Just Like Home Lodge project to life. With the generosity of our community and the support of government partners, this vision is becoming reality.

With Campbell River Hospital serving 32 North Island and Central Coast communities — a population of over 57,000 — the demand for accessible, nearby accommodations continues to grow. Conveniently located beside the Campbell River Hospital, the Just Like Home (JLH) Lodge will provide a safe, supportive environment for patients and caregivers traveling for specialized medical care not available in their home communities. The Lodge will offer a much-needed home-away-from-home during challenging times, where patients and caregivers can stay close, support one another, and focus on healing.

The facility also includes a Healthcare Workforce Housing component with 20 fully self-contained rental suites, designed to attract and retain essential healthcare professionals in the region. This addition helps address the ongoing housing shortage while supporting the stability of local healthcare services.

Together, the lodge and workforce housing will improve access to care, reduce the burden of travel and housing, and strengthen healthcare delivery in our region for years to come. Construction is underway, with completion expected by summer 2026.

LODGE FOR PATIENTS & FAMILIES

- Ten independent lodge units, from studio to two bedroom options with private washrooms, ensuring privacy and comfort.
- A comfortable communal living space for relaxation and socialization.
- A large modern shared kitchen to prepare meals together.
- Laundry facilities and day use services.

HEALTHCARE WORKFORCE HOUSING

- Twenty fully self-contained workforce housing units for rent to healthcare professionals.
- A mix of studio, one-bedroom, and two-bedroom options, all equipped with in-suite laundry. Some units also feature private balconies.

COMMUNITY BENEFIT

- **Supporting Patients & Caregivers:** By providing affordable and accessible short-term accommodation near Campbell River Hospital, the JLH Lodge eases the burden of travel and housing for those needing specialized medical care.
- **Housing Healthcare Workers:** The new workforce housing units help attract and retain healthcare professionals in Campbell River, ensuring residents have improved and consistent access to quality medical services.

PROJECT STATUS

Construction is slated for completion summer of 2026.

The Campbell River Hospital Foundation has already raised $1.9 million toward its $2 million capital goal, demonstrating strong community support for this vital initiative.

Together, we are building more than just housing—we're building health, hope, and a stronger future for the region.

