



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
April 28, 2026 - 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 **April 28, 2026**, 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 **March 24, 2026**, be adopted [as presented **or** as amended].
- b) THAT the minutes from the **Regular Council meeting** held on **April 14, 2026**, be adopted [as presented **or** as amended].

6. Petitions and Delegations

- a) Comox Strathcona Waste Management presentation regarding draft Solid Waste Management Plan (2026)
 - i. SWMP Step 4 – presentation to Village of Sayward
 - ii. SWMP Step 4 – backgrounder

7. Correspondence

- a) Comox Strathcona Waste Management - letter requesting support for draft Solid Waste Management Plan 2026.

Recommended Resolution/s

THAT the Village of Sayward Council considers and endorses the draft Solid Waste Management Plan (2026) provided by Comox Strathcona Waste Management.

- b) Island Coastal Economic Trust (ICET) request for letter of support

Recommended Resolution/s

THAT the Village of Sayward sends a letter to the Provincial Government in support of the Island Coastal Economic Trust (ICET) and for advancing legislation to modernize and position the Trust for long-term positive impact through strategic provincial investment.

- c) BC Road Builders – Strategic Plan 2026
- d) Sayward School Parent Advisory Committee – Annual Bike Rodeo

8. Council Reports – None

9. Reports of Committees – None

10. Mayor's Report

- a) Village of Sayward – Dissolution Petition

Recommended Resolution/s

- i. That the Village of Sayward Council formally correspond with the Strathcona Regional District regarding the resolution passed on April 15, 2026 by the Electoral Area Services Committee regarding the petition for dissolution, and request that the SRD defer or refrain from submitting a letter to the Honourable Christine Boyle, Minister of Housing and Municipal Affairs, until sometime after a comprehensive financial analysis of the impacts of municipal dissolution has been completed and presented to the Village of Sayward Council as proceeding otherwise at this time would be premature.

AND

- ii. THAT the Village of Sayward Council advise the Strathcona Regional District (SRD) Board and the members of the SRD Electoral Area Services Committee that the Village of Sayward is in communication with officials with the Ministry of Housing and Municipal Affairs about the petition seeking dissolution of the Village of Sayward to ensure the petition process is administered properly, and that the Village of Sayward will be providing Sayward property owners and residents with detailed information about the potential costs and benefits of municipal dissolution in the near future for public consideration.

11. Unfinished Business – None

12. Staff Reports - None

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

14. Bylaws

- a) Village of Sayward Five Year Financial Plan 2026-2030
 - i. Five Year Financial Plan Bylaw No. 522, 2026

Recommended Resolution/s

THAT Council gives fourth and final reading to, and adopts, Five Year Financial Plan Bylaw No. 522, 2026.

- b) Village of Sayward Municipal Property Tax Rates 2026
 - i. Tax Rates Bylaw No. 523, 2026

Recommended Resolution/s

THAT Council gives fourth and final reading to, and adopts, Tax Rates Bylaw No. 523, 2026.

- c) Village of Sayward Fees and Charges Bylaw
 - i. Bylaw 524, Fees and Charges Amendment Bylaw

Recommended Resolution/s

THAT Council gives fourth and final reading to, and adopts, Bylaw 524, Fees & Charges Amendment Bylaw.

15. New Business – None

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 April 28, 2026 Regular Meeting.**

Time: _____ .



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
March 24, 2026
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 – via Teams
Councillor Scott Burchett
Councillor Debbie Coates
Councillor Jason Johnson – Meeting Chair
Councillor Sue Poulsen

In Attendance: Andrew Young, CAO/CO
Jennifer Redshaw, Office Administrator

1. Call to Order

The meeting was called to order at 7:00 pm.

2. Public Input – None

3. Introduction of Late Items – None

4. Approval of Agenda

MOTION R26/47

MOVED AND SECONDED

THAT the agenda for the Regular Meeting of Council for **March 24, 2026**, be approved as presented.

CARRIED

5. Minutes of Previous Meetings

MOTION R26/48

MOVED AND SECONDED

THAT the minutes from the **Regular Council Meeting** held on **February 24, 2026**, be adopted as presented.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

**MOTION R26/49
MOVED AND SECONDED**

THAT the minutes from the **Committee of the Whole Meeting** held on **March 17, 2026**, be adopted as presented.

CARRIED

6. Petitions and Delegations – None

7. Correspondence

- a) BC Council of Forest Industries letter to Mayor Baker titled – Forestry is a solution for BC, for Canada dated February 26, 2026

**MOTION R26/50
MOVED AND SECONDED**

THAT Council direct staff to provide a letter of support as written.

CARRIED

- b) Ministry of Indigenous Relations and Reconciliation letter regarding – Upcoming Treaty Implementation Legislation and Ratification of the K'omoks Treaty – dated March 4, 2026

- c) City of Abbotsford letter to UBCM Member Municipalities Request for Support - 2026 Proposed UBCM Resolutions – dated March 3, 2026

**MOTION R26/51
MOVED AND SECONDED**

THAT Council supports the City of Abbotsford on both motions to UBCM.

Opposed Cllr Burchett

CARRIED

8. Council Reports – None

9. Reports of Committees – None

10. Mayor's Report – None

11. Unfinished Business – None

12. Staff Reports

- a) Proposed Amendments to Village of Sayward Zoning Bylaw No. 309, 2000

**MOTION R26/52
MOVED AND SECONDED**

THAT Council:

- a. Gives first and second readings to Village of Sayward Zoning Bylaw, 2000, Bylaw No. 309, Amendment No. 521; and,
- b. Directs staff to schedule a public hearing for Village of Sayward Zoning Bylaw, 2000, Bylaw No. 309, Amendment No. 521.

CARRIED

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

14. Bylaws – None

15. New Business – None

16. Public Question Period – None

17. In Camera

MOTION R26/53

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:

- a) 90(1)(c) labour relations or other employee relations;
- b) 90(1)(d) the security of the property of the municipality;
- c) 90(1)(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;
- d) 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- e) 90(1)(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;
- f) 90(1)(m) a matter that, under another enactment, is such that the public may be excluded from the meeting.

CARRIED

Cllr Johnson, Meeting Chair, called a recess at 7:28 pm.

Cllr Johnson, Meeting Chair recalled the meeting to order at 7:38 pm.

18. Adjournment

MOTION R26/54

MOVED AND SECONDED

THAT the Village of Sayward Council adjourns its March 24, 2026 Regular Meeting.

CARRIED

Time: 9:27 pm

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
April 14, 2026
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
Jennifer Redshaw, Office Administrator
Jeannie Bradburne, Financial Consultant

1. Call to Order

The meeting was called to order at 7:00 pm.

2. Public Input - None

3. Introduction of Late Items

- a) CAO Young emailed council prior to the meeting an updated agenda to include an addition of a potential resolution under 10) Mayor's Report.
- b) CAO Young noted the updated agenda also included a change from the date of March 16, 2026 to March 25, 2026 under 10) Mayors Report to reflect the date of the Strathcona Regional District Board meeting.
- c) CAO Young provided Council a new second page to Tax Rate Bylaw 523, 2026 to include updated Regional Hospital tax rates which were received earlier that afternoon.
- d) CAO identified that Resolution C26/16 in the Committee of the Whole Meeting Minutes dated March 31, 2026, was recorded as having "No Second" as the seconder could not be clearly determined from the video recording. Council will have the opportunity to confirm the seconder when this agenda item is considered.

e) Cllr Burchett requested a verbal report be added to the agenda under 8) Council Reports.

MOTION R26/55

MOVED AND SECONDED

THAT a verbal report regarding the editing of Council meeting recordings be added to the agenda under 8) Council Reports.

Opposed Mayor Baker, Cllr Coates, Cllr Johnson

DEFEATED

4. Approval of Agenda

MOTION R26/56

MOVED AND SECONDED

THAT the agenda for the Regular Meeting of Council for **April 14, 2026**, be approved as amended.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

5. Minutes of Previous Meetings

MOTION R26/57

MOVED AND SECONDED

THAT Cllr Poulsen's statement be recorded in these meeting minutes.

Opposed Mayor Baker, Cllr Coates, Cllr Johnson

DEFEATED

MOTION R26/58

MOVED AND SECONDED

THAT the minutes from the **Committee of the Whole Meeting** held on **March 31, 2026**, be adopted as amended.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

6. Petitions and Delegations – None

7. Correspondence

- a) Heritage Conservation Act Transformation Project- Technical Policy Paper for Review, dated March 26, 2026
- b) Ministry of Housing and Municipal Affairs Circular RE Parental Leaves and Code of Conduct dated April 2, 2026
- c) Union of BC Municipalities RE New legislation targets standard Code of Conduct for local officials, dated April 8, 2026
- d) Federation of Canadian Municipalities – Funding Announcement dated April 4, 2026

MOTION R26/59

MOVED AND SECONDED

That Council direct staff to review all opportunities to be ready for, and apply to, the Build Community Strong Fund for priority 1 and 2 infrastructure needs.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

e) Local Basic First Aid Training – May 8, 2026

8. Council Reports – None

9. Reports of Committees – None

10. Mayor’s Report

a) Kelsey Centre Regional Recreational Study

MOTION R26/60

MOVED AND SECONDED

1. THAT Council consider the Kelsey Centre Recreation Service Study report that was presented to the Strathcona Regional District Board on March 25, 2026; and,
2. THAT Council considers and confirms that the Village of Sayward is interested in sharing ownership, governance, and/or financial support with the Strathcona Regional District for the Kelsey Recreation Centre; and,
3. THAT Council supports the Village of Sayward and the Strathcona Regional District jointly supporting a non-binding referendum in conjunction with the General Elections taking place in October 2026 with the purpose of determining public support in the Village of Sayward and in the Sayward Valley within Electoral Area “A” of the Strathcona Regional District for providing long-term financial support to operate the Kelsey Recreation Centre and recreation programs in it.

CARRIED

11. Unfinished Business – None

12. Staff Reports

a) Village of Sayward Five Year Financial Plan 2026-2030

MOTION R26/61

MOVED AND SECONDED

THAT Council receives the Five-Year Financial Plan Bylaw No. 522, 2026 staff report for information and discussion.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

MOTION R26/62

MOVED AND SECONDED

THAT Council gives first, second, and third readings to Five-Year Financial Plan Bylaw No. 522, 2026.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

b) Village of Sayward Municipal Property Tax Rates 2026

MOTION R26/63

MOVED AND SECONDED

THAT Council gives first, second, and third readings to Tax Rates Bylaw No. 523, 2026.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

c) Village of Sayward Fees and Charges Bylaw

MOTION R26/64

MOVED AND SECONDED

THAT Council receives the Proposed Updates to Bylaw No. 451 – Village of Sayward Fees and Charges Bylaw, 2019 report for information and discussion.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

MOTION R26/65

MOVED AND SECONDED

THAT the deposit for Community Garden keys be removed from the Fees and Charges Bylaw.

Opposed Mayor Baker, Cllr Coates, Cllr Johnson DEFEATED

MOTION R26/66

MOVED AND SECONDED

THAT Council endorses the proposed amendments to the Villages’ Fees and Charges Bylaw presented in this report; and,

THAT Council gives first, second, and third reading to Bylaw 524, Fees & Charges Amendment Bylaw as presented.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

d) Official Community Plan Amendments

MOTION R26/67

MOVED AND SECONDED

THAT Council gives second reading to Village of Sayward Official Community Plan Amendment Bylaw No. 520, 2026; and,

THAT Council directs staff to schedule a public hearing for Village of Sayward Official Community Plan Amendment Bylaw No. 520, 2026 for May 12, 2026, and to give notice of the public hearing in accordance with the Local Government Act and the Village’s public notice procedures.

Opposed Cllr Burchett CARRIED

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

14. Bylaws – None

15. New Business – None

16. Public Question Period

- a) Art Bowbrick 77 Kelsey Lane wondered what was the point in doing anything about the Kelsey Centre unless you get the building (seismically) tested first.

17. In Camera – None

18. Adjournment

MOTION R26/68

MOVED AND SECONDED

THAT the Village of Sayward Council adjourns its April 14, 2026 Regular Meeting.

CARRIED

Time: 8:12pm

Mayor

Corporate Officer

Solid Waste Management Plan

Step 4 Presentation to Village of Sayward

April 28, 2026

Sarah Willie, CSWM
Manager of Solid Waste Planning & Policy Development

**Weigh In
On Waste**



What is the Goal of an SWMP?



The goal is to produce less garbage.

On average, each person in the service area generates 551 kg of waste annually. The provincial target is 350 kg per person.

SWMP presents the programs, services, infrastructure and policies that guide the design and implementation of CSWM solid waste for the next decade.

Step 3 – Evaluate Options 2024-2025

① Support reuse



② Encourage repair



③ Educate and reach out to communities



④ Support multi-family waste separation



⑤ Reduce industry, commercial and institutional waste



⑥ Reduce construction, renovation and demolition waste



⑦ Equalize access to services



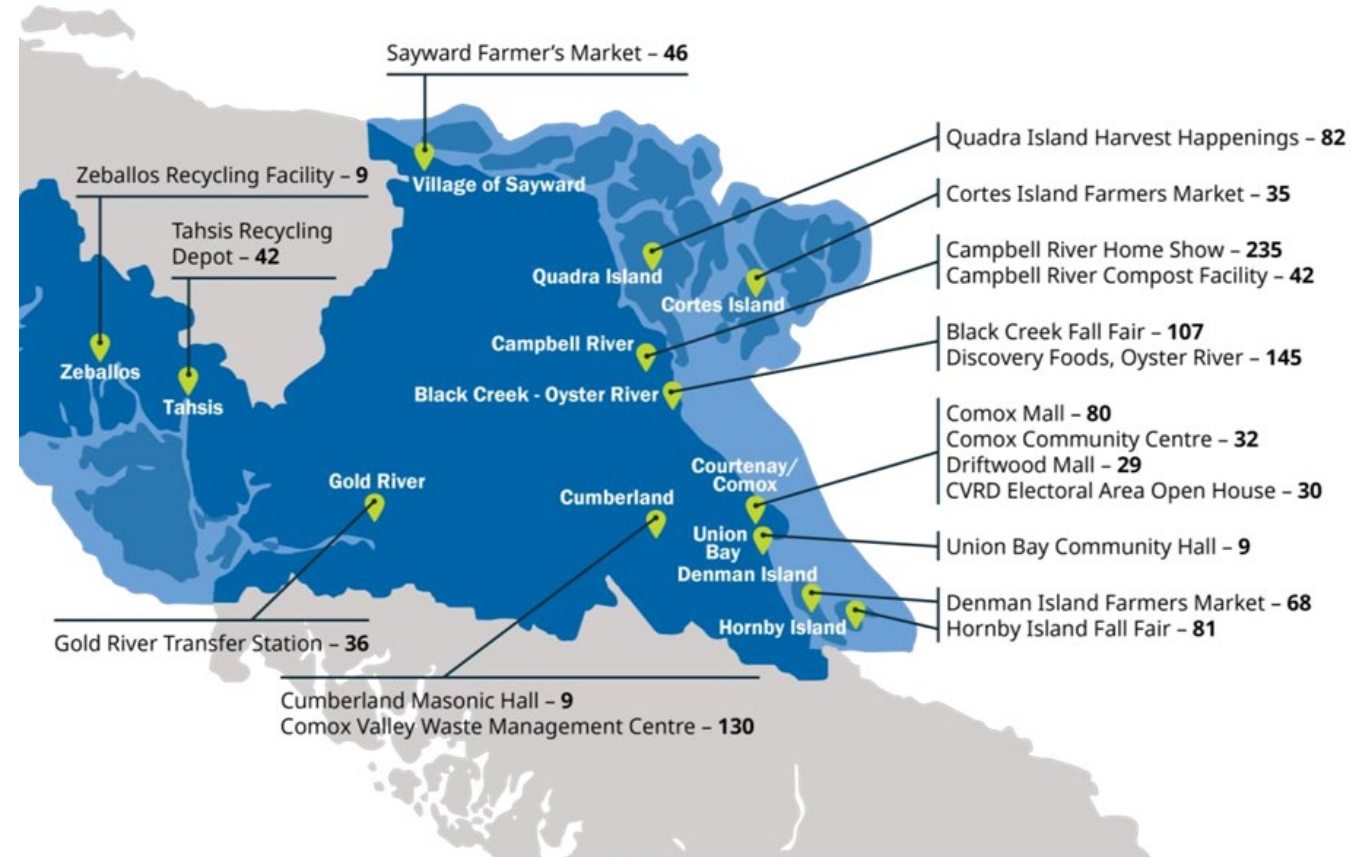
⑧ Track solid waste



Waste Reduction Strategies

2025 - Step 3 Engagement on Strategies and Actions

- 1,247 people at 19 events in September and October 2025
- Promoted online survey, offered paper surveys to complete
- Captured themes of the conversations
 - Expand collection and drop-off
 - Improve communication
 - Fairness and consistency



Online Survey on Strategies and Actions

11. Require new multi-family buildings to have space for recycling and organics bins and pickup.



14. Advocate to increase access to recycling programs and expand materials accepted under the provincial regulations for waste producers.



13. Start organics collection in multi-family buildings.



Do not support Low support Neutral More support Strongly support

- 624 responses
- 85% residents of single family or duplex
- Consistently finished the survey
- All actions were supported by CSWM Board to include in Draft

You're Up to Speed!

Provided with CSWM Solid Waste Management Plan Backgrounder with agenda package

Link to our [Engagement Page](#) and the complete version of the [Draft Plan](#)

YouTube [Video](#) for Step 4



1.
Initiate the Process
2022



2.
Set the Plan Direction
2022-2023



3.
Evaluate Options
2024-2025



4.
Prepare and Adopt the Plan
2026

Step 4 – Draft SWMP 2026

- Developed targets to support goals over the plan life
- An implementation schedule was provided on when actions will be initiated and funded
- Committee structure outlined



Targets

Regional targets should be achievable, have clear timelines and results, and show continuous improvement towards the Provincial targets.

- Have 80% of B.C.'s population covered by organic waste disposal restrictions

Goal 1

To support regional circular economy approaches, and to work towards a goal of zero waste.

Target

- A 10% increase in participation at repair cafés from 2024 levels by 2031.



Goal 2

To reduce and remediate environmental impacts from solid waste management activities.

Target

- By 2035 to have all waste generated from within the region disposed of within a landfill with leachate capture and treatment, or a comparable modern waste management facility approved within this Plan.



Goal 3

To reduce greenhouse gas emissions and to pursue beneficial use of landfill gas.

Targets

- That all new multi-family developments constructed after 2030 have adequate space for waste, recycling and organics containers and implement collection.
- 80% of the CSWM population covered by an organic waste disposal restriction by 2036.
- 75% of landfill gas captured at the CVWMC to be used beneficially by 2031.



Goal 4

To responsibly manage waste, and to minimize the amount of residual waste in landfills.

Targets

- To have an MSW disposal rate of 200 kg/capita from households with curbside collection of waste, recycling and organics by 2031.
- Excluding CRD waste, to have a decreasing disposal rate targeting 400 kg/capita of in-region MSW by 2037.
- The long-term target for the CSWM service is to strive to achieve an MSW disposal rate of 350 kg/capita.



Lower the MSW disposal rate to 350 kg per person per year

Goal 5

To have informed residents, businesses and community partners empowered to participate effectively and consistently in proper waste management practices. To use CSWM enforcement powers when necessary.

Targets

- A 10% increase to in-person community member interactions with educators from 2024 levels by 2031.
- Year over year increases to the CSWM solid waste mobile app unique users.
- To maintain a 3% (wet weight) contamination rate within organics collected at the curbside from residents.



Goal 6

To ensure that the CSWM solid waste services are financially sustainable and delivered equitably across the region, recognizing and leveraging the unique challenges and cultures of our rural and remote communities.

Target

- To fund and provision solid waste services in line with the Board approved fiscal sustainability framework and strategy.

Plan Monitoring Advisory Committee (PMAC)

Purpose: Review and provide feedback on regular reporting regarding SWMP implementation and diversion.

- Desire for some continuity between PMAC and RSWAC
- Expecting one to two meetings per year
- Diverse geography, demography and political organization of the plan area and balance technical and non-technical interests
- Two-year term, optional renewal for two additional terms. Staggered expiry of terms
- Continue with financial support for participation and travel
- The CSWM Board remains the final authority on decisions

PMAC: Composition

- Public Members – up to 6 members,
 - One member of the public residing in either the City of Courtenay, the Town of Comox or the Village of Cumberland
- Technical Members – up to 12 members, specified experience or employment
 - Inclusive of up to 4 members of local government staff
- First Nations – up to 10 members, one per nation
- The Co-Chairs of the CSWM Board will be the Co-Chairs of PMAC

Next Steps

- Public and First Nations consultation on draft SWMP language April 7 to April 24, 2026
- CSWM will be seeking a letter of endorsement by June 1, 2026
- Return to the Board with consultation results and final package for submission to the Ministry in June
- When ready, submit to the minister for review. Review anticipated to take 6-18 months
- Establishment of PMAC following SWMP approval

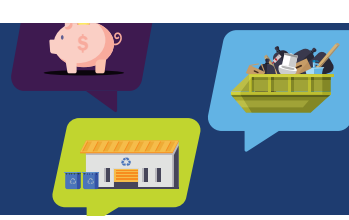


Thank you.



engagecomoxvalley.ca/swmp

CSWM Solid Waste Management Plan BACKGROUND

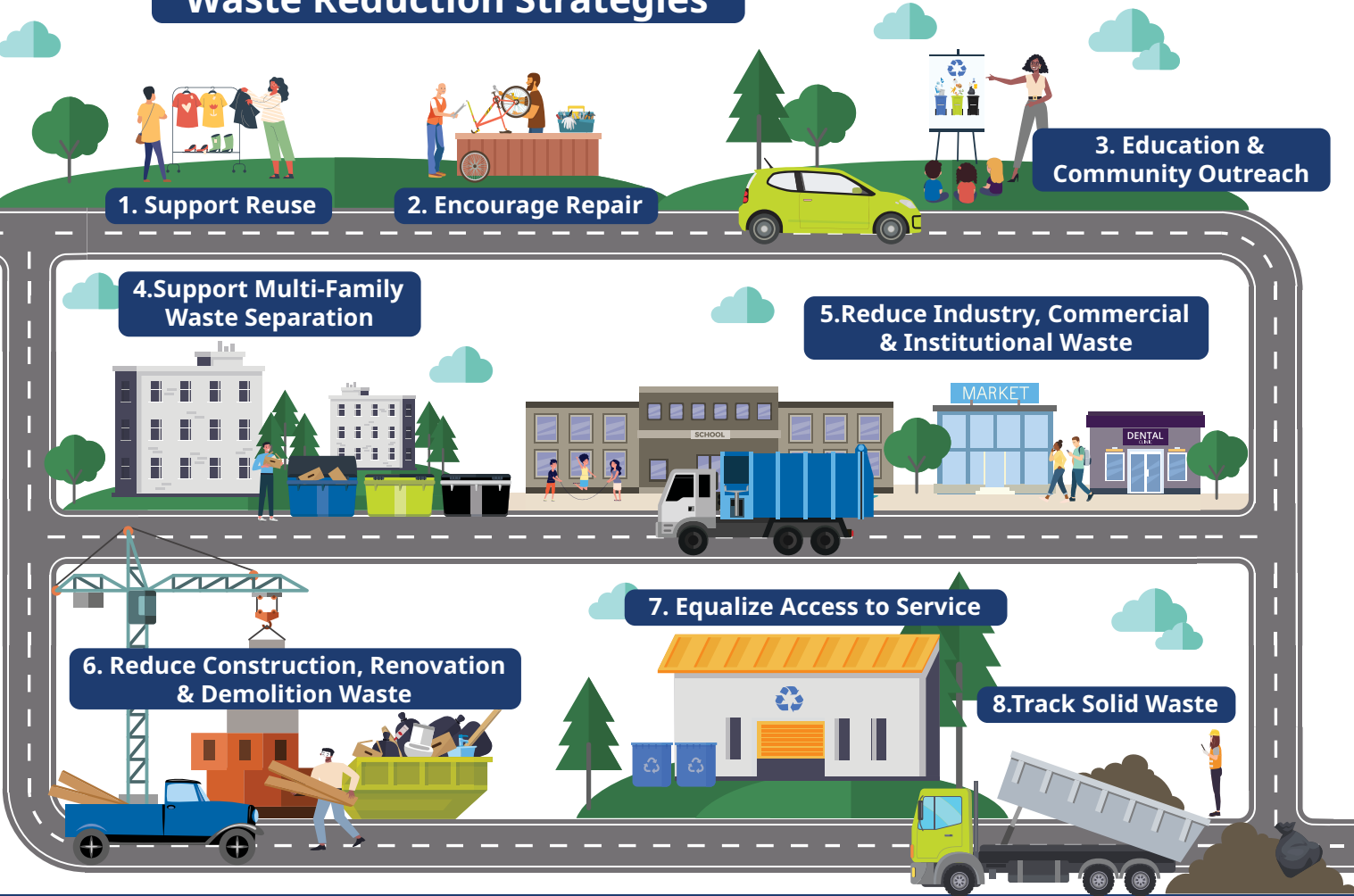


The Solid Waste Management Plan (SWMP) is the long-term vision for garbage and recycling and presents the programs, services, infrastructure, and policies that guide the design and implementation of solid waste in the Comox Strathcona Waste Management (CSWM) region.

The Process: In 2022, the Regional Solid Waste Advisory Committee (RSWAC) was established comprising of technical experts, First Nations, regional district staff & expert residents. Through 2022/23 they refined provincial goals to create waste management goals and guiding principles specific to our region. Between 2024/25, RSWAC developed eight strategies, each with accompanying actions, approximate costs and diversion potential. At each stage of the process, the community was consulted, feedback gathered and incorporated. In 2026, a draft Solid Waste Management Plan was ready to share, laying the path for the next 10 years of waste management in our region.



Waste Reduction Strategies





What is the Overarching Goal?

Produce Less Garbage & Divert More

On average, each person in the CSWM service area generates 551 kg of waste annually. The provincial target is 350 kg per person.

What Could This Cost?

Elected officials have directed that the costs stay within 3-5% of CSWM's annual budget. All of the proposed actions have estimated costs to implement and the resource them. Wherever possible user-pay opportunities have been identified - those benefiting from the service or program would be directly funding it. The estimated cost increase per household would be \$7.50 per year for a home with an assessed value of \$670,000.

Diverting Waste Saves Money



Extending landfill life and delaying costly borrowing.



Reserving landfill space for true waste, not divertible organics or recycling.



Reducing methane emissions from decomposing organics in landfills.

How are we going to measure our success?

In collaboration with the RSWAC, municipal and First Nation partners, goals and targets have been created. They are achievable, have clear timelines and will demonstrate continuous improvement towards Provincial targets. A new plan monitoring committee will be established to help see these through.

1

To support regional circular economy approaches, and to work towards a goal of zero waste.



2

To reduce and remediate environmental impacts from solid waste management activities.



3

To reduce greenhouse gas emissions and to pursue beneficial use of landfill gas.



4

To responsibly manage waste, and to minimize the amount of residual waste in landfills.



5

To have informed residents, businesses and community partners empowered to participate effectively and consistently in proper waste management practices. To use CSWM enforcement powers when necessary.



6

To ensure that the CSWM solid waste services are financially sustainable and delivered equitably across the region, recognizing and leveraging the unique challenges and cultures of our rural and remote communities.





Comox Strathcona Waste Management

2026 Solid Waste Management
Plan Renewal

DRAFT



Comox Strathcona
Waste Management
Pkg. Pg.28

Comox Strathcona Waste Management
2026 Solid Waste Management Plan Renewal

DRAFT

| DATE | VERSION |
|---------------------|----------------|
| JAN 27, 2026 | 1.0 |
| FEB 6, 2026 | 1.1 |
| FEB 25, 2026 | 1.2 |
| MAR 12, 2026 | 1.3 |
| MAR 13, 2026 | 1.4 |

Date Submitted to Ministry of Environment and Parks:

Date Accepted for Approval:

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SCHEDULES

Schedule A — Solid Waste Sites and Facilities

Schedule B — Accessibility to Solid Waste Services

Schedule C — Financial Plan

Schedule D — Implementation Schedule of Actions and Strategies

Schedule E — Proposed Bylaws Potential Sections

Schedule F — Plan Monitoring Advisory Committee (PMAC) Draft Terms of Reference

Schedule G — Plan Dispute Resolution Procedures

APPENDICES

Appendix 1 — Amendments to Guiding Principles

Appendix 2 — Compilation of Technical Planning Reports (deferred to later submission)

Appendix 3 — Participants in the Planning Process

Appendix 4 — Summary of Plan Consultation (deferred to later submission)

Appendix 5 — Summary of First Nations Outreach (deferred to later submission)

Appendix 6 — Emergency Debris Management

Appendix 7 — Timeline of CSWM Landfill Closures and Expansion

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Acronyms and Abbreviations

| Acronyms/ Abbreviations | Definition |
|----------------------------|---|
| BMEx | Building Material Exchange |
| CLS | Convenience Level Standard |
| CRD | Construction, Renovation and Demolition |
| CRWMC | Campbell River Waste Management Centre |
| CSWM | Comox Strathcona Waste Management |
| CVRD | Comox Valley Regional District |
| CVWMC | Comox Valley Waste Management Centre |
| DCC | Development Cost Charges |
| DOCP | Design, Operations and Closure Plan |
| EMA | Environmental Management Act |
| ENV | BC Ministry of Environment and Parks |
| EPR | Extended Producer Responsibility |
| HHW | Household Hazardous Waste |
| ICI | Industrial, Commercial and Institutional |
| ISC | Indigenous Services Canada |
| KCFN | Ka:'yu:'k't'h'/Chek'tles7e t'h' First Nations |
| LGA | Local Government Act |
| MSW | Municipal Solid Waste |
| MTSA | Municipal Type Service Agreement |
| OC | Operating Certificate |
| OMRR | Organic Matter Recycling Regulation |
| PMAC | Plan Monitoring Advisory Committee |
| PRO | Producer Responsibility Organization |
| qRD | qathet Regional District |
| RDMW | Regional District of Mount Waddington |

| Acronyms/ Abbreviations | Definition |
|----------------------------|---|
| RDN | Regional District of Nanaimo |
| ROCF | Regional Organics Compost Facility |
| RSWAC | Regional Solid Waste Advisory Committee |
| SRD | Strathcona Regional District |
| SWMP | Solid Waste Management Plan |

EXECUTIVE SUMMARY

The 2026 Solid Waste Management Plan (SWMP or Plan) renewal is a long-term vision for solid waste management in the Comox Strathcona Waste Management (CSWM) area and builds from the work completed in developing the previous SWMP approved in 2013. This Plan presents the programs, services, infrastructure, and policies that will guide the design and implementation of solid waste services and disposal over the next decade.

The strategies and actions identified within this Plan aim to reduce the residual waste generated and focuses on increasing diversion where established best practices have demonstrated improvements can be made. The eight strategies shown in **Figure 1** were developed and supported by community members as our path forward.

The long-term target for CSWM is to achieve a municipal solid waste disposal rate of 350 kg/capita. The Plan provides for attainable interim targets to demonstrate achievements along the way.

Establishment of additional landfill disposal capacity was a significant milestone of the past ten years, as well as the implementation of landfill gas collection at the Campbell River and Pidgeon Lake landfills following the final closure of these historical facilities. Closure of the remaining natural attenuating landfills in Tahsis, Zeballos and Gold River over the next Plan's life will reduce the financial liability for the service and improve the future environmental outcomes of these facilities. Solid waste generated in the region will be further consolidated to the engineered Bevan landfill at the Comox Valley Waste Management Centre where leachate and landfill gas are managed to current provincial standards.

The actions in this Plan will be implemented through approval by the CSWM Board of Directors and the financial planning process. The funding of resources, operations and capital projects identified in this Plan are anticipated to be achieved through revenues received from tipping fees, utility fees and financial reserves.

The contents of this Plan reflect the input received from the Regional Solid Waste Management Advisory Committee (RSWAC) and input received during the many points of engagement with the community over the past three years. A special thank you is extended to all of the members of the RSWAC for their significant contributions of time and experience to help ensure that the Plan reflects the diverse collection of communities that CSWM serves.

Figure 1: Waste Reduction Strategies



1 INTRODUCTION

In British Columbia, each regional district is mandated under the Provincial Environmental Management Act to develop a Solid Waste Management Plan that provides a long-term vision for solid waste management, including waste diversion and disposal. Plans are updated regularly to reflect the regional district's current needs, as well as current market conditions, technologies, and regulations. The Comox Valley Regional District (CVRD) is responsible for solid waste management planning in both the CVRD and the Strathcona Regional District (SRD) geographic areas. The Service is governed by a board of directors that includes elected officials from member municipalities and electoral areas of both regional districts, and it is called “Comox Strathcona Waste Management” (CSWM) to be inclusive of all participants.

Over the past three years, CSWM has engaged in a process to update the 2012 Comox Strathcona Solid Waste Management Plan (SWMP or Plan) to reflect current and future waste management needs. The CSWM prepared its first SWMP in 1992 and has amended that plan twice, in 2003 and 2012. This draft document represents the most recent amendment or renewal of the Plan, and once approved by the Province (along with any approval conditions), it becomes a regulatory document for solid waste management and services to guide solid waste management activities and policy development in the CSWM. In conjunction with applicable regulations and operational certificates, this Plan provides the framework for regulating storage, processing, and disposal facilities that make up the region’s waste management system.

Figure 2: Solid Waste Management Plan Development Steps



In renewing this Plan, the CSWM has adhered to the four-step plan development process outlined in A Guide to Solid Waste Management Planning, developed by the then Ministry of Environment in 2016. The first step was to develop a public consultation strategy, including a workplan and schedule to support all steps of SWMP development. The public was consulted on their use and satisfaction with solid waste facilities and services to inform the regions waste management needs. This was complemented by the recruitment of the Regional Solid Waste Advisory Committee (RSWAC). The second step was a review of the current system and the development of proposed goals and guiding principles. This step created the baseline for the development of the new Plan. The third step was a review of options to address the region's future solid waste management needs, followed by selection of preferred options through the RSWAC. The fourth and final step has been to prepare this draft Plan and, with the support of the community and the Board of Directors, present it to the BC Ministry of Environment and Parks (ENV or Ministry) for consideration. Considerable community consultation was conducted at each step throughout the three-year process.

1.1 Guiding Principles

The RSWAC adapted the principles guiding the development and implementation of this Plan from the eight principles provided by the Province. While consistent, minor amendments were made to improve the local relevance; these changes are captured in **Appendix 1**.

Figure 3: Guiding Principles



1.2 Pollution Prevention Hierarchy

This Plan adopts the 5-R pollution prevention hierarchy as provided by the Province and illustrated in Figure 4: Pollution Prevention Hierarchy.

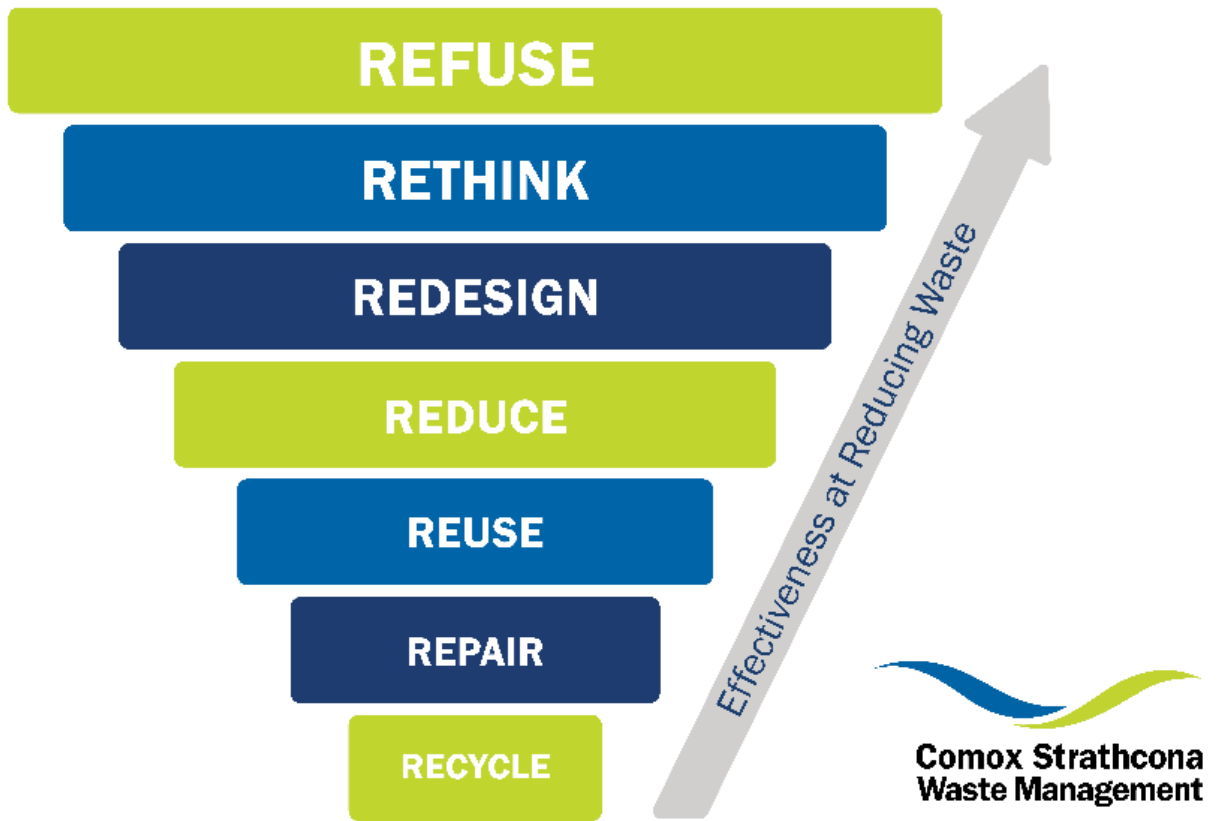
As a guiding principle, the CSWM emphasized the need for more attention to the first three 'R's with expanded language. This is reflected in the supporting strategies and actions presented in this Plan.¹

Figure 4: Pollution Prevention Hierarchy



¹ Source: BC Ministry of Environment and Parks, accessed online Dec. 11, 2025

Figure 5: Seven Rs: Refuse, Rethink, Redesign, Reduce, Reuse, Repair and Recycle



1.3 Goals and Targets

The Ministry has established provincial solid waste management targets that set a direction for regional districts to follow and allow for performance measurement at the provincial level. These targets are adjusted from time to time to reflect current realities and public expectations. In addition to provincial targets, the CSWM set regional targets to support the goals of the SWMP. These regional targets will demonstrate continuous improvement over the life of the Plan.

Figure 6: Goals and Targets



Goal 4

To responsibly manage waste, and to minimize the amount of residual waste in landfills.

Targets

- To have an MSW disposal rate of 200 kg/capita from households with curbside collection of waste, recycling and organics by 2031.
- Excluding CRD waste, to have a decreasing disposal rate targeting 400 kg/capita of in-region MSW by 2037.
- The long-term target for the CSWM service is to strive to achieve an MSW disposal rate of 350 kg/capita.



Goal 5

To have informed residents, businesses and community partners empowered to participate effectively and consistently in proper waste management practices. To use CSWM enforcement powers when necessary.

Targets

- A 10% increase to in-person community member interactions with educators from 2024 levels by 2031.
- Year over year increases to the CSWM solid waste mobile app unique users.
- To maintain a 3% (wet weight) contamination rate within organics collected at the curbside from residents.



Goal 6

To ensure that the CSWM solid waste services are financially sustainable and delivered equitably across the region, recognizing and leveraging the unique challenges and cultures of our rural and remote communities.

Target

- To fund and provision solid waste services in line with the Board approved fiscal sustainability framework and strategy.



2 BACKGROUND

2.1 Plan History

The CSWM prepared its first SWMP in 1992 (approved in 1995) and completed a full amendment of that plan twice, in 2003 and 2012, and a targeted amendment in 2021. The 1992 SWMP for the region 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 regarding the collection and diversion of materials.

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

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 increasing the diversion rate from 51% to 70%, or a disposal rate of 380 kg per capita per year, by 2022.

A targeted amendment was passed in 2021 to support the development of infrastructure to divert organics from the landfill with the construction of a transfer station in Cumberland and a Regional Organics Compost Facility in Campbell River. This has resulted in the establishment of food and yard waste collection from over 27,000 households in the service area, representing 52% of occupied households overall and 78% of single-family households.

Not anticipated as part of the 2012 SWMP was the creation of Extended Producer Responsibility (EPR) for printed paper and packaging, and how that would influence the existing recycling facility network across the CSWM area. While supportive of financial support and the expansion of recycling materials accepted, this has resulted in a reduction in the number of drop-off locations for residents in rural areas without curbside recycling collection. Rural resident access has improved and hauling and processing costs are eliminated for the service from all areas. A five-year effectiveness review was undertaken in 2018.

2.2 Plan Renewal Process

This SWMP Renewal process was initiated in 2022 by CSWM staff. The first step was, gaining Board approval and establishing RSWAC, a committee comprised of members of the public, local government staff and business owners. The second step set the Plan direction and included a review of the current system. The third step was to evaluate options to address the region's future solid waste management needs. A long list of actions was presented to RSWAC for discussion and feedback.

This feedback influenced the shortlist of actions, which was presented to the RSWAC, the Board and ultimately to the public for their consideration. The fourth and last step will be the preparation of this draft SWMP and the submission of the Board-adopted Plan to the Ministry. Consultation and engagement are not shown as separate steps because they occur throughout the entire planning process.

The main drivers for this Plan renewal include:

- Consideration for policy changes in line with neighbouring jurisdictions to prevent the flow of waste in or out of the region;
- To promote equity in establishing access to diversion services across the service area; and
- To increase opportunities for diversion.

Significant work was undertaken to identify best practices for diversion across multiple sectors, while considering the unique challenges of the CSWM service area. The planning technical reports have been compiled into a single PDF for reference and provided digitally as **Appendix 2** to the Ministry for consideration.

Participants in the planning process are detailed in **Appendix 3** and include:

- **Plan Team:** CSWM staff and consultants coordinated the planning process, participated directly in the development of technical reports and conducted the consultation with interested parties;
- **Regional Solid Waste Advisory Committee:** reviewed information associated with the planning process and provided input to staff, consultants and the Board;
- **CSWM Board of Directors:** reviewed, commented and accepted documents resulting from the planning process and provided direction to staff and consultants; and
- **Interested Parties (including the public):** were kept informed during the Plan development and participated in consultation opportunities to provide input to the Plan team and Board.

Considerable consultation has taken place through each step of the SWMP renewal process. A summary of the community consultation undertaken is provided in **Appendix 4**, and a summary of the consultation and work with First Nations over the Plan renewal period is included in **Appendix 5**.