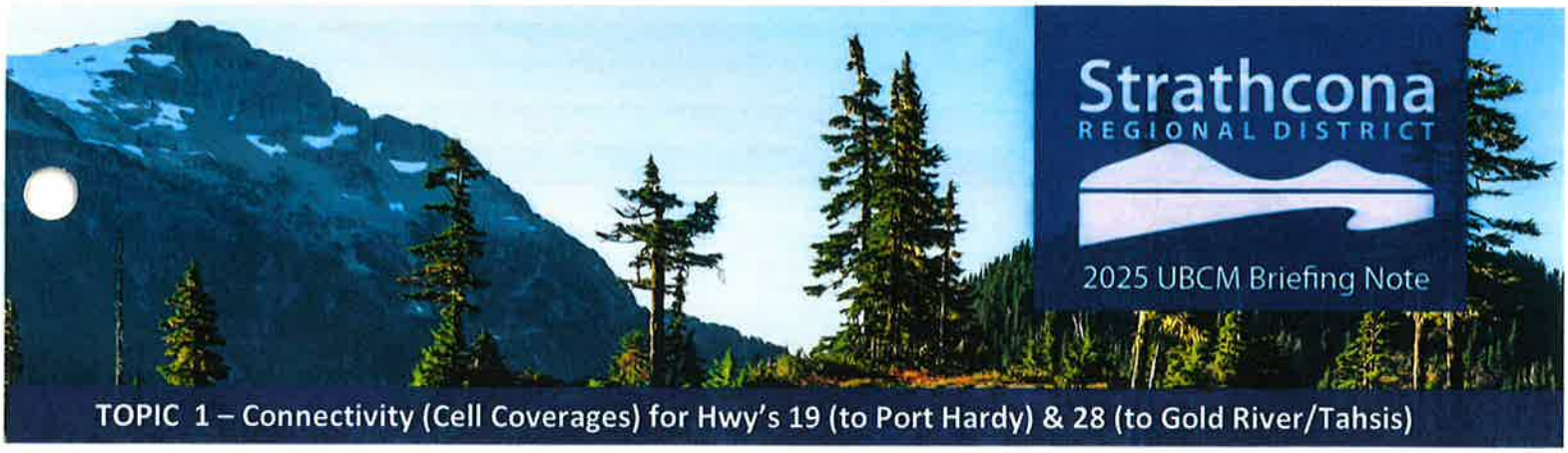
Seymour Pacific HOMES

CAMPBELL RIVER HOSPITAL FOUNDATION
Give. Because You Care.

Strathcona REGIONAL DISTRICT

justlikehomecr.ca

Strathcona Regional District | 250-830-6700 | info@srd.ca



Honourable Diana Gibson – Ministry of Citizens' Services

Wednesday, September 24, 2025 1:40-1:55 pm | Room 151, Parliament Buildings Level 1

PURPOSE

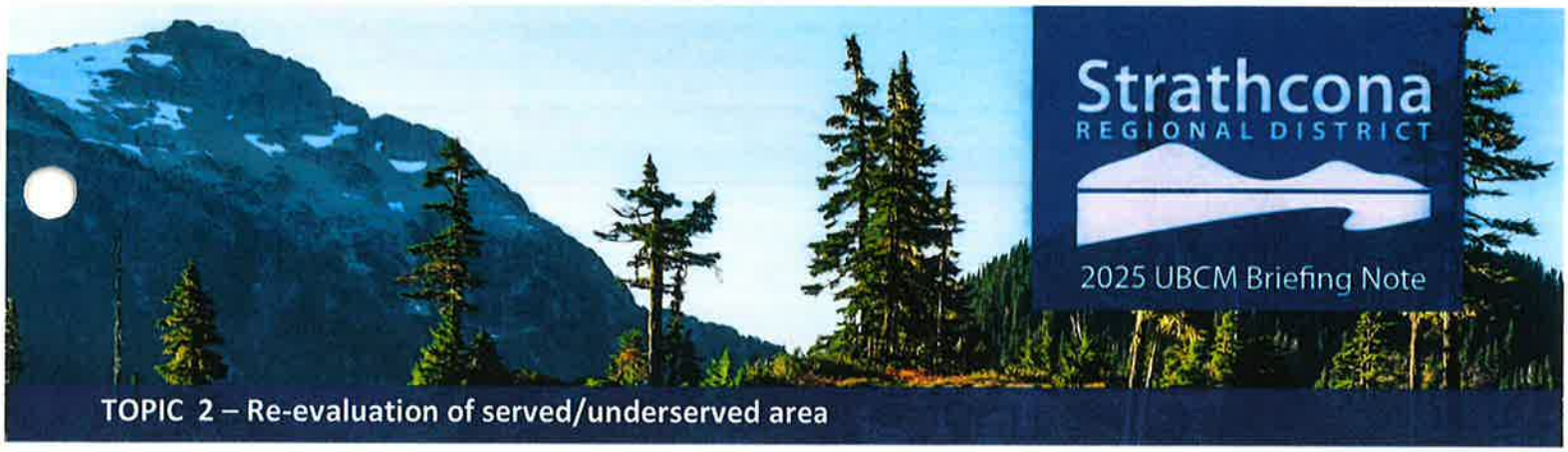
Cellular coverage along Highways 19 and 28 remains inconsistent, with major service gaps posing safety risks, limiting emergency response, and affecting residents and businesses. Many areas still lack reliable signal, and continued investment in infrastructure is needed to ensure consistent coverage and improve public safety on northern Vancouver Island..

- ### BACKGROUND

  Emergency services face delays and communication challenges. Major gaps in cellular coverage persist along these highways, creating public safety risks, hampering emergency response, and affecting residents, travelers, and businesses.