2.3 Plan Area

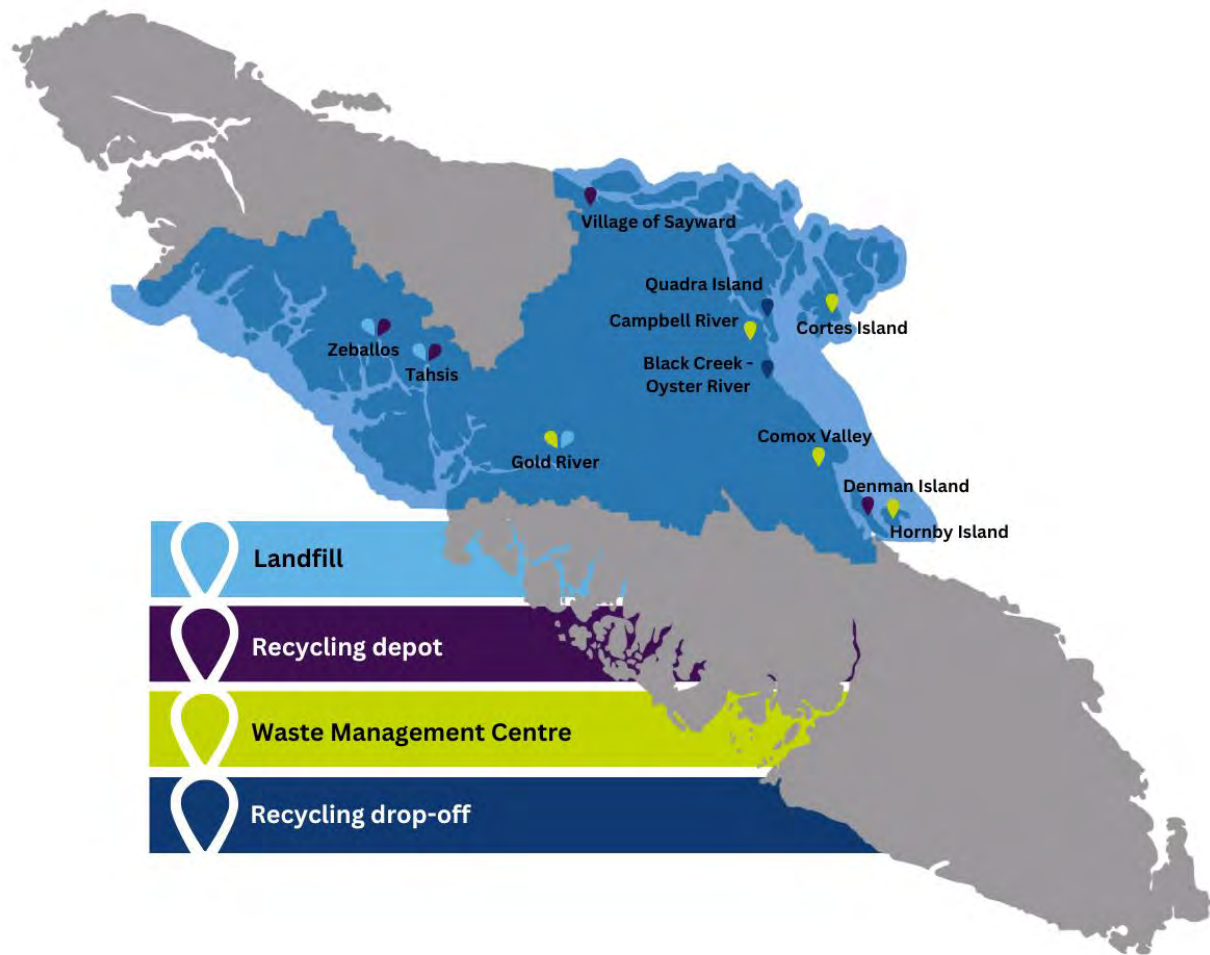
The Regional Solid Waste Management service and its establishing bylaw were directed to become part of the CVRD at the time of the restructuring and are subsequently referred to as the CSWM service. The

combined CSWM area is the defined plan area for the SWMP renewal and includes both the CVRD and the SRD. Decision-making for the service is delegated to the Comox Strathcona Waste Management Board of Directors, which includes representatives from across the SRD and the CVRD. All strategies and actions in the Plan apply to the following members of the CSWM:

- The City of Campbell River
- The Village of Gold River
- The Village of Sayward
- The Village of Tahsis
- The Village of Zeballos
- Electoral Area 'A' (Kyuquot/Nootka-Sayward)
- Electoral Area 'B' (Cortes Island)
- Electoral Area 'C' (Discovery Islands-Mainland Inlets)
- Electoral Area 'D' (Oyster Bay – Buttle Lake)
- The City of Courtenay
- The Town of Comox
- The Village of Cumberland
- Electoral Area 'A' (Baynes Sound – Denman/Hornby Islands)
- Electoral Area 'B' (Lazo North)
- Electoral Area 'C' (Puntledge Black Creek)

The SRD covers approximately 18,278 km² on Vancouver Island, the Mainland, as well as many other smaller islands. The land area on the BC mainland is significant, but it has no permanent communities with road access or BC ferry service and thus no solid waste services are provided within this part of the plan area. The CVRD covers approximately 1,697 km² on Vancouver Island, Denman and Hornby Islands. It generally has a higher population density than the SRD in the electoral areas with easier access to amenities and services in urban areas. The **Figure 7** below shows the location of CSWM-owned or operated solid waste facilities.

Figure 7: CSWM Solid Waste Facilities



In 2021, the Ka:'yu:'k't'h'/Chek'tles7e t'h' First Nations (KCFN) joined the SRD as part of their Treaty process; however, as of the submission of this report to the Minister, the KCFN have not elected to join the CSWM service. In addition to the KCFN, there are nine additional non-Treaty First Nations communities with a community population who generate waste destined for CSWM landfills and can access recycling facilities within the CSWM service.

First Nations have autonomy over their utility infrastructure, including solid waste. The CSWM acknowledges and supports opportunities for First Nations and the CSWM to work together to improve

solid waste management in the region. The population and economic activities of these communities are considered within the scope of the Plan renewal:

- Mowachaht/Muchalaht First Nation
- Homalco First Nation
- Nuchatlaht First Nation
- We Wai Kai Nation
- Ka:'yu:'k't'h'/Chek'tles7et'h' First Nations
- Ehattesaht/Chinehkint First Nation
- Klahoose First Nation
- Tlowitsis First Nation
- Wei Wai Kum First Nation
- K'ómoks First Nation

Thirty-eight other First Nations were identified as having treaty or established rights or assert aboriginal rights or title within the service area through a search conducted through the BC Contacts for First Nations Consultation Areas Public Map. These Nations were consulted with but are not profiled within this report.

2.4 Demographic Information

According to Statistics Canada 2021 census data, the combined population estimate for the CVRD and SRD in 2021 was 120,595, with 72,445 and 48,150 people, respectively. This represents a 13% growth rate for the region between 2011 and 2021 (1.3% per year), higher than the previous period between 2003 (98,885) and 2011, with a growth rate of 8% (1% per year). Looking to the future, the annual population growth rate anticipated by BC Stats for the CSWM region shown in the table below show population projections over the next 20 years beyond this Plan is about 1.2% annually.

Table 1: BC Stats Population Projections (Online Application) for CVRD and SRD

| Year | CVRD | SRD | CSWM | % Growth |
|------|--------|--------|---------|----------|
| 2024 | 78,665 | 52,207 | 130,872 | - |
| 2034 | 89,699 | 57,685 | 147,384 | 1.3% |
| 2044 | 99,567 | 62,419 | 161,986 | 1.0% |

The following **Table 2** shows the population of each community according to the 2021 Statistics Canada census data, which is the latest year available. For First Nations communities, the population provided is as reported by the Nations themselves for in-community members.

Table 2: Canadian Census Population of CSWM Communities

| CSWM Community | % of Population | 2021 Census Population | Population Change 2016-2021 |
|---|-----------------|------------------------|-----------------------------|
| Municipal | <i>(40%)</i> | 47,673 | |
| City of Courtenay | | 28,420 | 10.8% |
| Town of Comox | | 14,806 | 5.5% |
| Village of Cumberland | | 4,447 | 18.5% |
| Electoral Area | <i>(20%)</i> | 24,476 | |
| A - Baynes Sound - Denman/Hornby | | 7,926 | 9.9% |
| B - Lazo North | | 7,392 | 4.2% |
| C - Puntledge Black Creek | | 9,158 | 6.8% |
| CVRD – including First Nations | <i>(60%)</i> | 72,445 | 8.9% |
| | | | |
| Municipality | <i>(31%)</i> | 37,618 | |
| City of Campbell River | | 35,519 | 7.6% |
| Village of Gold River | | 1,246 | 2.8% |
| Village of Sayward | | 334 | 7.4% |
| Village of Tahsis | | 393 | 58.5% |
| Village of Zeballos | | 126 | 17.8% |
| Electoral Area | <i>(7%)</i> | 8,813 | |
| A - Kyuquot/Nootka - Sayward | | 864 | 13.1% |
| B - Cortes Island | | 1,059 | 2.3% |
| C - Discovery Isl. - Mainland Inlets | | 2,737 | 12.6% |
| D - Oyster Bay - Buttle Lake | | 4,153 | 4.4% |
| SRD – including First Nations | <i>(40%)</i> | 48,150 | 7.8% |
| | | | |
| Self-Reported First Nations Population | <i>(1%)</i> | 1,619 | |
| | | | |
| TOTAL - including First Nations | | 120,595 | 8.5% |

2.5 Community Profile

The median age of the population is 50 years, with the SRD population slightly younger than the CVRD population. The average household size reflects the seniors' demographic and smaller family sizes, at 2.2 persons per household. The breakdown by household type shows a preference for single-family homes in the region at 67% of all households, but the growth of apartments has exceeded that of single-family homes between 2016 and 2021, driven by densification in urban areas and the rising cost of housing.

According to the 2021 Census, the main industries identified within both the SRD and CVRD were health care and social assistance (15%) and retail trade (13%), followed by construction (10%), education (6%), and accommodation and food services (7%). In the CVRD, public administration and professional services were slightly higher than in the SRD, while agriculture, forestry, fishing, and hunting were higher in the SRD.

Knowledge of English within the community is high, with 99.7% speaking either English or English and French.

Property values vary significantly across the region, influenced by factors such as declining resource sectors, waterfront access, retirement communities, and vacation properties.

Table 3: Assessed Property Values in CSWM Jurisdictions

| Jurisdictional Boundary | Median Assessed Residential Property Value (2026 Completed Roll) |
|-----------------------------|---|
| City of Campbell River | \$680,000 |
| City of Courtenay | \$752,000 |
| Town of Comox | \$838,000 |
| Village of Cumberland | \$808,000 |
| Village of Gold River | \$333,000 |
| Village of Sayward | \$370,000 |
| Village of Tahsis | \$204,000 |
| Village of Zeballos | \$161,000 |
| CVRD Electoral Area A | \$875,000 |
| CVRD Electoral Area B | \$1,001,000 |
| CVRD Electoral Area C | \$843,000 |
| SRD Electoral Area A - SD72 | \$353,000 |
| SRD Electoral Area A – SD84 | \$129,000 |
| SRD Electoral Area B | \$656,000 |
| SRD Electoral Area C | \$643,000 |

| Jurisdictional Boundary | Median Assessed Residential Property Value (2026 Completed Roll) |
|-------------------------|---|
| SRD Electoral Area D | \$739,000 |

3 SOLID WASTE MANAGEMENT SYSTEM

Solid waste facilities in the CSWM include recycling depots, landfills, transfer stations, bottle depots, food banks, yard and garden waste composting, reuse organizations, repair cafes, and recycling processing facilities. This section describes the many partners involved in delivering solid waste services and operating the various facilities and programs.

3.1 Existing Facilities in the CSWM

Municipal solid waste in the region can be directed for management to any authorized site or facility identified in the Plan. Facilities must be authorized under the Environmental Management Act where required. Authorized sites or facilities within the CSWM plan area are formally listed in Schedule A. The CSWM does not have authority or influence over the operation of private facilities, as there is currently no bylaw in place requiring facility licensing.

3.1.1 Active Disposal Facilities

There are four active public landfills accepting Municipal Solid Waste (MSW) within the CSWM, Tahsis, Zeballos, Gold River and the main regional landfill in Cumberland called the Comox Valley Waste Management Centre (CVWMC). The Tahsis and Zeballos landfills only accept waste from their local watershed. The Gold River landfill closed as an MSW landfill, but still accepts inert construction and demolition waste and biosolids. All three landfills are scheduled for closure within the next 5 years.

The CVWMC expanded as part of the last SWMP update and now includes authorization for a 15.66 hectare engineered and lined landfill, a leachate collection and treatment system, and a landfill gas management system. As of January 2026, this landfill had approximately 27 years (2053) of capacity remaining under its current authorization.

The Environmental Management Act (EMA) authorizes four known active private disposal facilities to receive wood waste and or inert construction, demolition and land clearing waste within the CSWM plan area.

The federal Indian Reserve Waste Disposal Regulation regulates waste disposal facilities on reserves. Currently, there are no federally authorized waste management facilities on First Nations land in the region. Any future bylaws developed to regulate waste flow or facilities within the CSWM would not apply to activities on First Nations’ reserve lands or treaty lands if that nation has not elected to join the CSWM service or obligated itself to it under another mechanism, such as a service agreement.

3.1.2 Closed Disposal Facilities

The natural attenuating landfills in Campbell River and Cumberland were closed in 2022 and 2019, respectively, after reaching capacity. There are small, closed landfills in Sayward and on Cortes (pending), Hornby and Denman Islands. There is also a wood waste landfill, the Field Sawmill landfill, adjacent to the CVWMC, that was purchased by the CSWM and formally closed in 2022.

3.1.3 Transfer Stations

There are public waste transfer stations located in Campbell River, Gold River, Hornby Island, and Cortes Island. Waste from these transfer stations is hauled to the CVWMC for disposal. A transfer station for food and yard waste was established at the CVWMC in 2023 and materials are hauled to the Regional Organics Compost Facility (ROCF).

There are no known private waste transfer stations as of January 2026.

3.1.4 Compost Facilities

The public ROCF was commissioned in 2023 and accepts food and yard waste from single-family homes in Campbell River, Courtenay, Comox and Cumberland. The CVRD also operates a biosolids compost facility at the CVWMC that receives chipped wood and yard waste.

Private compost facilities for yard waste are located in Comox and Campbell River.

3.1.5 Recycling Collection Facilities

There is a mix of private and public recycling collection facilities within the CSWM area. These facilities generally do not require authorization under the EMA unless they accept quantities of household hazardous waste. The following **Table 4** identifies the recycling collection facilities open to residents as of January 2026, and identifies two future public facilities known to be opening soon. A list of facilities is included in Schedule A.

3.2 Residential Collection Systems

3.2.1 Organized Collection

The CSWM service does not currently provide any curbside collection services directly to residents. All household-level services are provided by a municipality, a residents' association, a First Nation, and/or a separate regional district service. These services are complementary to CSWM diversion initiatives and important to achieving our overall targets. Service levels vary across the region and are decided upon by the jurisdiction providing the service and its residents or users. The following is a summary of residential collection systems and their service levels by community. Approximately 31,097 households (58%) receive some form of organized collection service within the region, as well as the majority of First Nations community residents.

Table 4: Residential Collection Services by Community

| Local Government Collection | Waste | Recycling | Organics | Approximate Households |
|------------------------------------|---------------------|---------------------|------------------|-------------------------------|
| Campbell River | Weekly Manual | Weekly Manual | Weekly Manual | 10,718 |
| Courtenay | Bi-weekly Carts | Bi-weekly Carts | Weekly Carts | 9,862 |
| Comox | Bi-weekly Carts | Bi-weekly Carts | Weekly Carts | 5,017 |
| Cumberland | Bi-weekly Manual | Bi-weekly Manual | Weekly Manual | 1,955 |
| Royston | Weekly Manual | Bi-weekly Manual | Not provided | 1,134 |
| Cortes Island | Weekly Manual | Weekly Manual | Not provided | 683 |
| Sayward | Weekly Manual | Not provided | Not provided | 166 |
| Gold River | Weekly Manual | Not provided | Not provided | 610 |

| Local Government Collection | Waste | Recycling | Organics | Approximate Households |
|-----------------------------|-----------------------------|--------------|--------------|------------------------|
| Tahsis | Weekly Bear Bins | Not provided | Not provided | 231 |
| Zeballos | Weekly Bear Bins | Not provided | Not provided | 71 |
| Denman Island | Bi-Weekly/ Weekly Manual | Not provided | Not provided | 650 |

Recycle BC has two optional collection streams: glass and plastic film. There are no communities accepting glass at the curb, and plastic film collection is just launching as of 2025, with no CSWM communities piloting it as of January 2026.

Recycle BC funding is available to eligible communities for the collection of recycling from single-family homes. At the time of the Recycle BC program launch in 2014, any community with existing curb-side waste collection was eligible to join. That eligibility has since lapsed, and current requirements make many communities in the CSWM ineligible for funding due to population-size limits set by Recycle BC in its approved program plan. First Nations communities do not have a minimum population size they have to meet to receive support from Recycle BC.

3.2.2 Multi-Family Collection

Multi-family residents are generally serviced by the private sector for waste and recycling services, with some limited to just waste or waste and cardboard collection. The exception applies within the Village of Cumberland, the Village of Gold River, and the Town of Comox (where accepted), where they are part of the consolidated service provided by the municipality.

The City of Campbell River has an approved Recycle BC collector for multi-family buildings through a private hauler; however, uptake is low and understood to be just four buildings receiving funding.

3.2.3 Non-Organized Collection

There are over 10,000 households on Vancouver Island without organized collection who have the option to subscribe to private-sector collection services for garbage, recycling, and/or organics. Services vary widely, with the majority of those subscribed receiving only waste collection. Funding for recycling collection through subscription services is not available through Recycle BC, some residents elect to pay extra for it. Many rural properties participate in backyard composting or burn yard waste when allowed. Traffic volumes at the Comox Valley Waste Management Centre (CVWMC) and Campbell River Waste Management Centre (CRWMC) indicate that many rural residents choose to self-haul garbage and recyclables to waste management centres.

3.3 Industrial, Commercial and Institutional Waste

The ICI sector is primarily serviced by the private sector for garbage, recycling and/or organics collection. Services vary widely, with the majority subscribing to waste collection and potentially cardboard recycling. Mixed container recycling is also broadly available on eastern Vancouver Island. Limited organics collection services are currently available to the ICI sector due to restrictions on acceptance at the ROCF. Small-volume commercial generators may choose to self-haul garbage and recyclable materials to waste management centres.

In many small communities, the ICI sector is included in a mandatory collection service and charged based on garbage bin size and volume, or business type. The two largest communities providing this service are the Village of Cumberland and the Town of Comox.

3.3.1 Ocean Plastics

CSWM opened an ocean debris recycling depot in 2022 in partnership with the Ocean Legacy Foundation at the Comox Valley Waste Management Centre in Cumberland. This depot accepts materials from shoreline cleanup efforts and legacy equipment from the marine sector, providing essential infrastructure to divert these plastic resources from landfills and reduce ocean pollution.

Accepted materials are collected from across the service area and include abandoned, lost or discarded fishing gear, marine debris, and legacy equipment, including some netting and rope, polystyrene foam, hard plastic and select buoys. This material is sorted for quality and sent for recycling on the Lower Mainland.

3.3.2 Agricultural Waste

Specific quantities of agricultural waste are not tracked across the scale for burial, and much is expected to be managed on the farm. Agricultural plastics are a growing challenge for farmers, but they lack access to markets and face high transportation costs. A voluntary EPR program runs every three years to collect used chemical containers from farms in our area, but no silage bags or bale wrap is accepted.

3.4 Education and Promotion

The CSWM service delivers a wide range of public outreach and school education programs to our over 120,000 residents and students each year. The CSWM Community Education Program objectives are focused on:

- Increasing waste diversion through recycling and composting;
- Promoting participation of the CSWM existing waste diversion programs;
- Encouraging proper participation within municipal collection programs with a focus on the organics composting program; and
- Education of and working towards a gradual enforcement of compliance with material bans at the Comox Valley and Campbell River waste management centres.

These initiatives are delivered by the CSWM operations team, with support from Communications and through two contract educators. The combination of programs delivered to rural and urban audiences,

as well as the focus in schools, help to make the most effective use of the CSWM education resources. These programs, along with their mobility, provide for the broadest reach and impact across the CSWM service area.

The community educator regularly attends public events in the community to engage on waste sorting and diversion opportunities, including targeting the home improvement sector and composting education for rural areas. Presentations are also provided to community groups on request.

The CSWM has a social media presence, a dedicated website and an engagement page for each public project. Regular posts raising awareness about changing materials, recycling opportunities and events are made. Investment in an app for 'What Goes Where' and to provide direction to residents on waste collection changes or delays. This is being done in collaboration with Municipalities.

3.5 Reduction, Repair and Reuse

The CSWM educators have been working with local community groups and volunteers to coordinate Repair Cafes in Campbell River and the Comox Valley, and are now expanding to include other communities where volunteers are available.

Free stores are present in a number of CSWM communities, operated by local community members and volunteers. Hornby Island, Denman Island, Cortes Island, and the Village of Tahsis all have some form of free store for household goods and clothing.

Thrift stores that accept EPR program materials and report on quantities collected are eligible for a tip fee waiver at the landfill, in support of their contribution to the circular economy.

3.6 First Nations and Treaty First Nations

First Nations have autonomy over their utility infrastructure, including solid waste. Although the CSWM is not responsible for solid waste from First Nations or Treaty First Nations, they currently use existing CSWM infrastructure, including landfills, waste transfer stations and recycling facilities, which demonstrates a need for collaboration. CSWM is not aware of any waste disposal being managed independently within First Nations communities.

The First Nations that have inhabited communities within the service area and use CSWM facilities for the management of their solid waste are:

1. Wei Wai Kum First Nation
2. We Wai Kai Nation
3. Mowachaht/Muchalaht First Nation
4. Homalco First Nation
5. K'ómoks First Nation
6. Ehattesaht/Chinehkint First Nation
7. Klahoose First Nation
8. Nuchatlaht First Nation
9. Tlowitsis First Nation
10. Ka:'yu:'k't'h'/Chek'tles7et'h' First Nations (Treaty)

This includes the Ka:'yu:'k't'h'/Chek'tles7et'h' First Nations, which achieved Treaty status in 2011 and became a member of the Strathcona Regional District Board in April 2021. K'ómoks First Nation members voted on March 8, 2025, to ratify their modern treaty and constitution and it is anticipated

that K'omoks will become a Treaty First Nation within the 10-year term of this Solid Waste Management Plan.

The CSWM does not currently have any Municipal Type Service Agreements (MTSAs) with First Nations or Treaty First Nations for their use of CSWM's solid waste infrastructure. All waste received from First Nations is subject to the tipping fees at the receiving facility.

Teaching waste reduction themes to school children, supporting waste diversion infrastructure at events in the community and providing education on composting initiatives are examples of collaborative community work undertaken between CSWM and First Nations. CSWM staff have also worked with operational staff from nations to launch recycling initiatives in the community at their request.

First Nations and Treaty First Nations communities together reported a population of 1,619, representing 1% of the CSWM's total population. The quantities of waste generated would reflect the population percentage.

Overall, the population of self-identifying Indigenous peoples within the CSWM is increasing, from 7,265 identifying as Indigenous in the 2006 census as compared to 11,350 in the 2021 census (56% increase).

First Nations and Treaty Nations provide population forecasts for their communities. These values can change from year to year and are provided as representative values to convey community size. Many First Nations members also live off reserve. Anecdotally, many First Nations stressed that the current housing inventory is insufficient; it is a general sentiment that additional on-reserve housing would allow more community members to return home.

Table 5: First Nation Communities and CSWM Facilities

| First Nation Community | Treaty Status as of Dec. 31, 2025 | Community Population ¹ | Homes in Community ¹ | Related CSWM Facilities |
|---|-----------------------------------|-----------------------------------|---------------------------------|--|
| Wei Wai Kum First Nation | Non-Treaty | 371 | 163 | CRWMC |
| We Wai Kai Nation | Non-Treaty | 334 | 222 | CRWMC and Quadra Recycling Depot |
| Mowachaht/Muchalaht First Nation | Non-Treaty | 223 | 70 | Gold River Waste Management Centre |
| Homalco First Nation | Non-Treaty | 218 | 88 | CRWMC and Oyster River Recycling Depot |
| Ka:'yu:'k't'h'/Chek'tles7et'h' First Nations | Treaty | 164 | 55 | Zeballos Recycling Depot and Landfill |
| K'ómoks First Nation² | Non-Treaty | 110 | 87 | CVWMC |
| Ehattesaht/Chinehkint First Nation | Non-Treaty | 104 | 20 | Zeballos Recycling Depot and Landfill |
| Klahoose First Nation | Non-Treaty | 67 | 40 | Cortes Island Waste Management Centre |
| Nuchatlaht First Nation | Non-Treaty | 23 | 13 | Zeballos Recycling Depot and Landfill |
| Tlowitsis First Nation | Non-Treaty | 5 | 0 | CRWMC and Oyster River Recycling Depot |

Community populations and housing were self-reported by communities, and data were acquired in 2023.

² K'ómoks First Nation ratified its treaty and constitution on March 8, 2025

3.6.1 Roles and Responsibilities

- **Federal Government:** Provides waste management assistance to First Nations through Indigenous Services Canada (ISC).
- **First Nations:** Provide waste management services; may participate in CSWM waste management services through MTSAs.
- **Treaty First Nations:** Provide waste management services; may participate in CSWM waste management services through MTSAs; may include formal participation in CSWM service and representation on the CSWM Board.

3.6.2 Linkages

The CSWM is open to engaging in MTSAs with First Nations or Treaty First Nations for their use of CSWM solid waste infrastructure, while other First Nations communities may choose to continue using the services on an informal basis. There are also examples of Treaty First Nations in other regional districts that have elected to join the regional district board and participate in the solid waste service of that Board. The CSWM is open to exploring the necessary service establishment bylaw amendments and governance structures for formal representation and voting rights on the CSWM Board, including the determination of any financing mechanism.

All waste received from First Nations and Treaty First Nations will continue to be subject to the tipping fees at the receiving facility.

The CSWM will continue to coordinate solid waste promotion and education efforts to improve effectiveness and cost-efficiency across communities. These engagement efforts will be an opportunity to share ideas, discuss outreach tools, and become informed about regional and local initiatives (e.g., clean-up days) that need to be communicated to the public.

To ensure proper and cost-effective management of solid waste generated in First Nations and Treaty First Nations communities within the CSWM area, it is recommended that CSWM continually liaise with core Nations as identified within **Table 5** to:

- Identify future disposal requirements at CSWM facilities;
- Identify opportunities to work cooperatively for waste management servicing (e.g. garbage and recycling collection);
- Provide opportunities to participate in promotion, education and local solid waste programs where feasible;
- Where requested, consider development of service agreements for inclusion of First Nations communities in solid waste programs and services provided, or to be provided, by CSWM or the municipalities; and
- Where requested, consider the inclusion of Treaty First Nations within the solid waste service and CSWM Board of Directors.

3.7 Import and Export of Waste

Some out-of-region waste is received at private construction, renovation and demolition landfills and, as an exception, at the CVWMC, but there are no known significant quantities of MSW leaving or entering the CSWM political boundaries. As part of the closure of the Zeballos landfill, the CSWM may engage in discussions with the Regional District of Mount Waddington (RDMW) regarding the disposal of Zeballos waste at the 7 Mile Landfill in Port McNeill, which would significantly reduce the hauling distance for this material to the CVWMC.

Another area to consider for potential import or export of waste is in the event of a natural disaster or a significant interruption to the CSWM service. In the unlikely but increasingly frequent event of a natural disaster, CSWM will work with the Province to provide for the safe and efficient management of debris. Further consideration is provided in **Appendix 6**.

3.8 Future Facilities

The CSWM includes many water-access communities, such as Hornby Island, Denman Island, Quadra Island, Cortes Island, Read Island, Nootka Island, Kyuoquot, and Walters Cove. It also includes small communities accessed only by gravel roads, such as Tahsis and Zeballos. The majority of the population, greater than 85%, resides within urban and rural areas along the eastern shore of Vancouver Island. The population density outside the four major island communities and remote municipalities is very low. This lack of density results in higher service operating costs in these areas. To provide readily accessible diversion opportunities, a 'Convenience Level Standard' (CLS) was developed, adapted from policy work completed for the Ministry and informed by the RSWAC. Modifications considered the local context of travel times, ferries, road surfaces, access to other services, and population.

CSWM will work to align our service delivery to the CLS at a minimum, with the opportunity for higher standards to be funded through a separate service. The collection of solid waste from homes will continue to be funded directly by users, not through tipping fees. It is expected that Producer Responsibility Organizations (PRO) will work with CSWM to fund service levels supporting events, depots and collection services where appropriate in support of this standard. For more details on the CLS, refer to Schedule B.

Municipal solid waste in the region may be directed for management to any new site or facility contemplated by this Plan, provided the new site or facility follows the process for development as outlined herein. The process for development of new sites and facilities shall include, but not be limited to:

- An appropriate procurement process.
- Ensuring that authorizations (including OCs, licences and/or registration under Organic Matter Recycling Regulation (OMRR) are obtained as necessary, and that any requirements from other levels of government are also met.
- Environmental assessment, including an assessment of human health risk acceptable to the applicable health authority and public consultation, as may be required by provincial and federal regulations.

- Public consultation on new (or amended) sites or facilities that require authorization under the EMA.
- Any additional assessment as laid out in the minister's conditions for approval of this Plan.

New sites and facilities specifically contemplated in this Plan include:

3.8.1 Zeballos

To improve the protection of the environment and meet the BC Landfill Criteria for MSW (2016), the Zeballos landfill will be closed and replaced with a facility to transfer waste. The recycling depot in Zeballos may be co-located with the new waste facility or remain in its current location. Consultation with RDMW will be undertaken to consider the transfer of the waste for burial in 7 Mile Landfill in Port McNeill, otherwise, the waste will be brought to the CVWMC for burial. Final closure of the landfill may consider an application to the Ministry for the installation of a biocover instead of an impermeable liner for the reduction of fugitive methane emissions from the landfill post-closure. An update to the landfill closure plan will be developed.

3.8.2 Tahsis

To improve environmental protection and meet the BC Landfill Criteria (2016), the Tahsis landfill will be closed and replaced with a waste transfer facility. The recycling depot in Tahsis may be co-located with the new waste facility or remain in its current location. Waste will be brought to the CVWMC for burial either directly or via Gold River. Final closure of the landfill may consider applying to the Ministry for the installation of a biocover instead of an impermeable liner to reduce fugitive methane emissions from the landfill post-closure. An update to the landfill closure plan will be developed.

3.8.3 Gold River

The Gold River landfill no longer receives municipal solid waste for disposal. To improve environmental protection and meet the BC Landfill Criteria (2016), the Gold River landfill will be closed. Once closed, the landfill site may be reused as a community waste management site. Waste will continue to be brought to the CVWMC for burial. Final closure of the landfill may consider applying to the Ministry for the installation of a biocover instead of an impermeable liner to reduce fugitive methane emissions from the landfill post-closure, depending on the planned future land use. An update to the landfill closure plan will be developed.

3.8.4 Quadra Island

A recycling depot is under construction on Quadra Island to support waste diversion on the island. There is currently no location for the consolidation of waste on Quadra Island and no organized curbside collection service of waste from residents. As part of this Plan, there is consideration for the acceptance of bagged waste at recycling depots prepaid by volume and dropped directly into lidded bins.

3.8.5 Oyster River

A property has been purchased for the development of a staffed recycling depot at 2185 Regent Road, Black Creek. This location will require some renovations and improvements prior to operating, and it is anticipated that service levels will increase over time. There is currently no nearby facility for the

consolidation of waste, and no organized curbside collection service of waste from residents, only a subscription service. As part of this Plan, there is consideration for the acceptance of bagged waste at recycling depots prepaid by volume and dropped directly into lidded bins.

3.8.6 Organics Processing

The Regional Organics Compost Facility will be at capacity within the term of this Plan. Additional processing capacity will be sought for the management of organics generated from the expansion of this material stream to multi-family and ICI generators. This capacity may be in-region or may be out of region, requiring transfer. The CVWMC property is zoned to allow for the operation of a compost facility, which could be a potential future location of a private or public facility.

3.8.7 Comox Valley Waste Management Centre

The engineered landfill at the CVWMC, Bevan Landfill, is currently filling 'Cell 2' of three approved cells identified within Operating Certificate 5050, making up 15.66 hectares. The estimated lifespan of these three cells is until 2052 under status quo disposal rates. The Comox Valley Waste Management Centre Master plan (AECOM, 2020) identifies the opportunity for expansion of the Bevan Landfill for additional cells to the south of the approved footprint. Upon authorization by the Board, the CSWM would consider expansion of the Bevan Landfill for cells four and five, with an engineered lined landfill with leachate and landfill gas capture and treatment. This would require engineering and environmental consultation work, consultation, authorization from the Province and an updated Design Operations and Closure Plan (DOCP).

4 WASTE PROFILE

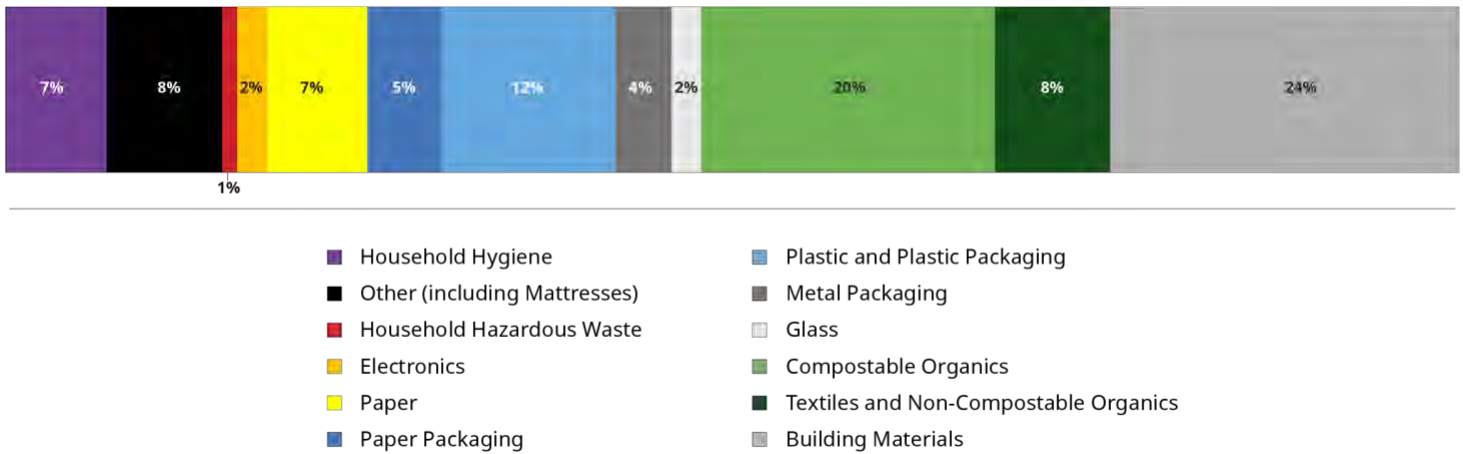
4.1 Waste Composition

Figure 8 shows the estimated weight-based composition of the CSWM waste currently disposed of in landfills in the region. This data was gathered through a waste composition study completed in 2025. Based on this estimate, the total diversion potential for CSWM is around 56%, consisting of 25% organics, 15% drop-off materials, 8% depot materials and 8% recycling.

The most impactful material streams to remove from the waste stream to improve diversion are:

- Building materials – treated and painted wood, concrete and masonry
- Compostable organics – primarily food waste
- Recycling - paper, plastics, metal, packaging and paper products
- Textiles – clothing, bedding

Figure 8: Composition of Overall Garbage Stream, 2025



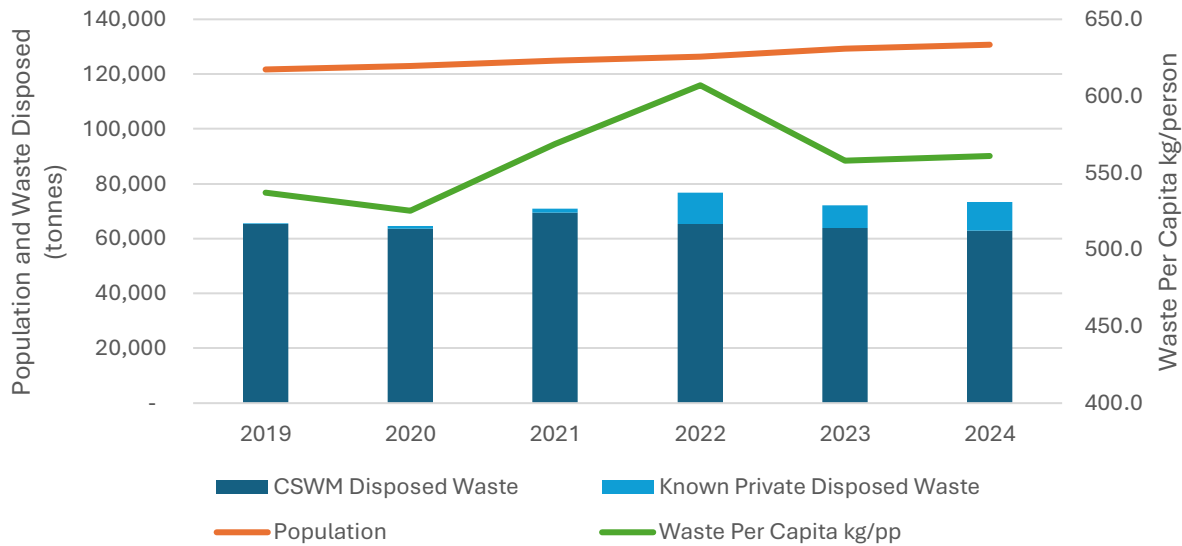
4.2 Waste Generated

Municipal solid waste generated from communities within the CSWM is disposed of within CSWM landfills. Land clearing, demolition and renovation waste is brought to a combination of CSWM landfills and private landfills. The **Figure 9** below provides a summary of the recent estimated waste disposed, population, and waste generated per capita. In 2024, the CSWM waste per capita value was 561 kg/person. There is some uncertainty to the data:

- Some waste may leave the CSWM boundaries in small quantities, but it is not known to be significant at this time;
- Not all private landfills publicly report their waste disposed amounts, only those available are included in these estimates; and
- Private landfills are not tracking waste origin consistently, and cannot discern between waste received from outside of the CSWM plan boundary area.

These uncertainties are expected to be reduced with introduction of facility licencing and waste hauler licencing proposed through strategy eight.

Figure 9: 2019-2024 Waste Disposed



The tables below provide details of the 2024 solid waste materials managed within the CSWM, including EPR materials as reported by their respective programs, food and yard waste (excluding private compost sites and backyard composting), and major streams diverted at the waste management centres (metal, drywall, etc.). A significant improvement in the 2012 SWMP data is that the amount of ICI recycling was estimated from quantities reported by private recyclers, rather than using proxy data from another community. The implementation of the Recycle BC program in 2014 has also created a clear line between ICI and residential recycling at processors. Mattress recycling is cost prohibitive at this time, and CSWM awaits expansion of the Recycling Regulation before moving forward with diverting this material stream.

Waste estimates from remote landfills are based on an annual volume survey and waste density. For the CRWMC and CVWMC, scale data is used to report waste by sector as available. Waste arriving at the CRWMC is transferred to the CVWMC for burial. For estimating diversion and MSW disposed, asbestos and controlled waste were excluded from the calculations.

Table 6: 2024 Recycling and Diversion Quantities

| 2024 EPR Program Quantities Collected | Reported Quantities | | |
|---------------------------------------|---------------------|-------|------|
| | CVRD | SRD | CSWM |
| Beer Packaging | 38.7 | 25.1 | 64 |
| Beer Containers | 185.7 | 120.6 | 306 |
| Lead Acid Batteries | 352.7 | 236.8 | 589 |
| Consumer Batteries | 21.0 | 10.9 | 32 |
| Electronics | 236.3 | 119.6 | 356 |
| Small Appliances and Light Fixtures | 206.7 | 82.2 | 289 |

| 2024 EPR Program Quantities Collected | Reported Quantities | | |
|--|---------------------|--------------|---------------|
| Medications | 2.2 | 0.9 | 3 |
| Oil | 429.2 | 305.8 | 735 |
| Oil Filters | 62.5 | 42.4 | 105 |
| Oil Containers | 21.1 | 15.9 | 37 |
| Antifreeze | 45.8 | 27.2 | 73 |
| Large Appliances | 253.6 | 368.8 | 622 |
| Outdoor Power Equipment | 8.4 | 3.1 | 12 |
| Paint | 114.5 | 55.3 | 170 |
| Light Bulbs | 13.1 | 8.1 | 21 |
| Smoke and CO Alarms | 0.5 | 0.2 | 1 |
| Printed Paper and Packaging | 3,872.0 | 2,043.0 | 5,915 |
| Beverage Containers | 1,450.1 | 841.1 | 2,291 |
| Thermostats | 0.04 | 0.01 | 0 |
| Tires | 711.1 | 729.6 | 1,441 |
| Stewardship Program Totals Tonnes | 8,025 | 5,037 | 13,062 |
| Organics Diversion | CVRD | SRD | CSWM |
| Yard Waste at WMC | 2,247 | 1,723 | 3,970 |
| Cut Grass and Rakes Leaves at WMC | 277 | 116 | 393 |
| Commingled Food and Yard Waste | 7,947 | 3,132 | 11,079 |
| Clean Wood Waste at WMC | 624 | 768 | 1,392 |
| Private Compost Facilities | | | 0 |
| Organics Diversion Total Tonnes | 11,095 | 5,739 | 16,834 |
| Other Major Diversion Values | CVRD | SRD | CSWM |
| Mattresses | 0 | 0 | 0 |
| ICI Cardboard | 1180 | 766 | 1946 |
| ICI Mixed Recycling | 2424 | 1573 | 3997 |
| Scrap Metal | 1432 | 911 | 2343 |
| Drywall | 1168 | 454 | 1622 |

| 2024 EPR Program Quantities Collected | Reported Quantities | | |
|---|---------------------|---------------|---------------|
| HHW (Non-EPR) | 529 | 0 | 529 |
| Ocean Legacy | 29 | 0 | 29 |
| Other Major Diversion Total Tonnes | 6,762 | 3,704 | 10,466 |
| Total Diversion Tonnage | 25,882 | 14,480 | 40,362 |

Table 7: 2024 Garbage Disposed and Waste Statistics

| Garbage Disposed | | | |
|--|---------------|---------------|----------------|
| Tonnes of Waste Disposed in Landfill | CVRD | SRD | CSWM |
| Zeballos Landfill Waste Estimate | 0 | 712 | 712 |
| Tahsis Landfill Waste Estimate | 0 | 594 | 594 |
| Gold River Landfill Waste Estimate | 0 | 244 | 244 |
| CV and CR Waste Management Centres | CVRD | SRD | CSWM |
| Municipal Waste by Contract | 6,651 | 4,219 | 10,870 |
| ICI & Household | 20,061 | 17,077 | 37,138 |
| Construction Waste | 10,589 | 1,681 | 12,270 |
| Controlled Waste | 146 | 0 | 146 |
| Volunteer Clean Up | 10 | 7 | 17 |
| Streetside cleanup/illegal dumping | 46 | 180 | 226 |
| Invasive Species | 318 | 206 | 524 |
| Asbestos | 0 | 5 | 5 |
| Mattresses | 0 | 221 | 221 |
| Waste Transferred for Disposal SRD to CVRD | 23,462 | | |
| CSWM Facilities Waste Generated Tonnage | 37,821 | 25,146 | 62,967 |
| Total CSWM Facilities Disposed Tonnage | 61,283 | 1,550 | 62,833 |
| Uplands / Northwin Landfill | CVRD | SRD | CSWM |
| C&D Waste | 0 | 10,535 | 10,535 |
| Asbestos Containing Material | 0 | 266 | 266 |
| Total Private Disposed Tonnage | 0 | 10,801 | 10,801 |
| Total Tonnage (Diversion and All Waste) | 63,703 | 50,427 | 114,130 |
| Statistics for 2024 | CVRD | SRD | CSWM |
| Total MSW Generated | 37,675 | 35,676 | 73,351 |
| Total MSW Generated kg Per Capita | 475 | 693 | 561 |
| Diversion kg Per Capita | 326 | 281 | 309 |
| Diversion Rate | 40.7% | 28.9% | 35.5% |

5 STRATEGIES AND ACTIONS

5.1 Strategy 1 - Support Reuse Initiatives

The new CSWM guiding principles emphasize the first seven Rs: Refuse, Rethink, Redesign, Reduce, Reuse, Repair, and Recycle as guiding principle #2. This highlights the critical importance of enhancing the role of reuse in lowering the regional disposal rate from 561 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 centres within the CSWM service area, there is still a considerable amount of material of value being landfilled from these communities.

1. **Advocate and promote donations to existing reuse establishments.** Continue to advocate for making smart choices when buying products to reduce waste and promote donations to existing establishments in urban areas. Leverage the CSWM website to promote charities/non-profits and list what items they accept as donations. Facilitate the redistribution of items to areas with less access to used goods.
2. **Partner with a local non-profit organization to pilot the collection of reusable items at the CVWMC from customers.** Partner with one or more local non-profits to divert material from waste streams at the CVWMC. This could include setting aside lightly used materials to be kept clean and dry, which are then picked up from the site by the partner. This will require staff resources to identify and set aside items and is proposed as a pilot for six months to understand implications.
3. **Financially support island and remote community free stores where volunteers or the local municipality construct, operate, and staff the free store.** To define roles and responsibilities for free stores or share sheds, a budget of one dollar per permanent resident of the island and remote communities will be available to the local municipality or a non-profit and their volunteers to support their capital and operational costs annually.