REQUEST

The Province support investment in cellular infrastructure along Highways 19 and 28



PURPOSE

Gold River and Tahsis lack funding for last-mile connectivity to homes, despite backbone fibre landings already being in place in their communities. High costs, low population density, and flawed broadband mapping, misclassifying the area as "served", block access to funding programs. This limits internet access and hinders economic growth, remote work, health, education, and tourism. Without last-mile funding, the communities will be unable to connect to high-speed internet, missing vital opportunities for long-term resilience and renewal.

BACKGROUND

Gold River and Tahsis currently face significant barriers to accessing reliable high-speed internet. While the Connected Coast subsea fiber landing is in place, both communities lack the last-mile funding necessary for an ISP to develop connections directly to residents and businesses.

- The expense of extending last-mile infrastructure across these small communities makes developing service financially impossible without grant funding.
- Current federal broadband maps incorrectly classify these communities as "served," preventing access to key funding programs.

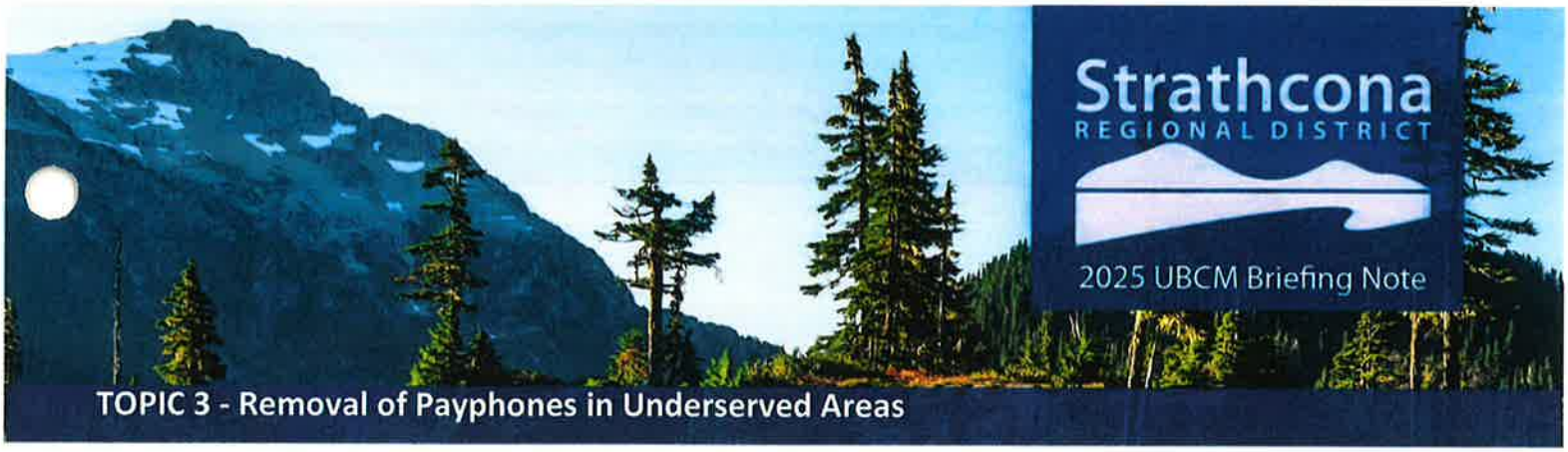
The lack of reliable high-speed internet access affects many aspects of community life, including economic development, healthcare, tourism, business growth, opportunities for remote work, and access to education and digital learning resources.

KEY POINTS

- Gold River and Tahsis risk missing critical opportunities for long-term resilience, community renewal, and equitable participation in the digital economy.
- Securing funding, updating federal broadband mapping, and fostering ISP partnerships are essential to connect these communities to the Connected Coast network and unlock the full benefits of high-speed internet.