5.2 Strategy 2 – Encourage Repair

Repair Cafes were identified during public engagement in earlier consultation for the SWMP renewal process as an area that the public recognized had growth potential, 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 Cafes support the following two Guiding Principles approved by the community, to:

- Promote and support zero-waste approaches and a circular economy; and
 - Promote the first seven Rs – Refuse, Rethink, Redesign, Reduce, Reuse, Repair, and Recycle.
4. **Maintain Support for Repair Cafes in the Community.** CSWM will support Repair Cafes in the region with staffing and coordination. Existing support includes providing assistance through the

CSWM Community and Curriculum Educator to support five to six Repair Cafe events throughout the service area annually.

5. **Implement a grant program to support local Repair Cafe event coordination.** The CSWM will introduce grants to support local organizations hosting 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 the coordination of these events, and offering grants can increase willingness to participate.
6. **Develop Repair Cafe toolkits, including basic supplies to facilities and streamline the coordination of events.** The CSWM will develop a Repair Cafe Toolkit, which will consist of basic supplies and consumables to facilitate and streamline the coordination of events and reduce out of pocket expenses for volunteers.
7. **Advocate for the right to repair at the provincial and national level.** Continue to advocate for the provincial and national level of government to implement policies and programs related to the right to repair.

5.3 Strategy 3 – Encourage Waste Diversion through 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.

8. **Maintain current education and engagement levels throughout the school districts and at regional events.** The CSWM has established a robust outreach and engagement program that reaches new residents each year. This action supports maintaining support for this program in the coming decade.
9. **Increase education, outreach and communications capacity to engage with more sectors and provide regionally specific content.** This action is for the CSWM to increase education, outreach and communications capacity moving forward. This will 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.
10. **Establish mobile waste source separation equipment to improve waste diversion at community events.** Investing in waste diversion infrastructure for community events can support municipalities and non-profits holding events and generating economic development. Providing support and resources to facilitate source diversion for events could result in significant event waste reduction.

5.4 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 based on 2021 census data. Throughout the service area, there are no standards, expectations or requirements for multi-family buildings to provide waste diversion infrastructure to enable effective source separation through municipal or regional by-laws.

11. **Implement a requirement for adequate space for waste collection in new buildings.** CSWM shall collaborate with member municipalities to integrate waste management space requirements into their respective bylaws. This encompasses updates to reflect future revisions of the BC Building Code and local development planning area guidelines. 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.
12. **Increase education and outreach to multi-family residents.** Using a multi-pronged approach and sharing from success stories, CSWM will increase education and outreach to multi-family residents. 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.
13. **Expand the organics collection to multi-family homes to increase diversion.** Expanding the organics collection to multi-family homes will increase diversion of an important methane generating part of the waste stream. This will also contribute to increasing equitable service provision for all residents in the CSWM area. This option would require transfer infrastructure upgrades at the CVWMC to facilitate diversion to other facilities. The service design will need to consider convenience and financial impact.

5.5 Strategy 5 - Improve ICI Waste Reduction and Diversion

Addressing ICI waste reduction and diversion aligns with CSWM's SWMP draft goals and guiding principles, 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. The ICI sector materials disposed as garbage represent a significant portion of the overall waste stream.

14. **Continue to advocate for increased stewardship support to improve accessibility to recycling programs and expand materials covered under EPR for the ICI sector.** CSWM will advocate to senior levels of government and other partners for policy and program support in the management of ICI recycling. 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.

15. **Use policy and education to incentivize waste minimization and diversion.** This action will 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 integrate 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 adequate education and outreach for any new policies being implemented are provided.
16. **Support businesses to reduce waste through education and collaboration.** Development of turnkey education signage and how-to toolkits by subsector (e.g., food service, retail, hospitality, education, health) for businesses and institutions. 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.
17. **Provide ongoing technical assistance to businesses and institutions.** Provide 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 points of generation. Well suited to pairing with rolling out new bylaw requirements (e.g. new landfill bans, etc).
18. **Enhance operations to promote diversion and cost recovery.** This action supports the implementation of a clear bag policy for garbage and the associated change management and communications necessary to support that. Associated activities will be supporting tipping fee differential increases to promote source separation at the Waste Management Centres, continuing to monitor rural depot commercial material management and offering ICI recycling where viable.
19. **Civic site waste minimization and diversion.** The CSWM and CVRD can lead by example and coordinate with municipalities and First Nations to showcase best practices for waste diversion. This action 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.

5.6 Strategy 6 – Improve CRD Waste Reduction and Diversion

In our region, 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 2025, which identified that 35% of the waste disposed was building materials. The audit reviewed the differing composition of renovation, construction and demolition waste and found the diversion potential to be between 7-16% based on materials currently accepted for diversion at waste management centres in the CSWM. Samples were assessed visually at a private landfill and the CVWMC. Materials readily available for diversion from within the CRD waste stream included: metals, durable plastics, cardboard, electronics and textiles. Opportunities for development of additional markets to address treated or painted wood, asphalt shingles, and to reduce concrete and masonry in landfills should be prioritized.

20. **Present policy recommendations to local governments to require a pre-demolition assessment to identify the opportunity for relocation or deconstruction of a building.** The CSWM will support local governments through policy recommendations to implement a pre-demolition assessment to help identify opportunities for building relocation or deconstruction upon application for building demolition. This can be through presenting policy options to local government and supporting them to implement if they choose to, or through action 21 below
21. **Require local governments to implement a pre-demolition assessment to identify the opportunity for relocation or deconstruction, and ensure 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.
22. **Provide a financial incentive for projects choosing to deconstruct instead of demolishing a building to promote reuse and waste salvage.** Provide a financial incentive for deconstruction projects to promote salvage and reuse over demolition and waste generation. This action is expected to help create the business economy required to sustain the reuse of building materials.
23. **Support local governments to implement expedited relocation, deconstruction, and move-on permits to promote reuse and waste salvage.** The CSWM will encourage CRD waste reduction by supporting local governments to expedite building permits for relocation and move-on, and deconstruction, to promote the reuse and salvage of CRD materials.
24. **Engage with other jurisdictions on cross-regional solutions.** The CSWM will 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 the salvage and reuse of materials among businesses.
25. **Develop educational tools and resources to support on-site material management at CVWMC.** Develop educational materials and tools to support on-site CRD material management, which can be implemented at the CVWMC as part of action 26.
26. **Implement material separation of mixed material loads at CVWMC.** 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. This would be funded through associated increased tipping fees for mixed materials.

5.7 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, 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.

27. **Pursue development of depots or events to meet the access requirements of the CSWM Convenience Level Standard.** Implement the CSWM Convenience Level Standard, which identifies a commitment level of diversion services for each community or region and a commitment for funding to this level through the entire CSWM service. In cooperation with EPR programs, the CSWM can develop staffed depots and/or events to meet access requirements necessary to provide diversion opportunities to all CSWM residents fairly, with consideration of a community's remoteness.
28. **Increase the density of publicly funded depots to meet the service level standard and provide a user pay bag-drop off for residents without collection service.** Explore providing the option for residents to drop off garbage for a fee per bag at select recycling depots. Accepting prepaid bagged waste could be added to existing recycling facilities, and or additional ones to reduce traffic at the CVWMC and reduce travel times for self-haul customers.
29. **Introduce a mandatory waste generator source separation bylaw.** Pursue a regulation from the Province to grant the CSWM (CVRD) a service-wide authority for waste source separation, comparable to the one granted to the Regional District of Nanaimo (RDN). This would require all waste generators, including ICI and multi-family residential, to separate their waste into three streams to make recycling more convenient and increase diversion. This action relies on the successful implementation of waste hauler licencing and waste facility licencing.
30. **Implement regional garbage and recycling collection for households through a contractor.** Provide region-wide single-family residential bi-weekly garbage and recycling collection to electoral area residents, with the option of organics collection in areas that are operationally accessible. This service would be delivered through private contractors to an estimated 10,000 households in CVRD Electoral Areas A, B, C and SRD Electoral Area D, with the potential for service to an additional 2,700 households on Hornby and Quadra islands if feasible.

5.8 Strategy 8 – Advance Solid Waste Tracking

Increasing tracking of solid waste management in the region through various measures, such as waste facility and hauler licencing, can contribute to reducing environmental impacts, providing better services to residents, levelling the playing field, and providing quality data on waste volumes to help the CSWM make educated decisions for waste management in the region. This strategy contributes to multiple Guiding Principles, including 3, 6 and 8.

31. **Implement waste facility licencing for all facilities except public-facing facilities with no diversion targets.** To improve reporting and diversion statistics, the CSWM will license waste management facilities. Public-facing facilities such as recycling depots, return-to-retail stores and thrift stores will be exempt to reduce burden and prevent overlap with EPR reporting. No enforcement of diversion requirements, but will require reasonable efforts to divert reusable and recyclable items.

32. **Implement waste hauler licencing.** Consider the development of a regulatory tool for the licencing of waste haulers, in line with what the Regional District of Nanaimo has implemented. Designed to promote diversion through financial incentives and to encourage the flow of waste through the waste industry with transparency, not flow control. Any haulers operating in the region would be subject to this licencing and benefit from reduced tipping fees in exchange for data and enforcing source separation.
33. **Adopt the waste hauler incentive model.** Adopt a waste collector incentive model (comparable to the Capital Regional District), which would give CSWM commercial customers a rebate to voluntarily self-report waste collection data. To promote multi-stream collection and diversion and shift the flow of waste to industry, similar to waste hauler licencing.

6 FINANCE AND ADMINISTRATION

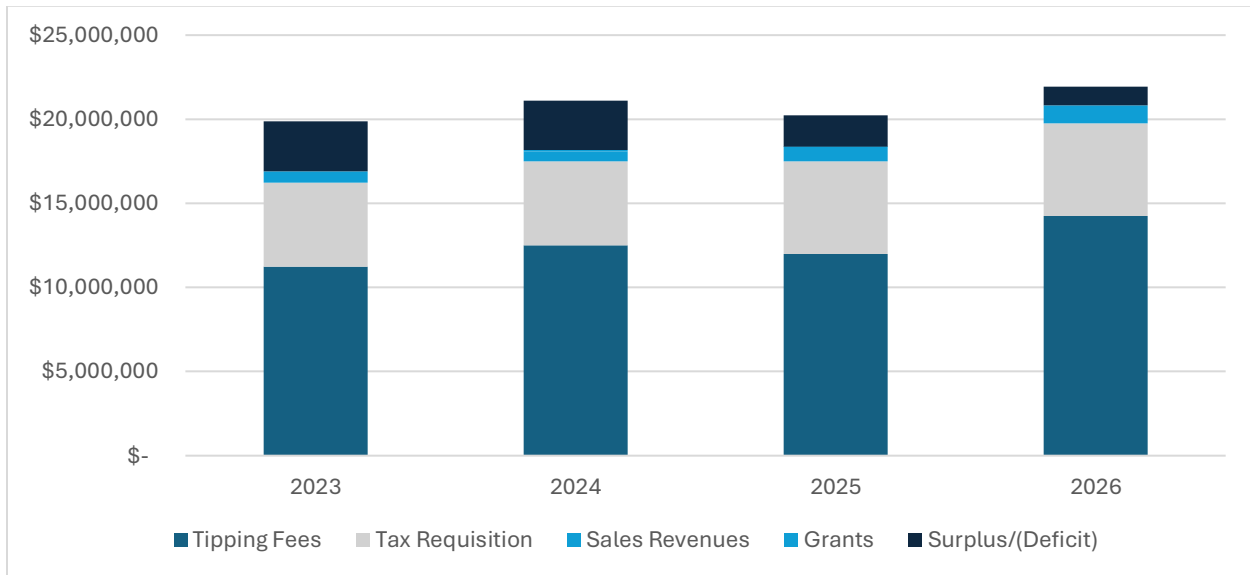
6.1 Plan Funding

Funding to implement the actions identified in this Plan is provided by residents and businesses predominantly through tipping fees, with some funding anticipated through taxation, licencing and or utility fees (fees paid for a collection service for example). The following breakdown is based on the best available information at the time of the Plan's development. All approved funding mechanisms for the Service are described below:

- **Tipping Fees:** applied at CSWM facilities based on waste generated (CVRD Bylaw No. 720);
- **Tax Requisition:** includes occupied landowners within the Service allocated based on assessed property value;
- **Sales revenues:** scrap metal sales, EPR revenue, compost sales, etc.;
- **Reserve funds:** most often used to fund capital projects or support unexpected operational demands;
- **Collection fees:** typically applied for delivery of a curbside collection service, these are not part of the current funding model for the Service, but are approved as such; and
- **Grants:** when available.

The following **Figure 10** shows the breakdown of the value of each of the revenue streams captured in support of the delivery of the Service between 2023 and 2026.

Figure 10: CSWM Revenue Sources Actual, Projected and Proposed



It is the Board’s desire to adhere to “user pay” principles and policy work is in progress to contemplate use of variable tipping rates and incentive based pricing in line with the above strategies to achieve greater diversion. However, there is recognition that policy for “user pay” principles may have to deviate at times from this approach due to the following considerations:

1. Tipping fees cannot be set so high that they drive waste away to alternative disposal locations, rather than produce the intended result of waste minimization.;
2. There are some costs, such as debt repayment, that cannot be attributed to those who generated the waste in the past, and must be borne by all current users.
3. The decision by the Service to regionalize waste disposal to the CVWMC in Cumberland reduced overall disposal costs for the Service but imposed an uneven cost to communities generating waste further away. That inequity is managed through the Universal Transportation Model, and costs are shared by all users.
4. Alternative private disposal facilities could be developed and impact revenue in a significant way; and
5. As waste diversion is more successful, there is less revenue generated through tipping fees for waste to support programs under the Plan, which are not revenue generating.

Development Cost Charges (DCC) are a relatively new potential source of revenue for solid waste services with the passing of *Bill 46 – 2023: Housing Statutes (Development Financing) Amendment Act*, which made amendments to the *Local Government Act* providing local governments with new categories to which DCCs could be applied, including Solid Waste Facilities. The Service is considering the potential for revenue generation from the application of DCCs, but has not included any analysis as part of this financial plan at this time.

No grant funding is ever guaranteed, so these are not included in any proposed funding. When available, staff will review and apply for Federal and Provincial grants and funding opportunities as applicable to reduce the cost burden on users.

6.2 Cost Implications and Expenditures

The strategies, actions and costs associated with meeting the targets have been discussed in previous sections and represent significant changes and improvements to take the solid waste service into the future. This section of the Plan presents a summary of the annual representative costs expected for the Service under the proposed strategies and actions, as well as for the maintenance of existing service levels.

Table 8: Summary of Ten-Year Financial Plan

| Plan Year | Capital | New Capital | Operating Expenditures | New Operating Expenditures |
|------------|--------------|-------------|------------------------|----------------------------|
| 2027 - Y1 | \$2,776,338 | \$525,000 | \$21,754,501 | \$490,000 |
| 2028 - Y2 | \$3,716,211 | \$- | \$22,830,686 | \$597,500 |
| 2029 - Y3 | \$2,187,513 | \$- | \$23,109,626 | \$675,500 |
| 2030 - Y4 | \$4,859,098 | \$- | \$23,689,000 | \$913,500 |
| 2031 - Y5 | \$908,097 | \$- | \$24,281,100 | \$1,000,500 |
| 2032 - Y6 | \$517,358 | \$500,000 | \$24,888,003 | \$1,175,500 |
| 2033 - Y7 | \$288,701 | \$- | \$25,510,078 | \$1,145,500 |
| 2034 - Y8 | \$2,243,682 | \$- | \$26,147,705 | \$1,050,500 |
| 2035 - Y9 | \$18,250,000 | \$- | \$26,801,273 | \$1,005,500 |
| 2036 - Y10 | \$1,000,000 | \$- | \$27,471,180 | \$1,005,500 |

Table 8 above provides a summary of the ten-year financial plan reflecting the proposed programs and existing expenditures as developed by CSWM and CVRD staff. A detailed table is provided in Schedule C. This analysis was built with the assumption that some existing staff would contribute to the programs and policies developed and would be supported by the addition of 3.75 staff over the Plan period. These increased staffing costs are included in the above operational costs.

It is understood that any increase to the overall Service will be borne by the residents of the service, and on the direction of the Board, costs should be prioritized to be user pay over increased taxation.

6.3 Asset Management

The CSWM service has an asset management plan that provides a financial and technical road map for the sustainable operation and management of CSWM assets well into the future. This asset management plan was based on numerous best practice guidelines, such as ISO 55000:2014 and the International Infrastructure Management Manual. CSWM and the CVRD are working towards implementation of a

fulsome asset management program as part of the financial planning process to ensure CSWM can maintain our level of service and regulatory compliance while protecting our assets.

6.4 Authority to Borrow Funds

The *Environmental Management Act (Section 24(7))* states that once the Plan is approved by the Minister, funds that have been identified in the Plan for its implementation do not require any additional public approvals, such as a referendum, to borrow funds to implement the Plan. However, as with all borrowing for capital projects by local governments, the borrowing of funds to implement a SWMP requires the preparation of a bylaw that must be approved by the inspector of municipalities.

Regional Districts are established and governed under the *Local Government Act (LGA), Part 11, Division 6 (sections 402-412)* of the LGA prescribes the authority, conditions and procedures under which a Regional District may undertake borrowing on behalf of a service and its participating area.

The language in Part 6 of the Community Charter places restrictive conditions on both contract terms and a limit on borrowing for expenditures, which can limit a local government's ability to access optimal financial terms through an agreement in the interest of providing operational excellence.

The *Environmental Management Act* recognizes this limitation and acknowledges that a bylaw adopted for implementing a Waste Management plan does not require a petition, the assent of the electors or the approval of the electors. However, such a bylaw does require written prior approval from the Minister of Environment and Parks.

The CSWM anticipates relying on this provision during the ten-year planning horizon for the Services and Programs identified in the Plan. It is impossible to be entirely predictive of circumstances where these provisions may be advantageous. This includes but is not limited to:

- Capital upgrades or contingency measures related to CSWM facilities, mitigating an environmental hazard.
- Provision of equipment ancillary to a facility's operation, such as landfill heavy equipment or curbside collection equipment.
- Establishment of a collection service, including the provision of collection containers.
- Advancement of alternative technologies that are consistent with the SWMP goals and guiding principles.

7 PLAN IMPLEMENTATION

7.1 Implementation Schedule

A time frame for implementing each Plan strategy and action for 2027 to 2037 is included in Schedule D. A schedule for the anticipated expansion of the Bevan landfill, and closure of the Zeballos, Tahsis and Gold River landfills is included in **Appendix 7**. These schedules are flexible and may respond to changes in technology, waste volumes, natural disasters, or available resources. Program development and

planning time have been considered within the implementation schedule, as well as resourcing, assuming staff complements are adjusted according to planned execution.

7.2 Bylaws

For the purpose of implementing the approved Plan, the CSWM intends to develop and consult on a number of new bylaws and consider any necessary refinements in support of existing bylaws.

7.2.1 Existing Bylaws

The CSWM is authorized under Bylaw No. 1822, Regional Solid Waste Plan Local Service Area Establishment Bylaw 1996, for the establishment of a local service for the local service of collection, removal and disposal of waste, noxious, offensive or unwholesome substances. It also extends to provide for the regulation, storage and management of municipal solid waste and recyclable material, including the regulation of facilities and commercial vehicles.

Regulatory bylaws supporting this establishment bylaw are:

- CSWM Illegal Dumping Regulation Bylaw No. 470, 2017;
- CSWM Facilities Scavenging and Trespassing Bylaw No. 396, 2015; and
- CSWM Service Tipping Fee and Solid Waste Disposal Regulation Bylaw No. 720, 2022.

Bylaws developed for the enforcement and ticketing of offences related to solid waste services, programs and facilities:

- CSWM Municipal Ticket Information Bylaw No. 460, 2017; and
- CSWM Bylaw Adjudication Ticketing Bylaw No. 687, 2021.

To ensure the effectiveness of the Plan, CSWM shall implement enforcement measures as necessary for mandatory source separation and licencing. This encompasses the use of all powers provided via the EMA and the LGA to implement the Plan and ensure compliance.

7.2.2 Proposed Bylaws

The *Environmental Management Act* provides regional districts with the authority to create bylaws to better manage municipal solid waste and recyclable materials. This includes the ability to issue a number of different licences, under the authority of a bylaw made under subsection 25(3)(h)(i). Three licences identified in the *Environmental Management Act* are:

- Waste Stream Management Licence
- Hauler licence; and
- Recycler licence.

These licences can be used by regional districts as a tool for achieving operational and administrative jurisdiction over sites, facilities and haulers managing recyclable material and municipal solid waste. As part of the strategies for diversion within this Plan, the CSWM has identified moving forward to expand into these areas.

CSWM shall develop and implement regulatory bylaws as required to manage the regional waste stream. This authority encompasses the ability to mandate waste hauler licencing, mandatory source separation and waste hauler licencing for any material stream contemplated under the definition of municipal solid waste within the EMA. The Waste Facility Licencing, Mandatory Waste Source Separation Bylaw and Waste Haulers Licencing Bylaw will be developed following the approval of this Plan and granting authority from the Province, where required to deal with financial and operational control issues of concern to the CSWM and the community.

In addition, the CSWM will prepare a regulatory bylaw for the creation of a regional collection service, under the establishment of Bylaw No. 1822, Regional Solid Waste Plan Local Service Area Establishment Bylaw. This will support the development of a defined service area as well as utility fees for the delivery of this service to residents. Pursuant to Section 263 of the LGA, CSWM shall have the broad authority to enter into agreements/contract the collection of waste as contemplated within the Plan.

As per the implementation schedule discussed above in Schedule D, the CSWM will conduct planning, bylaw development and public consultation prior to full implementation of these new bylaws. Potential sections of the proposed bylaws are included in Schedule E. CSWM shall utilize the regulatory authorities provided by the Community Charter to mandate source separation and facility standards which encompasses current and future waste streams contemplated for diversion. In accordance with the Community Charter and/or the *Local Government Act*, the bylaws will be written to “avoid uncertainty and any potential for arbitrary decision-making”³.