REQUEST

Support funding for last mile infrastructure within Gold River and Tahsis.



PURPOSE

Public payphones are vital for residents in rural areas without reliable mobile or internet access, providing a crucial link to emergency services, social supports, and family. In areas with weak or no cellular coverage, payphones may be the only means of communication. Telus' removal of these services appears to lack proper consultation with affected communities, consideration of alternatives, and attention to public safety and interest.

BACKGROUND

Public payphones remain a critical communication lifeline for residents in rural areas where mobile and internet coverage is unreliable or absent. They provide direct access to emergency services, social supports, and family connections, ensuring that residents can stay safe and connected.

The removal of payphones without adequate alternatives could have serious consequences, including compromised access to emergency services, increased isolation from social and family networks, and undermined public safety and community well-being. Without proper consultation and planning, rural communities may face greater risks during emergencies and reduced access to essential communication services.

The Canadian Radio-television and Telecommunications Commission (CRTC) regulates telecommunications services in Canada, including public payphones. The CRTC ensures that essential communication services remain accessible, particularly in rural and underserved areas, and requires providers to follow proper procedures, including public consultation, before removing services on which communities rely.

KEY POINTS

- In many rural communities, cellular networks are weak or non-existent, making payphones the only reliable means of communication.
- Telus is removing public payphones in these areas, raising concerns about the adequacy of consultation, the availability of alternative solutions, and the consideration of public safety and community needs.

REQUEST

That the province require CRTC to develop and enforce regulatory oversight to ensure that public payphones are not removed from areas where they are still demonstrably needed.

CONTACT

Dave Leitch, Chief Administrative Officer - Strathcona Regional District (250) 830-6703 | dleitch@srd.ca



TOPIC - Regional District Reconciliation Framework Development

Honourable Spencer Chandra Herbert - Ministry of Indigenous Relations and Reconciliation

Wednesday, September 24, 2025 – 2:40 - 2:55 pm | Room 303, Parliament Buildings Level 3

PURPOSE

A Reconciliation Framework is being created in collaboration with First Nations whose territories intersect with the SRD's boundaries. The work supports UNDRIP, DRIPA, and the TRC Calls to Action. The goal is to build trust and enhance intergovernmental relationships. The project aligns with the SRD Strategic Plan and responds to calls from its First Nations Relations Committee. As the project does not qualify for C2C funding, SRD is seeking alternative funding to support a meaningful and sustained engagement process. Additional capacity is needed from both the SRD and interested Nations to advance this work in good faith.

BACKGROUND

The project aligns with the SRD's Strategic Plan, which emphasizes fostering stronger connections within communities and the environment, ensuring sustainable service delivery, and strengthening relationships with FIRST Nations. The SRD has established a First Nations Relations Committee and is eager to see the framework move forward in a collaborative and impactful way.

As the project does not qualify for C2C funding, the SRD is seeking funding to support a sustained engagement process. Additional capacity is needed from both the SRD and interested Nations to advance this work in good faith.

The framework will provide guidance for elected officials and staff in fostering partnerships, creating policies, and protocols, building relationships, and supporting individual and organizational learning. It is envisioned as a cornerstone tool to advance reconciliation within the SRD's strategic priority of strengthening relationships with First Nations and exploring areas of shared interest.

KEY POINTS

- **Collaborative Process:** The framework will be co-developed with interested First Nations in the SRD's service area. Nations are at different stages of treaty development and governance structures, which will influence engagement processes and framework design.
- **Board Participation:** Some Nations may wish to explore participation on the SRD Board in the future. This raises questions about the timeline for legislative reform that could enable First Nations to serve as voting members on regional district boards.
- **Capacity Requirements:** Advancing this work in good faith requires additional staff resources from both the SRD and First Nations. Dedicated funding is essential to support engagement activities, relationship-building, and framework implementation.
- **Strategic Alignment:** The Reconciliation Framework will strengthen governance, service delivery, and regional collaboration while advancing SRD's commitment to reconciliation.