7.3 Operational Certificates and Licences

At this time, the CSWM has no bylaws in place to enforce operational or administrative requirements on private solid waste facilities. It is anticipated that the approval of future operating certificates (OCs) by the Province will be based on the detailed operating and environmental protection measures for the solid waste management facilities specified in the Plan. Where amendments to an OC may require an amendment to the Plan requiring minister approval, it is expected that the Province will consult and engage with the CSWM. The approved Plan, together with the required OCs, form the basis of the authority to operate solid waste facilities in the region. It is thus important to achieve the right balance between ensuring the site will be operated in accordance with standards agreed to in the approval process and providing sufficient flexibility to make minor changes easily.

A list of solid waste facilities with OCs or permits issued by the Province for the management of municipal solid waste within the CSWM boundaries is detailed in Schedule A.

7.4 Plan monitoring

A Plan Monitoring Advisory Committee (PMAC) will monitor the implementation of the Plan and make recommendations to increase its effectiveness. A description of the PMAC tasks and composition is included in the terms of reference, which can be found in Schedule F.

³ UBCM, “Fact Sheet #6: Bylaws”, 2014

7.5 Reporting

Reporting is important because it will help to keep workplans and resources focused, as well as assess whether the Plan is achieving its goals and targets. The CSWM will provide annual reporting to the Ministry regarding diversion, waste disposed and other requested information via the Ministry's preferred tool.

In addition, the CSWM will prepare a biennial report to the CSWM Board in relation to the Plan. Key performance indicators may change, but topics that will be considered include:

- Programs delivered each year and how they support the waste management hierarchy;
- Economic development related to solid waste management in the region;
- Challenges or opportunities identified by the Plan Monitoring Advisory Committee;
- Environmental monitoring data;
- Any challenges or opportunities identified within the waste management system;
- Compliance activities;
- Greenhouse gases emitted and avoided (through capture and reuse) at facilities; and
- Spills, leaks and leachate collected at facilities.

7.6 Five-year Effectiveness Review

The CSWM will carry out a review and report on the Plan's implementation and effectiveness following Plan approval by the Ministry. As many initiatives require Plan approval or subsequent bylaw approval from the Province, it will be too soon to initiate this work 5 years from submission. A link to the report will be provided on the CSWM website. The review will be conducted either in-house or by a third party and will include:

- Overview of all programs or actions undertaken in the first five years to support the Plan goals and objectives – status (started, progress, complete); actual budget for each;
- Description of all programs or actions not yet started and reason (delayed start and why, initiation planned for next five years, circumstances or decisions affecting the need for or feasibility of undertaking the actions at all); budget allocated for each;
- Five-year trend information for waste disposal per person;
- Five-year trend of landfill gas capture and reuse; and
- Any significant changes related to the regional growth strategy or changes to large industry and businesses operating in the area that might impact the solid waste management system over the next five years.

8 PLAN AMENDMENTS

The Plan represents the current understanding and approach of the solid waste management challenges being faced by the CSWM service. The Plan is a “living document” that may be amended to reflect new considerations, technologies and issues as they arise.

Due to changing circumstances and priorities that may evolve over time, and with the input of the PMAC and interested parties, all major actions identified in the Plan will be reviewed for appropriateness before implementation. This will generally occur on an annual basis. The Plan’s implementation schedule will be flexible enough to reflect the availability of technologies that may arise over time, as well as the potential changes in regional issues and priorities. In addition, it will also take into account the financial priorities of the CSWM, its member municipalities and other partners, the availability of funding to undertake plan activities, and the availability of contractors and service providers.

The plan amendment procedure applies to major changes to the solid waste management system, which would include:

- a) The opening (or changes to the location or status) of a site or facility:
 - That is included in the regional district’s Solid Waste Management Plan and requires an authorization under the EMA,
 - or any other facility that could have an adverse impact on human health or the environment;
- b) Waste import/export options which would significantly impact the regional district’s or neighbouring solid waste systems, or not conform to provincial legislation, goals and/or targets;
- c) Changing disposal target or reductions in programs supporting the first three Rs in the pollution prevention hierarchy;
- d) A change in the boundary of the Plan, which would significantly change the amount of solid waste to be managed under the Plan or significantly change the population of the Plan area;
- e) The addition, deletion or revision of policies or strategies related to the conditions outlined in the Minister’s approval letter; and
- f) Major financial changes that warrant seeking the elector's assent.

Any program, facility or policy that was contemplated and consulted on in development of this Plan and is in line with the Guiding Principles of this Plan as a means to achieve the regional disposal target is not anticipated to trigger a requirement for a minor or major amendment. When a plan amendment is necessary, the CSWM will conduct a public consultation process and submit an amended plan to the Minister of Environment and Parks for approval, along with a detailed consultation report.

The schedules identified as part of this Plan contain information that is not considered a major change listed above but could change during the 10-year lifespan of the Plan. Each schedule will include a process for engaging the public, ranging from notification to a robust public consultation process. Schedule amendments may require approval from the Minister, but may not require submission of the

entire Plan for review and approval. Schedules that contain purely administrative provisions are identified as not forming a part of the Plan, and updates to these provisions do not require Minister approval.

Notwithstanding, the contents of this Plan and schedules are subject to legal requirements and, as a result, guidance and direction from the Ministry will be sought in regards to the level of flexibility, as appropriate. For direction on Plan disputes and the process for initiating a dispute, please refer to Schedule G.

9 APPROVALS

This Plan has been informed by and subject to public consultation in advance of its approval by the Comox Strathcona Waste Management Board. Upon receiving Board approval, it will be submitted to the BC Ministry of Environment and Parks for consideration and approval. As authorized by section 37 of EMA, the approved Plan shall serve as the governing regulatory document for all waste storage, processing and disposal within the CSWM service area.

SCHEDULES

Schedule A — Solid Waste Sites and Facilities

Schedule A: Solid Waste Sites and Facilities

The following facilities are integral to the support of diversion in the regional waste management system.

| Summary of Solid Waste Facilities within CSWM with Provincial Authorizations | | | | | | | | |
|--|------------------|----------|----------------|--------------------------------|----------------------------|-------------------------|-----------|-------------------|
| Facility | Location | Status | Waste Received | Permit Holder | Provincial Authorization # | Authorization Type | Issued | Last Revised Date |
| Comox Valley WMC | Cumberland | Active | MSW | Comox Valley Regional District | MR-05050 | Operational Certificate | 1978 | Jan 27, 2026 |
| Sawmill Landfill | Cumberland | Closed | Wood | Comox Valley Regional District | PR-04865 | Permit Abandoned (2022) | 1973 | Nov 26, 2012 |
| Campbell River WMC | Campbell River | Inactive | MSW | Comox Valley Regional District | MR-02401 | Operational Certificate | 1973 | May 19, 2020 |
| Tahsis Landfill | Tahsis | Active | MSW | Comox Valley Regional District | PR-04278 | Permit | 1976 | Mar 8, 1988 |
| Zeballos Landfill | Outside Zeballos | Active | MSW | Comox Valley Regional District | PR-07496 | Permit | 1987 | Jan 6, 1987 |
| Gold River Landfill | Gold River | Active | MSW | Comox Valley Regional District | PR-03825 | Permit | 1974 | Sep 29, 1992 |
| Sayward Landfill | Sayward | Closed | MSW | Comox Valley Regional District | PR-04917 | Permit Cancelled (2017) | 1978 | Sep 24, 1985 |
| Cortes Island Landfill | Cortes Island | Inactive | 1995 | Comox Valley Regional District | PR-01696 | Permit | 1973 | Feb 17, 2014 |
| Organics Compost Facility | Campbell River | Active | N/A | Comox Valley Regional District | 110236 | Permit | 2023 | Aug 10, 2023 |
| Northwin Landfill | Campbell River | Active | DLC | Upland Excavating Ltd. | 107689 | Operational Certificate | 1992/2019 | Apr 26, 2022 |
| Giese Holdings | Campbell River | Active | DLC | Giese Holdings Ltd. | PR-09081 | Permit | 1991 | May 9, 1991 |
| Surgenor Landfill | CVRD Area C | Inactive | DLC | George Edward Surgenor | MR-08834 | Operational Certificate | 1998 | Jul 15, 2014 |
| West Shore Aggregates Ltd. | Campbell River | Inactive | DLC | West Shore Aggregates Ltd. | PR-07730 | Permit | 1987 | Sep 12, 2006 |

| Summary of Solid Waste and Diversion Facilities | | | | | | | | | | |
|---|----------------|-------------------|--|--|---|---------------------|--------------------|-----------------|------------------|--|
| Regional District | Facility Owner | Facility Operator | Solid Waste Facility | Summary of Services | Hours of Operation | Hours per Week Open | Days per Week Open | Community Type | Accepts Garbage? | |
| | | | CSWM Funded Facilities | | | | | | | |
| SRD | CSWM | Contracted Public | Tahis Landfill | MSW landfill, limited bulky recycling | Wed 8:00 am - 3:30 pm Sat 10:00 am - 3:30 pm | 13 | 2 | Remote | Yes | |
| SRD | CSWM | Contracted Public | Tahis Recycling Depot | Multi-product recycling depot | Tue to Sat 8:00 am - 3:30 pm <i>Contamination Management</i> | 37.5 | 5 | Remote | No | |
| SRD | CSWM | Contracted | Zeballos Landfill | MSW landfill, limited bulky recycling | Wed 1:00 pm - 3:00 pm Sat 12:00 pm - 3:00 pm | 5 | 2 | Remote | Yes | |
| SRD | CSWM | Contracted | Zeballos Recycling Depot | Multi-product recycling depot | Mon to Sat 8:30 am - 4:30 pm <i>Contamination Management</i> | 48 | 6 | Remote | No | |
| SRD | CSWM | Contracted Public | Gold River Waste Management Centre | MSW transfer station, multi-product recycling depot, scrap metal | Wed to Sun 9:00 am - 3:45 pm | 33.75 | 5 | Less Accessible | Yes | |
| SRD | CSWM | Contracted | Quadra Island Recycling Drop-off | Single-stream recycling drop-off | Currently Accessible All the Time 4 d, 30 hr a week proposed | 30 | 4 | Less Accessible | No | |
| SRD | CSWM | Contracted | Cortes Island Waste Management Centre | MSW transfer station, multi-product recycling depot, scrap metal | Thu to Sun 9:00 am - 1:00 pm | 16 | 4 | Less Accessible | Yes | |
| SRD | CSWM | Contracted | Sayward Recycling Depot | Multi-product recycling depot | Thu to Sun 9:00 am - 5:00 pm <i>Contamination Management</i> | 32 | 4 | Less Accessible | No | |
| CVRD | CSWM | Non-Profit | Denman Island Recycling Depot | Multi-product recycling depot, bottle depot | Wed and Thu 2:00 pm - 6:00 pm Sat 9:00 am - 5:00 pm | 16 | 3 | Less Accessible | No | |
| CVRD | CSWM | Non-Profit | Hornby Island Recycling Depot | MSW transfer station, multi-product recycling depot, scrap metal | Fri to Sun 9:00 am - 1:00 pm Summer Thu 9:00 am - 1:00 pm | 12 - 16 | 3 - 4 | Less Accessible | Yes | |
| SRD | CSWM | Contracted | Campbell River Waste Management Centre | MSW transfer station, multi-product recycling depot, bulky divertables | Mon to Sun 8:30 am - 5:30 pm Closed on Stats | 63 | 7 | Accessible | Yes | |
| CVRD/SRD | CSWM | Contracted | Oyster River Recycling Drop-off | Single-stream recycling drop-off | Currently Accessible All the Time | 168 | 7 | Accessible | No | |

| Summary of Solid Waste and Diversion Facilities | | | | | | | | | |
|---|----------------|-------------------|--------------------------------------|---|---|---------------------|--------------------|-----------------|------------------|
| Regional District | Facility Owner | Facility Operator | Solid Waste Facility | Summary of Services | Hours of Operation | Hours per Week Open | Days per Week Open | Community Type | Accepts Garbage? |
| CVRD | CSWM | Public | Comox Valley Waste Management Centre | MSW landfill, multi-product recycling depot, bulky divertables, organics transfer station | Mon to Sun 8:00 am - 5:30 pm Closed on Stats | 66.5 | 7 | Accessible | Yes |
| | | | Private Facilities | | | | | | |
| SRD | Private | Private | Island Return-It Campbell River | Multi-product recycling depot, bottle depot | Tue to Sat 9:30 am - 5:00 pm Closed on Stats | 37.5 | 5 | Accessible | No |
| SRD | Private | Retailer | Heriot Bay Tru-Value | Bottle depot | Tue to Sat 9:30 am - 4:30 pm Closed on Stats and lunch | 32.5 | 5 | Less Accessible | No |
| CVRD | Private | Private | Courtenay Return-It Depot | Multi-product recycling depot, bottle depot | Mon to Sat 9:00 am - 5:00 pm Closed on Stats | 48 | 6 | Accessible | No |
| CVRD | Encorp | Contracted | Encorp Express & Go - Comox | Bottle drop-off (with deposit) | Mon to Sun 7:00 am - 10:00 pm Unstaffed | 105 | 7 | Accessible | No |

Schedule B — Accessibility to Solid Waste Services

| CSWM Convenience Level Standard | | CSWM Very Remote Communities | | | |
|------------------------------------|---------------------------------------|------------------------------|--|--|------------------------------------|
| Grouping of Communities | Material or Product | Depot | Suggested Local Government Curbside Collection | Collection Event or Special Curbside Service | Other |
| Very Remote Communities | Household Garbage | - | - | Annual Collection | Transport from consolidated point. |
| | Packaging and Paper | - | - | Annual Collection | - |
| SRD Elec. Area C - Discovery Isl. | Yard Waste | - | - | - | Backyard Composting |
| SRD Elec. Area A - West | Food Scraps | - | - | - | Backyard Composting |
| | Clean Wood Waste | - | - | - | - |
| Remote Communities | Drywall | - | - | - | - |
| | Major Appliances | - | - | Biennial Collection | - |
| Village of Zeballos | Mattresses | - | - | Biennial Collection | - |
| Village of Tahsis | Scrap Metal | - | - | Biennial Collection | - |
| | Tires | - | - | Biennial Collection | - |
| Less Accessible Communities | Cooking Oil | - | - | Biennial Collection | - |
| | Fire Extinguishers | - | - | Biennial Collection | - |
| Cortes Island | Household Hazardous Waste | - | - | Biennial Collection | - |
| Cortes Island | Large Lithium Batteries | - | - | - | Return to Retailer/Dealer |
| Quadra Island | Lead Acid Car Batteries | - | - | Biennial Collection | - |
| Denman Island | Motor Oil, Antifreeze and Containers | - | - | Biennial Collection | - |
| Hornby Island | Propane Tanks (inc. single use) | - | - | Biennial Collection | - |
| SRD Elec. Area A - Sayward Valley | Beer Containers (with a deposit) | - | - | Annual Collection | No deposit provided. |
| Village of Sayward | Beverage Containers (with a deposit) | - | - | Annual Collection | No deposit provided. |
| Village of Gold River | Clothing and Textiles | - | - | - | - |
| | Electronics, Cell Phones, Modems etc. | - | - | Biennial Collection | - |
| Accessible Communities | Film Plastics | - | - | Annual Collection | - |
| | Foam | - | - | Annual Collection | - |
| CVRD Electoral Area A (VI) | Glass Jars | - | - | Annual Collection | - |
| CVRD Electoral Area B | Household Batteries | - | - | Annual Collection | - |
| CVRD Electoral Area C | Light Bulbs and Fixtures | - | - | Biennial Collection | - |
| SRD Electoral Area D | Small Appliances | - | - | Biennial Collection | - |
| Village of Cumberland | Smoke and CO Alarms | - | - | Biennial Collection | - |
| Town of Comox | Thermostats | - | - | Biennial Collection | - |
| City of Courtenay | Outdoor Power Equipment | - | - | Biennial Collection | - |
| City of Campbell River | Pesticides | - | - | Biennial Collection | - |
| | Flammables | - | - | Biennial Collection | - |
| | Paint | - | - | Biennial Collection | - |
| | Prescription Medications | - | - | - | Return to Pharmacy |
| | Books | - | - | - | - |
| | Marine Debris - Added | - | - | Biennial Collection | If supported by Ocean Legacy |
| | Little Lithium Ion Batteries - Added | - | - | - | - |
| | Bulky Items - Added | - | - | - | No vehicles, solar panels |
| <u>Additional Group Comments</u> | | | | | |

| CSWM Convenience Level Standard | | CSWM Remote Communities | | | |
|------------------------------------|---------------------------------------|-------------------------|--|--|------------------------------------|
| Grouping of Communities | Material or Product | Depot | Suggested Local Government Curbside Collection | Collection Event or Special Curbside Service | Other |
| Very Remote Communities | Household Garbage | - | Bi-Weekly | - | - |
| | Packaging and Paper | 20 minutes | Bi-Weekly | - | - |
| SRD Elec. Area C - Discovery Isl. | Yard Waste | - | - | Annual Collection | Backyard Composting |
| SRD Elec. Area A - West | Food Scraps | 20 minutes | - | - | Backyard Composting |
| | Clean Wood Waste | - | - | - | - |
| Remote Communities | Drywall | - | - | - | - |
| | Major Appliances | - | - | Annual Collection | - |
| Village of Zeballos | Mattresses | - | - | Annual Collection | - |
| Village of Tahsis | Scrap Metal | 20 minutes | - | - | - |
| | Tires | - | - | Annual Collection | - |
| Less Accessible Communities | Cooking Oil | - | - | Annual Collection | - |
| | Fire Extinguishers | - | - | Annual Collection | - |
| Cortes Island | Household Hazardous Waste | - | - | Annual Collection | - |
| Cortes Island | Large Lithium Batteries | - | - | - | Return to Retailer/Dealer |
| Quadra Island | Lead Acid Car Batteries | 20 minutes | - | - | Return to Retailer/Dealer |
| Denman Island | Motor Oil, Antifreeze and Containers | 20 minutes | - | - | Return to Retailer/Dealer |
| Hornby Island | Propane Tanks (inc. single use) | - | - | Annual Collection | - |
| SRD Elec. Area A - Sayward Valley | Beer Containers (with a deposit) | 20 minutes | - | Annual Collection | *No deposit. If no depot access |
| Village of Sayward | Beverage Containers (with a deposit) | 20 minutes | - | Annual Collection | *No deposit. If no depot access |
| Village of Gold River | Clothing and Textiles | For Donation | - | - | Free Stores, Charity Collection |
| | Electronics, Cell Phones, Modems etc. | 20 minutes | - | - | - |
| Accessible Communities | Film Plastics | 20 minutes | - | - | - |
| | Foam | 20 minutes | - | - | - |
| | Glass Jars | 20 minutes | - | - | - |
| CVRD Electoral Area A (VI) | Household Batteries | 20 minutes | - | - | - |
| CVRD Electoral Area B | | | | | |
| CVRD Electoral Area C | Light Bulbs and Fixtures | - | - | Annual Collection | - |
| SRD Electoral Area D | Small Appliances | 20 minutes | - | - | - |
| Village of Cumberland | Smoke and CO Alarms | 20 minutes | - | - | - |
| Town of Comox | Thermostats | 20 minutes | - | - | - |
| City of Courtenay | Outdoor Power Equipment | 20 minutes | - | - | - |
| City of Campbell River | Pesticides | - | - | Annual Collection | - |
| | Flammables | - | - | Annual Collection | - |
| | Paint | - | - | Annual Collection | - |
| | Prescription Medications | Pharmacies Only | - | - | Return to Pharmacy |
| | Books | For Donation | - | - | Charity Collection and Free Stores |
| | Marine Debris - Added | - | - | - | Ocean Legacy |
| | Little Lithium Ion Batteries - Added | - | - | - | - |
| | Bulky Items - Added | - | - | - | - |

| | |
|----------------------------------|--|
| <u>Additional Group Comments</u> | |
|----------------------------------|--|

| CSWM Convenience Level Standard | | CSWM Less Accessible Communities | | | | |
|------------------------------------|---------------------------------------|--------------------------------------|--|--|---------------------------|-------------------------------------|
| Grouping of Communities | Material or Product | Depot | Suggested Local Government Curbside Collection | Collection Event or Special Curbside Service | Other | |
| Very Remote Communities | Household Garbage | - | Bi-Weekly | - | - | |
| | Packaging and Paper | 20 minutes | Bi-Weekly | - | - | |
| | SRD Elec. Area C - Discovery Isl. | 60 minutes | - | - | Backyard Composting | |
| | SRD Elec. Area A - West | 20 minutes | - | - | Backyard Composting | |
| | Clean Wood Waste | 60 minutes | - | - | - | |
| Remote Communities | Drywall | 60 minutes | - | - | - | |
| | Major Appliances | 60 minutes | - | Twice a Year* | *If no depot access | |
| | Village of Zeballos | 60 minutes | - | - | - | |
| | Village of Tahsis | 20 minutes | - | Twice a Year* | *If no depot access | |
| | Scrap Metal | 20 minutes | - | Twice a Year* | *If no depot access | |
| | Tires | 60 minutes | - | Twice a Year* | *If no depot access | |
| Less Accessible Communities | Cooking Oil | 60 minutes | - | - | - | |
| | Fire Extinguishers | 60 minutes | - | Twice a Year* | *If no depot access | |
| | Cortes Island | 60 minutes | - | Annual Collection* | *If no depot access | |
| | Cortes Island | Large Lithium Batteries | - | - | Return to Retailer/Dealer | |
| | Quadra Island | Lead Acid Car Batteries | 20 minutes | - | Twice a Year* | *If no depot access |
| | Denman Island | Motor Oil, Antifreeze and Containers | 20 minutes | - | Twice a Year* | *If no depot access |
| | Hornby Island | Propane Tanks (inc. single use) | 20 minutes | - | - | - |
| | SRD Elec. Area A - Sayward Valley | Beer Containers (with a deposit) | 20 minutes | - | Twice a Year* | *No deposit. *If no depot access |
| | Village of Sayward | Beverage Containers (with a deposit) | 20 minutes | - | Twice a Year* | *No deposit. *If no depot access |
| | Village of Gold River | Clothing and Textiles | For Donation | - | - | Reuse |
| Accessible Communities | Electronics, Cell Phones, Modems etc. | 20 minutes | - | Twice a Year* | *If no depot access | |
| | Film Plastics | 20 minutes | - | Twice a Year* | *If no depot access | |
| | Foam | 20 minutes | - | Twice a Year* | *If no depot access | |
| | CVRD Electoral Area A (VI) | Glass Jars | 20 minutes | - | Twice a Year* | *If no depot access |
| | CVRD Electoral Area B | Household Batteries | 20 minutes | - | Twice a Year* | *If no depot access |
| | CVRD Electoral Area C | Light Bulbs and Fixtures | 60 minutes | - | Twice a Year* | *If no depot access |
| | SRD Electoral Area D | Small Appliances | 20 minutes | - | Twice a Year* | *If no depot access |
| | Village of Cumberland | Smoke and CO Alarms | 20 minutes | - | Twice a Year* | *If no depot access |
| | Town of Comox | Thermostats | 20 minutes | - | Twice a Year* | *If no depot access |
| | City of Courtenay | Outdoor Power Equipment | 20 minutes | - | Twice a Year* | *If no depot access |
| | City of Campbell River | Pesticides | 60 minutes | - | Annual Collection* | *If no depot access |
| | | Flammables | 60 minutes | - | Annual Collection* | *If no depot access |
| | | Paint | 60 minutes | - | Annual Collection* | *If no depot access |
| | | Prescription Medications | Pharmacies Only | - | - | Pharmacy |
| | | Books | For Donation | - | - | Reuse |
| | Marine Debris - Added | - | - | - | Ocean Legacy | |
| | Little Lithium Ion Batteries - Added | 20 minutes | - | - | - | |
| | Bulky Items - Added | - | - | - | - | |

Additional Group Comments

All local depot items should be at the regional as well.

| CSWM Convenience Level Standard | | CSWM Accessible Communities | | | | |
|------------------------------------|--------------------------------------|---------------------------------------|--|--|---------------------|--------------------|
| Grouping of Communities | Material or Product | Depot | Suggested Local Government Curbside Collection | Collection Event or Special Curbside Service | Other | |
| Very Remote Communities | Household Garbage | - | Bi-Weekly | - | - | |
| | Packaging and Paper | 20 minutes | Bi-Weekly | - | - | |
| | SRD Elec. Area C - Discovery Isl. | 30 minutes | Weekly (Muni's Only) | - | Backyard Composting | |
| | SRD Elec. Area A - West | 20 minutes | Weekly | - | Backyard Composting | |
| | | Clean Wood Waste | 30 minutes | - | - | - |
| Remote Communities | Drywall | 30 minutes | - | - | - | |
| | Major Appliances | 30 minutes | - | - | - | |
| | Village of Zeballos | 30 minutes | - | - | Return to Retailer | |
| | Village of Tahsis | 20 minutes | - | - | Private Collectors | |
| | | Scrap Metal | 20 minutes | - | - | Private Collectors |
| | Tires | 30 minutes | - | - | Return to Retailer | |
| Less Accessible Communities | Cooking Oil | 30 minutes | - | - | - | |
| | Fire Extinguishers | 30 minutes | - | - | - | |
| | Cortes Island | 30 minutes | - | - | - | |
| | Cortes Island | Large Lithium Batteries | - | - | - | |
| | Quadra Island | Lead Acid Car Batteries | 20 minutes | - | - | |
| | Denman Island | Motor Oil, Antifreeze and Containers | 20 minutes | - | - | |
| | Hornby Island | Propane Tanks (inc. single use) | 30 minutes | - | - | |
| | SRD Elec. Area A - Sayward Valley | Beer Containers (with a deposit) | 20 minutes | - | - | |
| | Village of Sayward | Beverage Containers (with a deposit) | 20 minutes | - | - | |
| | Village of Gold River | Clothing and Textiles | For Donation | - | - | Reuse |
| Accessible Communities | | Electronics, Cell Phones, Modems etc. | 20 minutes | - | - | |
| | | Film Plastics | 20 minutes | - | - | |
| | | Foam | 20 minutes | - | - | |
| | CVRD Electoral Area A (VI) | Glass Jars | 20 minutes | - | - | |
| | CVRD Electoral Area B | Household Batteries | 20 minutes | - | - | |
| | CVRD Electoral Area C | Light Bulbs and Fixtures | 30 minutes | - | - | |
| | SRD Electoral Area D | Small Appliances | 20 minutes | - | - | |
| | Village of Cumberland | Smoke and CO Alarms | 20 minutes | - | - | |
| | Town of Comox | Thermostats | 20 minutes | - | - | |
| | City of Courtenay | Outdoor Power Equipment | 20 minutes | - | - | |
| | City of Campbell River | Pesticides | 30 minutes | - | - | - |
| | | Flammables | 30 minutes | - | - | - |
| | | Paint | 30 minutes | - | - | - |
| | | Prescription Medications | Pharmacies Only | - | - | - |
| | | Books | For Donation | - | - | - |
| | Marine Debris - Added | - | - | - | Ocean Legacy | |
| | Little Lithium Ion Batteries - Added | 30 minutes | - | - | Return to Retailer | |
| | Bulky Items - Added | - | - | - | - | |

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|----------------------------------|--|
| <u>Additional Group Comments</u> | Garbage convenience should match diversion. Relative danger to the size of the items (i.e. batteries) Convenience for smaller high toxic/HHW items |
|----------------------------------|--|

Schedule C — Financial Plan

CSWM Projected and Estimated Revenue, Operating and Capital Financial Plan 2023 to 2035

| REVENUE | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | |
|---------------------------------|----------------------|---------------|---------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------|
| | <i>(Data Source)</i> | <i>Actual</i> | <i>Actual</i> | <i>Projected</i> | <i>Proposed</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | |
| Tipping Fees | \$ | 11,227,695 | 12,508,234 | 11,984,512 | 14,255,051 | 15,165,188 | 16,141,436 | 16,420,376 | 16,999,750 | 17,424,744 | 17,860,362 | 18,306,871 | 18,764,543 | 19,233,657 | 19,714,498 |
| Tax Requisition | \$ | 5,000,000 | 5,000,000 | 5,500,000 | 5,500,000 | 5,500,000 | 5,500,000 | 5,500,000 | 5,500,000 | 5,637,500 | 5,778,438 | 5,922,898 | 6,070,971 | 6,222,746 | 6,378,315 |
| Sales Revenues | \$ | 626,030 | 593,120 | 876,647 | 1,051,000 | 1,084,313 | 1,184,250 | 1,184,250 | 1,184,250 | 1,213,856 | 1,244,203 | 1,275,308 | 1,307,190 | 1,339,870 | 1,373,367 |
| Grants | \$ | 62,933 | 62,745 | 18,412 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Utility User Fees | \$ | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Development Cost Charges | \$ | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfer from Operating Reserve | \$ | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) | \$ | 2,956,589 | 2,932,374 | 1,838,346 | 1,140,000 | - | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | | | | | | |
|---|-----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| TOTAL EXISTING OPERATING REVENUE | \$ | 19,873,247 | 21,096,473 | 20,217,917 | 21,951,051 | 21,754,501 | 22,830,686 | 23,109,626 | 23,689,000 | 24,281,100 | 24,888,003 | 25,510,078 | 26,147,705 | 26,801,273 | 27,471,180 |
|---|-----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

| <i>PROPOSED Additional Revenue Needed</i> | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | | | | | | | | | | |
|---|------|------|------|------|------|---------|------|---------|------|---------|------|---------|------|---------|----|---------|----|---------|----|---------|----|---------|----|---------|
| Tipping Fees | | | | | \$ | 280,800 | \$ | 358,200 | \$ | 414,360 | \$ | 585,720 | \$ | 590,760 | \$ | 576,360 | \$ | 569,160 | \$ | 515,160 | \$ | 497,160 | \$ | 497,160 |
| Tax Requisition | | | | | \$ | 109,200 | \$ | 139,300 | \$ | 161,140 | \$ | 227,780 | \$ | 229,740 | \$ | 224,140 | \$ | 221,340 | \$ | 200,340 | \$ | 193,340 | \$ | 193,340 |
| Utility User Fees | | | | | \$ | - | \$ | - | \$ | - | \$ | 80,000 | \$ | 270,000 | \$ | 250,000 | \$ | 230,000 | \$ | 210,000 | \$ | 210,000 | \$ | 210,000 |

| | | | | | | | | | | | | | | | |
|-----------------------------------|-----------|----------|----------|----------|----------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|----------------|----------------|----------------|
| TOTAL PROPOSED NEW REVENUE | \$ | - | - | - | - | 390,000 | 497,500 | 575,500 | 813,500 | 900,500 | 1,070,500 | 1,040,500 | 945,500 | 900,500 | 900,500 |
|-----------------------------------|-----------|----------|----------|----------|----------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|----------------|----------------|----------------|

| EXPENDITURES | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | |
|-----------------------------------|---------------|---------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------|
| <i>Existing Expenditures</i> | <i>Actual</i> | <i>Actual</i> | <i>Projected</i> | <i>Proposed</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | |
| Capital Costs | \$ | 19,164,592 | 618,665 | 2,385,552 | 9,227,753 | 2,776,338 | 3,716,211 | 2,187,513 | 4,859,098 | 908,097 | 517,358 | 288,701 | 2,243,682 | 18,250,000 | 1,000,000 |
| Debt Charges | \$ | 2,053,041 | 2,736,105 | 2,778,361 | 2,756,194 | 2,756,194 | 2,756,194 | 2,756,194 | 2,756,195 | 2,756,194 | 2,756,194 | 2,756,194 | 2,756,194 | 2,756,194 | 2,756,194 |
| Transfer to Reserves | \$ | 3,208,930 | 2,608,549 | 2,174,842 | 2,324,149 | 2,368,158 | 3,089,584 | 2,852,018 | 2,969,831 | 3,112,858 | 3,190,679 | 3,270,446 | 3,352,208 | 3,436,014 | 3,590,694 |
| Support Services | \$ | 885,684 | 999,614 | 1,152,741 | 1,461,306 | 1,532,849 | 1,546,396 | 1,597,525 | 1,648,948 | 1,690,172 | 1,801,206 | 1,915,016 | 2,031,671 | 2,151,242 | 2,205,023 |
| Personnel Costs | \$ | 3,195,887 | 3,192,576 | 3,508,372 | 4,215,491 | 4,646,590 | 4,961,689 | 5,145,708 | 5,336,858 | 5,470,279 | 5,607,036 | 5,747,212 | 5,890,893 | 6,038,165 | 6,189,119 |
| Grants to Other Organizations | \$ | 855,645 | 934,124 | 720,769 | 763,500 | 772,242 | 781,178 | 790,310 | 780,899 | 800,421 | 820,432 | 840,943 | 861,966 | 883,516 | 905,603 |
| Materials, Supplies and Utilities | \$ | 2,241,086 | 2,905,039 | 2,752,536 | 3,010,932 | 2,927,602 | 3,003,049 | 3,080,607 | 3,130,182 | 3,208,437 | 3,288,647 | 3,370,864 | 3,455,135 | 3,541,514 | 3,630,051 |
| Contract and General Services | \$ | 4,288,256 | 5,793,807 | 5,643,721 | 6,782,672 | 6,644,582 | 6,647,280 | 6,842,165 | 7,021,172 | 7,196,701 | 7,376,619 | 7,561,034 | 7,750,060 | 7,943,812 | 8,142,407 |
| Transfer to Other Services | \$ | 5,000 | 5,859 | 5,280 | 71,007 | 71,284 | 10,316 | 10,099 | 9,915 | 10,163 | 10,417 | 10,677 | 10,944 | 11,218 | 11,498 |
| Minor Capital | \$ | 207,344 | 82,454 | 377,641 | 565,800 | 35,000 | 35,000 | 35,000 | 35,000 | 35,875 | 36,772 | 37,691 | 38,633 | 39,599 | 40,589 |

| | | | | | | | | | | | | | | | |
|--|-----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| TOTAL EXISTING OPERATING EXPENDITURES | \$ | 16,940,873 | 19,258,127 | 19,114,263 | 21,951,051 | 21,754,501 | 22,830,686 | 23,109,626 | 23,689,000 | 24,281,100 | 24,888,003 | 25,510,078 | 26,147,705 | 26,801,273 | 27,471,180 |
|--|-----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

| | | | | | | | | | | | | | | | |
|------------------------------------|-----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| TOTAL EXISTING EXPENDITURES | \$ | 36,105,465 | 19,876,792 | 21,499,815 | 31,178,804 | 24,530,839 | 26,546,897 | 25,297,139 | 28,548,098 | 25,189,197 | 25,405,361 | 25,798,779 | 28,391,387 | 45,051,273 | 28,471,180 |
|------------------------------------|-----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

| PROPOSED Expenditures | 2023 | 2024 | 2025 | 2026 | 2027 - Y1 | 2028 - Y2 | 2029 - Y3 | 2030 - Y4 | 2031 - Y5 | 2032 - Y6 | 2033 - Y7 | 2034 - Y8 | 2035 - Y9 | 2036 - Y10 |
|--|---------------|---------------|---------------|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| | | | | <i>Proposed</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> | <i>Estimate</i> |
| New Capital Costs | | | | | \$ 525,000 | | | | | \$ 500,000 | | | | |
| SWMP Strategies | | | | | <i>Year 1</i> | <i>Year 2</i> | <i>Year 3</i> | <i>Year 4</i> | <i>Year 5</i> | <i>Year 6</i> | <i>Year 7</i> | <i>Year 8</i> | <i>Year 9</i> | <i>Year 10</i> |
| 1. Support Reuse | | | | | \$ 105,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| 2. Encourage Repair | | | | | \$ - | \$ 12,500 | \$ 10,500 | \$ 10,500 | \$ 10,500 | \$ 10,500 | \$ 10,500 | \$ 10,500 | \$ 10,500 | \$ 10,500 |
| 3. Education and Outreach | | | | | \$ 40,000 | \$ 40,000 | \$ 65,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 |
| 4. Multi-Family Initiatives | | | | | \$ - | \$ - | \$ - | \$ 25,000 | \$ 100,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| 5. ICI Initiatives | | | | | \$ 10,000 | \$ 10,000 | \$ 35,000 | \$ 218,000 | \$ 170,000 | \$ 200,000 | \$ 100,000 | \$ 125,000 | \$ 100,000 | \$ 100,000 |
| 6. Construction, Renovation and Demo | | | | | \$ 85,000 | \$ 155,000 | \$ 185,000 | \$ 205,000 | \$ 225,000 | \$ 345,000 | \$ 355,000 | \$ 255,000 | \$ 255,000 | \$ 255,000 |
| 7. Equitable Access | | | | | \$ 100,000 | \$ 100,000 | \$ 110,000 | \$ 110,000 | \$ 150,000 | \$ 220,000 | \$ 360,000 | \$ 340,000 | \$ 320,000 | \$ 320,000 |
| 8. Solid Waste Tracking | | | | | \$ 50,000 | \$ 160,000 | \$ 150,000 | \$ 180,000 | \$ 180,000 | \$ 180,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Total PROPOSED Operating Expenses | | \$ - | \$ - | \$ - | \$ 390,000 | \$ 497,500 | \$ 575,500 | \$ 813,500 | \$ 900,500 | \$ 1,070,500 | \$ 1,040,500 | \$ 945,500 | \$ 900,500 | \$ 900,500 |
| TOTAL PROPOSED NEW EXPENDITURES | \$ - | \$ - | \$ - | \$ - | \$ 915,000 | \$ 497,500 | \$ 575,500 | \$ 813,500 | \$ 900,500 | \$ 1,570,500 | \$ 1,040,500 | \$ 945,500 | \$ 900,500 | \$ 900,500 |
| | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
| ALL Capital Expenditures | \$ 19,164,592 | \$ 618,665 | \$ 2,385,552 | \$ 9,227,753 | \$ 3,301,338 | \$ 3,716,211 | \$ 2,187,513 | \$ 4,859,098 | \$ 908,097 | \$ 1,017,358 | \$ 288,701 | \$ 2,243,682 | \$ 18,250,000 | \$ 1,000,000 |
| ALL Transfer from Reserves | | | | \$ 9,227,753 | \$ 3,301,338 | \$ 3,716,211 | \$ 2,187,513 | \$ 4,859,098 | \$ 908,097 | \$ 1,017,358 | \$ 288,701 | \$ 2,243,682 | \$ 10,600,000 | \$ 1,000,000 |
| Debt Funding | | | | | | | | | | | | | \$ 7,650,000 | |
| ALL Operating Revenue | \$ 19,873,247 | \$ 21,096,473 | \$ 20,217,917 | \$ 21,951,051 | \$ 22,144,501 | \$ 23,328,186 | \$ 23,685,126 | \$ 24,502,500 | \$ 25,181,600 | \$ 25,958,503 | \$ 26,550,578 | \$ 27,093,205 | \$ 27,701,773 | \$ 28,371,680 |
| ALL Operating Expenditures | \$ 16,940,873 | \$ 19,258,127 | \$ 19,114,263 | \$ 21,951,051 | \$ 22,144,501 | \$ 23,328,186 | \$ 23,685,126 | \$ 24,502,500 | \$ 25,181,600 | \$ 25,958,503 | \$ 26,550,578 | \$ 27,093,205 | \$ 27,701,773 | \$ 28,371,680 |

Schedule D — Implementation Schedule of Actions and Strategies

CSWM Strategy Implementation Plan

| | | Prelim. Work | Year | | | | | | | | | |
|---|---|-----------------|------|---|---|---|---|---|---|---|---|----|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| STRATEGY 1: Support Reuse | | | | | | | | | | | | |
| 1 | Within the CSWM continue to advocate and promote donations to existing reuse establishments | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 2 | Partner with a local non-profit to pilot collection of reuse items at CVWMC to divert materials from landfill | | ■ | | | | | | | | | |
| 3 | Financially support island and remote share sheds where volunteers or the local municipality can construct, operate and staff the share sheds | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| STRATEGY 2: Encourage Repair | | | | | | | | | | | | |
| 4 | Maintain current Repair Café support | | | | | | | | | | | |
| 5 | Implement a grant program to support local Repair Café event coordination | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 6 | Develop Repair Café toolkits including basic supplies to facilities and streamline the coordination of events | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 7 | Advocate for the right to repair at the provincial and national level | | | | | | | | | | | |
| STRATEGY 3: Encourage Waste Diversion through Increased Education and Outreach | | | | | | | | | | | | |
| 8 | Maintain current education and engagement levels throughout the school districts and at regional events | | | | | | | | | | | |
| 9 | Increase education, outreach and communications capacity to engage with more sectors and provide regionally specific content | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 10 | Establish mobile waste source separation equipment to improve waste diversion at community events | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| STRATEGY 4: Improve Multi-family Waste Reduction and Diversion | | | | | | | | | | | | |
| 11 | Implement requirement for adequate space for waste collection in new buildings | ■ | | | | | | | | | | |
| 12 | Increase education and outreach to multi-family residents | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 13 | Expand organics collection to multi-family homes to increase diversion | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| STRATEGY 5: Improve ICI Waste Reduction and Diversion | | | | | | | | | | | | |
| 14 | Continue to advocate for increased stewardship support to improve accessibility to recycling programs and expand materials covered under EPR for the ICI sector | | | | | | | | | | | |
| 15 | Use policy and education to incentivize waste minimization and diversion [Disposal to Landfill Bans and Mandatory Source Separation] | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 16 | Support businesses to reduce waste through education and collaboration | | | ■ | | | | | | | | |
| 17 | Provide ongoing technical assistance to businesses and organizations | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 18 | Enhance operations to promote diversion and cost recovery | | | | | | | | | ■ | ■ | ■ |
| 19 | Civic Site Waste Minimization and Diversion | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |

CSWM Strategy Implementation Plan

| | | Prelim. Work | Year | | | | | | | | | |
|---|--|-----------------|------|---|---|---|---|---|---|---|---|----|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| STRATEGY 6: Improve CRD Reduction and Diversion | | | | | | | | | | | | |
| 20 | Present policy recommendations to local governments to require a pre-demolition assessment to identify the opportunity for relocation or deconstruction of a building | | | | | | | | | | | |
| 21 | 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 | | | | | | | | | | | |
| 22 | Provide a financial incentive for projects choosing to deconstruct instead of demolishing a building to promote reuse and waste salvage | | | | | | | | | | | |
| 23 | Support local governments to implement expedited relocation, deconstruction, & move-on permits to promote reuse & waste salvage | | | | | | | | | | | |
| 24 | Engage with other jurisdictions on cross-regional solutions | | | | | | | | | | | |
| 25 | Develop educational tools and resources to support on-site material management at CVWMC | | | | | | | | | | | |
| 26 | Implement material separation of mixed material loads at CVWMC | | | | | | | | | | | |
| STRATEGY 7: Support Equitable Access to Services | | | | | | | | | | | | |
| 27 | Review the Convenience Level Standard & pursue development of depots/events to meet necessary access requirements | | | | | | | | | | | |
| 28 | Increase density of publicly funded depots & provide user pay bag-drop off for residents without collection service | | | | | | | | | | | |
| 29 | Introduce mandatory waste generator source separation bylaw | | | | | | | | | | | |
| 30 | Implement regional garbage and recycling collection for households through a contractor | | | | | | | | | | | |
| STRATEGY 8: Advance Solid Waste Tracking | | | | | | | | | | | | |
| 31 | Implement waste facility licensing for all facilities except public-facing facilities with no diversion targets | | | | | | | | | | | |
| 32 | Implement waste hauler licensing | | | | | | | | | | | |
| 33 | Adopt the hauler incentive model | | | | | | | | | | | |

| |
|--|
| Implementation or start of action, one time costs often included here. |
| Ongoing action, or work in support of action development with cost implications. |
| Ongoing benefit from action, with limited cost implications. |

Schedule E — Proposed Bylaws

Potential Sections

SCHEDULE E: PROPOSED BYLAWS POTENTIAL SECTIONS

Mandatory Waste Source Separation Bylaw

- Definitions
- Interpretation
- General
- Waste generator requirements
- Inspections and investigations
- Offences and penalties
- Severability

Waste Hauler Licencing Bylaw

- Definitions
- General
- Hauler licence requirements
- Hauler license applications
- Hauler license issuance and refusal
- Licencee reporting
- Fees
- Transition
- Inspection
- Records
- Disposal Levy
- Licence suspension and cancellation
- Offences
- Expiry

Waste Facility Licencing Bylaw

- Definitions
- Interpretation
- Facilities requiring licences
- Facility licence application
- Facility operating requirements
- Codes of practice
- Illegal dumping
- Amendments
- Security and risk insurance
- Operating plans
- Fees and monthly statements
- Duty to report
- Investigation, inspection and records
- Suspension and cancellation
- Offences and penalties
- Appeals
- General

Solid Waste Collection Service Bylaw

- Definitions
- Interpretation
- Curbside collection area
- Unserviceable premises
- Service level requirement
- Duties of owner and occupiers
- Litter management
- Agreements and subcontracts
- Rates for providing service
- Right of entry
- Violations and penalties
- Board policies to govern the collection service
- Severability
- Transition period

**Schedule F — Plan Monitoring Advisory Committee
(PMAC) Draft Terms of Reference**

Plan Monitoring Advisory Committee (PMAC) Draft Terms of Reference

Purpose

The purpose of the CSWM Plan Monitoring Advisory Committee (PMAC) is to provide input, from a variety of perspectives, on the implementation of the Solid Waste Management Plan (Plan).