Strathcona
REGIONAL DISTRICT

2023 UBCM
BRIEFING NOTE

REQUEST

To explore funding options and legislative changes to support the co-development of reconciliation frameworks at the regional district level.

CONTACT - Dave Leitch, Chief Administrative Officer - Strathcona Regional District (250) 830-6703 | dleitch@srd.ca

STAFF REPORT

To: Mayor and Council
From: Jennifer Redshaw, Office Administrator
Subject: **Grant in Aid Request – Seniors Carpet Bowling**
Meeting date: November 4, 2025

BACKGROUND

Policy # 300-09 - *Grant in Aid Policy* establishes guidelines for providing financial or in-kind assistance to community groups and non-profit organizations that benefit the community. Grants in aid and in-kind grants demonstrate Council's support of community groups which provide beneficial programs, services, or projects to the community. The policy, along with an established grant in aid budget, provides Council with a framework and resources to serve the community within its capacity.

DISCUSSION

Staff received a grant in aid application (in kind donation) from Kayley Clark, a local Village of Sayward resident (Attached). Ms. Clark is requesting free use of the Kelsey Recreation Centre gymnasium to continue offering the Seniors Carpet Bowling program.

The Seniors Carpet Bowling program has historically been facilitated by Recreation staff when the Kelsey Recreation Centre was open for programming, and participants in the program were not charged any corresponding user fees.

The specific timing request of Seniors Carpet Bowling **(every Wednesday from 9:00am to 12:00pm**) aligns with the Sayward Community Health Society's Senior Lunch that takes place afterward, twice monthly. Their plan is for the seniors to enjoy bowling and social time before heading directly to the lunch, making it a full morning of activities without needing to travel back and forth.

Approval of the Seniors Carpet Bowling grant in aid and their specific timing request would require overlap with the Seniors Lunch. The Senior's Lunch organizers need to start setting up their tables in the gymnasium no later than **11:00am** in preparation of the lunch. Historically, this overlap was accommodated by each group utilizing opposite sides of this gym.

This grant in aid application includes a request to operate under the village's current insurance policy. In accordance with all other approved grant in aid recipients, staff will request that organizers purchase event policy insurance, and the certificate is provided to the village to ensure

appropriate coverage. If council wishes to reimburse Senior's Carpet Bowling organizers for this cost, a resolution should be made by council .

Financial Information

Currently, the Kelsey Centre is closed for programming but remains open for private, not-for-profit, and corporate rentals. Individuals or groups wishing to use the facility are subject to the fees outlined in **Bylaw No. 451 Fees & Charges Bylaw**. An excerpt from the bylaw, specifically *Schedule C – Kelsey Centre,* is attached to this report.

If the Kelsey Centre remains closed to programming, and if the gymnasium were rented on a paying basis for Seniors Carpet Bowling every Wednesday from **November 5, 2025, to December 31, 2026**, the total rental fees would be $8400.00 as described in the following table.

Item	Quantity	Amount	Total
4 x monthly Nov 5, 2025 - Dec 31, 2026			
Gym Rental (1/2 day)	56	$ 150.00	$ 8,400.00

In other words, if the Grant in Aid request is approved by Council, the total value of foregone revenue would be $8400.00 (in theory). Please note the requested grant in aid does not represent a direct financial payment. If Council approves the grant in aid request, the forgone revenue would be the gymnasium rental fees as outlined above.

It should be noted that a refundable security / damage deposit is required to support usage of the facility, unless Council waives this requirement by resolution.

STAFF RECOMMENDATIONS

THAT Council receive the staff report titled *Grant in Aid Request – Seniors Carpet Bowling* for information and discussion.

Additional resolution options:

1. THAT the grant in aid request for Seniors Carpet Bowling dated October 20, 2025, be approved.

2. THAT the grant in aid request for Seniors Carpet Bowling dated October 20, 2025, be denied.

3. THAT insurance costs and damage deposit are included in the grant in aid.

4. {THAT Council direct staff to take another action deemed appropriate by Council.}

Recommendation/s:

Staff recommend Option 1 and 3.

Respectfully submitted,



Jennifer Redshaw, Office Administrator

Approved for Council package

Andrew Young, CAO/CO

Attachments:

- Grant in Aid Application - Sayward Seniors Carpet Bowling
- Policy # 300-09 - *Grant in Aid Policy*
- Bylaw No. 451 Fees & Charges Bylaw - *Schedule C - Kelsey Centre*

Appendix A – Application for Grant in Aid

Village of Sayward

Name of Organization	Sayward Seniors Carpet Bowling
Address of Organization	
Full Mailing Address	
Telephone Number & Email	[redacted]
Contact Person/Title	Kayley Clark

Primary purpose of organization: To promote Health Social interactions and Community engagement for our Seniors

Event or reason for request: looking to revive the Program

Date of event: Every Wednesday 9:00am - 12:00pm

Amount of grant requested ~~(or items requested if in-kind)~~: Requesting in-kind support through the use of the gymnasium, as well as coverage under the Centres Current insurance policy.

In order to be considered for a grant in aid (financial) please ensure you attach the following when submitting your application:

1.) Most recent Financial Statements N/A
2.) Budget & details for event

Have you received a previous grant in aid from the Village? ☐ Yes ☒ No

Applicant's signature: [redacted] Date: Oct 20/2025

Note: Personal information is collected by the Village of Sayward under the authority of section 26(c) of the *Freedom of Information and Protection of Privacy Act* for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Corporate Officer (250) 282-5512, 652 H'Kusam Way, Sayward, BC, V0P 1R0

	Village of Sayward	
	Title: Grant in Aid Policy	**Policy # 300-08**
	Category: Finance	

1.0 PURPOSE

To establish a policy and guidelines whereby financial or in-kind assistance can be provided to community groups and non-profit organizations who provide services or a benefit to the community, and any aspect of the community. Grants in aid and in-kind grants demonstrate Council's commitment to working with community groups which provide beneficial programs, services, or projects to the community while at the same time recognizing the financial constraints impacting the Village's ability to provide funding to these groups.

2.0 POLICY

This policy shall apply to all areas within the Village of Sayward ("Village") municipal boundaries. The Village recognizes the many not-for-profit organizations that provide valuable contributions to our community and this policy establishes eligibility requirements. Council will treat all organizations and groups fairly and consistently. The aim is to provide modest levels of support and assistance to community non-profit organizations.

3.0 DEFINITIONS

Benefitting area: means the Village of Sayward administrative/municipal boundary area.

Community group: includes voluntary groups, neighbourhood associations, service clubs, or other groups of individuals that are not registered with BC Corporate Registry and operate with no constitution or bylaws or any paid staff.

In-kind grant: means the provision of municipal property/facilities, materials or resources to an applicant, the waiver of permits or fees, and does not include the provision of cash funds to, or on behalf of, the applicant. While cash funds are not provided in relation to in-kind grants, it is recognized that such grants will involve either an expense or foregone revenue for the municipality. Each application for in-kind grants will include the estimated value of the application under consideration.

Registered non-profit organization: includes an organization, a society, an association, a registered charity, a cooperative or other group, either incorporated or unincorporated, registered with the BC Corporate Registry.

Village: means the Village of Sayward.

4.0 PROCEDURES

4.1 Who Can Apply

a.) The applicant must be a registered non-profit organization or community group of the benefitting area;

b.) The registered non-profit organization or community group must be locally based in the Village or must otherwise provide services or benefits to the Village. The grant in aid or in-kind grant requested must provide a specific service or benefit to the community or any aspect of the community.

c.) The registered non-profit organization or community group must be financially and administratively sound.

d.) Each applicant requesting a monetary grant in aid must demonstrate there is a need for financial assistance and that adequate funding from other sources is not available.

e.) All applicants that receive a grant in aid must provide a written report to Council that outlines the success of their activity and how the grant in aid funds were used within 12 months of the date the grant in aid is issued. Applicants that receive an in-kind grant are also encouraged to provide a written report to Council.

4.2 Application Restrictions

a.) Industrial, commercial, and/or business organizations are not eligible to apply.

b.) Grant in aids may not be used to subsidize activities that are the responsibility of senior levels of government.

c.) The grant in aid may not cover any of the following expenses:

i.) remuneration;

ii.) capital improvement to rented or leased premises; or

iii.) private enterprise

d.) Grant in aids cannot be used for political purposes or to fund groups or organizations whose primary purpose is of a political nature.

4.3 Application Process

a.) All qualifying organizations are required to complete the Grant-In-Aid application form attached to this policy as Appendix "A". Applications should include a summary of how the grant in aid will be used if granted. It should be noted that organizations may be required to make a presentation or provide further documentation to Council before any decisions are made.

b.) Incomplete applications will not be accepted and will be returned to the applicant.

c.) Village staff will present the application along with any background information to Council with a request for decision.

c.) All applicants will receive notification of the status of their application once reviewed by Council.

d.) The Village reserves the right to request a full accounting of any and all expenditures of authorized grant in aid funds.

4.4 Approval Criteria

a.) Purpose for which funding is requested;

b.) Overall benefit to the community as a whole, or any aspect of the community;

c.) Amount of the grant requested; and

d.) Whether or not there is available funding and/or resources for the grant requested.

4.5 Yearly allocation for grant funding

The amount of funds available for grant in aids/donations shall be determined by Council during the Financial Plan process each year. Council will retain the right to make the final decision on both the overall grant allocation and the individual grant.

5.0 REFERENCES /POLICY INTEGRATION

- *Fraser Valley Regional District,* Electoral Area Grant in Aid Guidelines and Application
- *City of West Kelowna,* Grants in Aid Policy
- *City of Rossland,* Community Grant Funding

6.0 APPROVAL HISTORY

ISSUED BY: CFO	**APPROVED BY:** Mayor & Council	**RESOLUTION NO:** R23/219	**DATE:** August 15, 2023

Signed by:

Mayor: Original signed by "Mark Baker"	Corporate Officer: Original signed by "Lisa Clark"
Date: 7 September 2023	Date: 7 September 2023

Bylaw 515, 2025

SCHEDULE C
KELSEY CENTRE

EQUIPMENT RENTAL *	PRICE	SECURITY DEPOSIT
Party tent(s) pending availability and costs from third party providers	varied	varied
Tables - 6 foot rectangular	$10.00 each	N/A
Chairs (folding)	$4.00 each	N/A
Popcorn machine - includes popcorn and bags (4 hour rental)	$75.00/day	$100.00
Coffee urn rental (coffee not included)	$25.00/day	$20.00

*** All Items are to remain on property for an event (the Kelsey Centre does not do off site rentals unless approved by Permit or Council)**

ROOM RENTAL *	PRICE	SECURITY DEPOSIT
Bar rental (renter responsible for own supplies and permit)	$150.00 half day	$75.00
Gym - Adult Activities-	$175.00 half day $350.00/day	$250.00
Gym - Child/Youth/Senior Activities	$150.00 half day $300.00/day	$250.00
Gym - Commercial Use	$200.00 half day $400.00/day	$350.00
Kitchen and bar rate	$200.00 half day $300.00/day	$350.00
Kitchen - use of all existing equipment (paper plates/cups and napkins excluded)	$150.00 half day $250.00/day	$350.00
Multipurpose room *See Recreation Manager for customized options*	$150.00 half day $250.00/day	$75.00
Labour-Set Up/breakdown or other	$30.00 Hour per person	N/A
Labour-Bartender/Server	$35.00 Hour per person	N/A

*** For Customized space rental options please contact the Recreation Manager directly.**