In accordance with the Ministry of Environment's Guide to the Preparation of Regional Solid Waste Management Plans, the PMAC's mandate is to advise the CSWM on all matters involving monitoring the implementation of the Plan and evaluating its effectiveness. There is a desire for continuity between the PMAC and the Regional Solid Waste Advisory Committee, the single public and technical advisory committee that was integral in the development of the Plan.. The PMAC should reflect the geography, demography and political organization of the plan area and balance technical and non-technical interests. The CSWM Board remains the final authority on decisions, but the PMAC will report to the Board on Plan implementation progress and provide recommendations. The PMAC will remain in existence for the duration of the approved Plan.

Roles and Responsibilities

In accordance with the Ministry of Environment and Climate Change Strategy's Guide to the Preparation of Regional Solid Waste Management Plans, a single public and technical advisory committee will act as a "sounding board" of community interests. It will provide advice to the CSWM Board and staff on the implementation of the Plan.

- Provide advice on the delivery of programs under the Plan;
- Review information related to implementation of the Plan, including waste quantities, populations, and diversion rates for each plan component;
- Advise on each major plan review, which will occur every five years;

- If requested by the Board, provide recommendations regarding disputes arising during implementation of the plan that pertain to:
 - Interpretation of a statement of provision in the plan; or
 - Any other matter not related to a proposed change to the actual wording of the Plan or an operational certificate;
 - Advise on the adequacy of proposed public consultation in matters affecting the public related to Plan implementation; and
 - Review and provide feedback on regular reporting regarding Plan execution or diversion.
- Evaluate programs and policies through a lens that they be in the best interests of all residents of the CSWM, balancing both community and industry needs, as well as technical and operational limitations.

The PMAC is a monitoring and advisory body. Operational troubleshooting and inter-municipal staff coordination are handled through the separate CSWM Collaboration Forum to ensure the PMAC remains focused on high-level Plan performance.

The PMAC's role is to advise the CSWM Board. No votes will be held to determine the group's position on issues or recommendations to the Board. Where consensus exists, it will be noted; minority opinions will be considered to have merit and will be noted.

Term

Membership on the PMAC is for a term of two years, with the opportunity for up to two additional terms. Interested members may apply for reselection at the end of their term. Technical membership from municipalities may be exempt from the term limitation due to staff availability. Members should be staggered so that not all terms expire in the same year.

Lack of attendance may result in the revocation of a member's membership at the discretion of the Board. If a member:

- Misses three consecutive meetings without prior notification to the Chair, their position may be deemed vacant, or
- Resign from the PMAC.

Their position will be filled by invitation and with the Board's approval.

Composition and Chair

1. The Chair and Vice Chair of the CSWM Board will be the Chair and the Vice Chair of PMAC.
2. The CSWM will provide a Recording Secretary to maintain formal minutes.
3. Appointed Members:

General Membership: The PMAC membership will be selected to represent a broad sector of those interested in solid waste management in our community, including individuals and organizations.

- Public Advisory Members – up to six members:
 - One member of the public residing in the City of Campbell River;

- One member of the public residing in either the City of Courtenay, the Town of Comox or the Village of Cumberland;
- Two members residing in the Strathcona Regional District (excluding the City of Campbell River); and
- Two members residing in the Comox Valley Regional District (excluding the City of Courtenay, the Town of Comox or the Village of Cumberland).
- *Technical Advisory Members* – up to twelve members:
 - One person involved in the operation of solid waste facilities;
 - One person with experience in the collection of solid waste;
 - One person with experience in public education relating to solid waste;
 - One person with experience in recycling or organics management;
 - One member of a local non-profit group with interests in solid waste;
 - One union member of the CVWMC staff, and
 - Up to 4 members of local government staff, and alternates (Members of the CSWM Collaboration Forum are encouraged to participate here to ensure technical continuity between the two bodies).

First Nations Membership – up to ten members: Representatives of the ten First Nations with community members within our CSWM area who are our partners in achieving our diversion goals will be invited to participate in committee meetings at their preference through a representative or designated alternate of their choosing. Their participation is in addition to selected committee members, and they will not be required to attend meetings to maintain their status on the PMAC, with the understanding that representatives may choose not to attend, or not be able to attend all meetings. The First Nations to be invited to each send one representative at a time to the PMAC are:

- Ehattesaht/Chinehkint First Nation;
- Homalco First Nation;
- Ka:'yu:'k't'h'/Che:k:tles7et'h' First Nations;
- Klahoose First Nation;
- K'omoks First Nation;
- Mowachaht/Muchalaht First Nation;
- Nuchatlaht Tribe;
- Tlowitsis First Nation;
- We Wai Kai First Nation; and
- Wei Wai Kum First Nation.

Selection Process

Public advisory PMAC members (excluding First Nations representatives, technical advisory members, Chair and vice-chair) will be filled through a public call for applications. Selection of members will

attempt to create a committee with a balance of representation geographically, demographically, and with a variety of perspectives and experience, lived or technical, as it relates to solid waste.

Committee members will be appointed by the CSWM Board of Directors (the Board) through an application process. Applicants will be reviewed by CSWM staff, and a full list of respondents and rationale for each of the recommended committee members for selection will be provided to the Board.

Non-government technical advisory members will be invited to complete an application summarizing their experience and role, and will be appointed by the Board. First Nations members will be designated by their respective Nation.

Meetings and Administration

The following outlines the meeting structure, frequency, and administrative procedures for the PMAC:

- The PMAC will meet one or two times per year, once the Plan has been approved, with a provision for workshops or other presentations at the PMAC's discretion;
- Meeting dates and times will be determined by the Chair and vice-chair in consultation with CSWM staff and committee members, and will be scheduled at intervals relevant to the implementation of the Plan;
- Meetings may be held during business hours, or weekday evenings as needed;
- The Chair and vice-chair will draft meeting agendas and coordinate meeting materials with CSWM staff, which will be circulated to the PMAC in advance of meetings;
- Members will provide advance written notice to the Chair. Alternates will only be available for the Chair and Vice-Chair roles, which will be appointed by the Board;
- The meetings will be structured to encourage dialogue and collaboration on relevant issues within the constraints of the planned agendas;
- Meeting minutes and action trackers will be kept for each meeting. Minutes shall not reflect the names of individual speakers or their stance on issues; rather, they shall reflect the issues discussed, significant points of view on the issues and the resolutions or actions to be taken;
- Meetings will be held virtually or in person at Comox Valley Regional District offices located at 770 Harmston Avenue, Courtenay, BC. If unable to attend a meeting in person, a member may participate via teleconference or videoconference unless in-person attendance is deemed necessary, for example, for tours of facilities;
- A meeting quorum will be 50%+1 of public and technical advisory members. First Nations members will not count towards obtaining a quorum;
- Meetings will be open to any individual who wishes to observe the discussions either in person or through videoconference. However, only committee members will be provided standing to participate in the discussion. Non-members may request an opportunity to present to the PMAC through two weeks advance written submission for consideration by the Chair and vice-chair;
- The PMAC may invite groups and subject matter experts to present and provide advice and feedback on specific agenda items, at the discretion of the Chair and vice-chair;
- All committee agendas will be published and publicly available in advance of meetings, and presentations and meeting minutes posted thereafter on the CSWM website;

- CSWM staff or designate will coordinate the venue and meeting logistics, invitations, notetaker, refreshments, and all requests received for the PMAC; and
- The PMAC will act in accordance with the CVRD Board Code of Conduct.

Honorarium

In acknowledgement of the volunteer nature of the representatives on the PMAC from the First Nations and public, and to encourage participation through to the end of the process, Public Advisory members and First Nations committee members will be entitled to claim an honorarium of \$125 per PMAC meeting. The amount of the honorarium will increase by the BC consumer price index for the prior year beginning in January of the year following initiation. Committee members will be required to submit a claim in writing or via email to receive the honorarium.

In recognition of the fact that some members will incur more travel time than others to attend a meeting, each technical, public or First Nations PMAC member who attends a duly authorized PMAC meeting or facility tour which requires attendance in person, and is convened more than 60 kilometers distance or one-hour travel time, one way, from the member's home shall be paid \$20 for each hour of travel to attend the meeting in accordance with schedule 'E' of CVRD Bylaw No. 236. Costs for ferry travel, or water taxis, will also be eligible for reimbursement with receipts. Committee members will be responsible for all other travel expenses.

Code of Conduct

This code is intended to serve as a framework to guide the spirit and intent of how Members are expected to deliver on the PMAC purpose, objectives, and intent in an ethical and respectful manner.

Respect and Collaboration: Discussions and debates shall take place in an atmosphere of mutual respect and solutions-oriented collaboration, recognizing the value of different perspectives and seeking to understand the interests and needs of all affected parties.

Transparency: It is expected that all members speak honestly and transparently, engaging in good faith dialogue and sharing information openly to encourage fact-based dialogue.

Treatment of other Members: Members of the PMAC have a duty to treat other members with respect during meetings. Specifically, members have a duty to avoid:

- i. Disrupting meetings by making continual interruptions or whispered asides;
- ii. Making offensive, derogatory, or abusive remarks directed at other members or attendees;
- iii. Making statements to the PMAC known to the member to be false;
- iv. Disputing the motives of other members or supporting staff;
- v. Ignoring the legitimate direction of the Chair; and
Acting to discriminate, intimidate, harass, or verbally abuse other members of the committee.

Conflict of Interest: Committee members must declare any conflicts of interest, real or perceived, at the outset of the process or as soon as it becomes known to the member. The member involved should excuse themselves from proceedings that relate to the conflict unless explicitly requested to speak.

Members who object to the behaviour of another member, as identified in this code of conduct, are asked to identify their concerns immediately to the Chair.

Administration

Administrative matters related to the PMAC will be conducted by CSWM staff. Direct meeting expenses, such as costs related to the provision of a meeting facility, snacks, beverages, photocopying and other related activities, will be covered and coordinated by CSWM Staff. Any additional funding for special projects or studies requested by the PMAC is subject to CSWM Board approval.

Membership Dismissal

Members must recognize the importance of their commitment through active participation, regular attendance and adherence to the Terms of Reference. The following are potential reasons for membership dismissal:

- A public advisory committee member failing to attend three or more consecutive meetings; or
- Lack of adherence to the Terms of Reference, specifically including the CODE OF CONDUCT, and MEDIA PROTOCOL.

At the agreement of both the Chair and Vice Chair, members who have committed one or more of the potential reasons for losing membership may be dismissed from the PMAC by way of written notification. The dismissed member is ineligible for reinstatement at a future call for membership.

Membership Resignation

Members wishing to resign from the PMAC membership should provide written notice of their intent to resign, including the effective date of their resignation, addressed to the Chair.

Media Protocol

Individual Committee members will not speak on behalf of the PMAC unless it has been approved by the Chair in advance. Media releases and interviews will typically be directed to the CSWM Senior Manager. For high profile issues, the role of spokesperson rests with the CSWM Board Chair. On technical matters or in cases where an initiative is still at the staff proposal level, a CSWM staff member is an appropriate spokesperson

**Schedule G — Plan Dispute
Resolution Procedures**

Schedule G: Plan Dispute Resolution Procedures

The parties will make all reasonable efforts to attempt to resolve the dispute in an amicable manner without outside intervention. The province does not become involved in resolving or making a decision in a dispute. The initiating party shall address their dispute in writing to the Chair of the CSWM Board and shall state the details of the dispute and the remedy requested.

This dispute resolution process may apply during the Plan development as well as to the following types of conflicts that could arise during the Plan implementation:

1. Administrative decisions made by regional district staff;
2. Interpretation of a statement, bylaw, policy or provision in the Plan; and
3. Any other matter not related to a proposed change to the wording of the Plan or an OC.

The following principles will be followed:

- i. The parties will make all reasonable efforts to attempt to resolve the dispute in an amicable manner without outside intervention;
- ii. Disputes will be attempted to be resolved as early and at the lowest administrative level as possible; every effort will be made to avoid disputes requiring a formal resolution process;
- iii. The formal process is not intended to deal with inconsequential or frivolous disputes;
- iv. The cost of mediation or adjudication will be shared by the parties to the dispute
- v. Information or data related to the dispute will be shared by the parties; and
- vi. Rules of confidentiality and freedom of information will apply.

| | |
|--------------------|---|
| Negotiation | <ul style="list-style-type: none"> • Parties involved in the dispute make all efforts to resolve the dispute on their own through non-facilitated communication. If necessary, the parties will provide each other with a written summary of their position and any relevant supporting documentation. • Parties may make use of a facilitator. |
|--------------------|---|

| | |
|--|---|
| <i>If this is unsuccessful</i> | |
| <p>Plan Monitoring Advisory Committee (if appropriate)</p> <p><i>If this is unsuccessful</i></p> | <ul style="list-style-type: none"> • Parties involved in the dispute will have the opportunity to speak to the Committee. • The Committee will review, consider and provide recommendations to the Board. |
| <p>Board</p> <p><i>If the Board is unable to settle the dispute</i></p> | <ul style="list-style-type: none"> • Parties involved in the dispute will have the opportunity to speak to the Board. • The Board will receive recommendations from the Committee and settle the dispute; or, recommend mediation. |
| <p>Mediation</p> <p><i>If this is unsuccessful</i></p> | <ul style="list-style-type: none"> • A neutral, impartial third-party facilitator who is acceptable to all the parties to the dispute will be selected. Using appropriate mediation techniques, the facilitator will attempt to develop a solution which satisfies all parties. The facilitator has no decision-making authority. If the parties cannot agree on a mediator, the matter shall be referred to the BC Mediation Roster Society or equivalent roster organization for the selection of a mediator. • All efforts will be made to reach an agreement through mediation. • Costs of mediation are shared by the parties in dispute. |
| <p>Independent Arbitrator</p> | <ul style="list-style-type: none"> • If the dispute cannot be resolved by a mediator, the matter will be referred to arbitration, and the dispute will be arbitrated in accordance with the <i>Local Government Act</i> or <i>BC Commercial Arbitration Act</i>. A neutral, impartial third-party arbitrator who is acceptable to all the parties in the dispute will be selected. • The arbitrator hears each party's evidence and arguments and shall make a final, binding decision. • Costs for arbitration shall be apportioned at the discretion of the arbitrator |

APPENDICES

Appendix 1 — Amendments to Guiding Principles

Comox Strathcona Waste Management Solid Waste Management Plan

Guiding Principles

The Regional Solid Waste Advisory Committee (RSWAC) reviewed the guiding principles provided in the Ministry of Environment and Climate Change Strategy's (Ministry) *A Guide to Solid Waste Management Planning*. The RSWAC proposed the following modifications in support of local context to the Ministry's guiding principles with the additions **BOLDED in BLUE** and deletions **STRUCKOUT in RED**.

1. Promote **and support** zero waste approaches and support a circular economy **in urban and rural areas**.

Rationale

- To provide the resources necessary to promote zero waste efforts
 - To reflect the regional differences in CSWM vast geography.
2. Promote the first 7 ~~3~~ Rs (**Refuse, Rethink, Redesign**, Reduce, Reuse, **Repair** and Recycle).
Rationale

- To reflect and elevate the importance of waste prevention by prioritizing refuse, rethink, redesign and repair prior to disposal.

3. Maximize beneficial **and best** use of waste materials, and manage residuals appropriately.
Rationale

- To reflect the 'best' use of resources.

4. Support polluter and user-pay approaches and manage incentives to maximize behaviour outcomes.

No change

5. Prevent organics and recyclables from going into the garbage ~~wherever practical~~.

Rationale

- The term "wherever practical" implies practical limitations or constraints that could prevent the complete implementation of an organics and recycling ban at the landfill. While it is understood absolute adherence may not always be realistic, it is important to emphasize the importance of making genuine efforts to fulfill the intended objective of removing these two important waste streams from final residual disposal at the landfill.

6. Collaborate with other regional districts, **municipalities, First Nations, services providers, institutions and associations both private and public** ~~wherever practical~~.

Rationale

- To reflect the need to collaboration with all stakeholders and our first nation partners to support the most efficient and effective overall municipal solid waste system. See above for the rationale for removal of “wherever practical”.
7. **Build and support** ~~Develop~~ collaborative partnerships ~~with interested parties~~ to achieve regional targets set in plans”

Rationale

- Recognizing the CSWM service has existing partnerships in the solid waste, compost and recycling arena, it is important to continue to foster and provide the necessary support to build on these relationships.
8. ~~Level the playing field~~ **Strive for equity** within regions for private and public solid waste management facilities **to achieve or exceed regional targets set in plans**

Rationale

- Removal of the sports analogy and replacing with everyday language with the aim to use language that is more relatable and accessible to a broader audience, allowing for clearer comprehension.
 - Added language to reflect regional targets for greater accountability.
-

Goals

1. To support regional circular economy approaches, and to work towards a goal of zero waste.
2. To reduce and remediate environmental impacts from solid waste management activities.
3. To reduce greenhouse gas emissions and to pursue beneficial use of landfill gas.
4. To responsibly manage waste, and to minimize the amount of residual waste in landfills.
5. To have informed residents, businesses and community partners empowered to participate effectively and consistently in proper waste management practices. To use CSWM enforcement powers when necessary.
6. To ensure that the CSWM solid waste services are financially sustainable and delivered equitably across the region, recognizing and leveraging the unique challenges and cultures of our rural and remote communities.

**Appendix 2 — Compilation of Technical Planning
Reports
(deferred to later submission)**

Appendix 3 — Participants in the Planning Process

Appendix 3 Plan Development Participants

Support for community consultation efforts was provided by many partners along the way including:

- Comox Valley Regional District communications staff;
- Strathcona Regional District First Nations Liaison staff;
- Trapeze Communications Inc.;
- Tavola Strategy Group;
- Let's Talk Trash;
- Global Affinity Communications Inc.; and
- Zinc Communication Strategies.

Preparation of technical reports was undertaken by CSWM staff with support from contracted experts in their respective fields and presented to the RSWAC and CSWM Board of Directors. The following experts were collaborators in the generation of strategies and actions to reduce waste in the region:

- Let's Talk Trash, Abby McLennan;
- Lighthouse, Gil Yaron;
- Larry Gardner;
- Tamara Shulman and Associates, Meimee Consulting inc.;
- Tetra Tech, Wilbert Yang; and
- Stantec, Veronica Bartlett and Alex Velsink.

Stantec (then Morrison Hershfield) staff were contracted in 2025 to support the compilation of all of the initiatives identified and work with the RSWAC and Board to short-list strategies and actions to bring forward to the public.

Appendix 4 — Summary of Plan Consultation (deferred to later submission)

Appendix 5 — Summary of First Nations Outreach (deferred to later submission)

Appendix 6 — Emergency Debris Management

Appendix 6: Emergency Debris Management

An emergency disposal agreement was in place for the qathet Regional District (qRD) to have the CSWM assist in the event of a disruption to their waste disposal system, which relies on exporting waste to out of region (United States) landfills. The CSWM Board previously entered into an agreement with the qRD on October 27, 2016, to accept their waste in the event of an emergency for a term of five years, but has since expired.

A debris generating emergency is rare and usually related to some form of natural disaster. In the case of the qRD contingency agreement, an emergency is defined as a significant occurrence with circumstances outside the control of the qRD's third party disposal which render the company unable to provide service under its contract, including events such as the closing of the United States border, terrorist attacks and embargos. An agreement like this may be reconsidered by the Board in the future. Conversely, the CSWM will consider the identification of an emergency disposal facility in the event that the CVWMC is not accessible or operating, as the reliance on this regional disposal facility is significant.

As part of the preliminary development of the Disaster Debris Management Plan, staff are exploring a reciprocal contingency service agreement for solid waste disposal with the Regional District of Nanaimo (RDN) to provide an alternate disposal option in the event that access to the CVWMC is impeded. Subject to approval from both Boards, such an agreement could reduce risk for both regions by creating redundancy for MSW disposal while minimizing transportation.

Appendix 7 — Timeline of CSWM Landfill Closures and Expansion

Appendix 7: Timeline of CSWM Landfill Closures and Expansion

The regional landfill in Cumberland, the Bevan Landfill, is a modern landfill with groundwater protection, leachate treatment and landfill gas collection. This landfill is estimated to support the management of residual waste for the region until 2052. This estimated lifespan of the approved cells one, two and three of the Bevan Landfill is based on the status quo diversion, filling rate and population growth estimates. Filling of cell 3 is anticipated to begin in 2037 in advance of cell 2 reaching capacity in 2039.

The following is the estimated timing of works to be completed in remote communities across the region to close landfills and upgrade facilities to support the shipment of waste and recyclables out of region. These timelines are subject to change due to fluctuations in waste volumes, operational need or available resources.

- Zeballos – 2028 transfer station online, 2029 landfill closed
- Gold River – 2029 transfer station online, 2030 landfill closed
- Tahsis - 2030 transfer station online, 2031 landfill closed

770 Harmston Avenue, Courtenay, BC V9N 0G8
Tel: 250-334-6000 Fax: 250-334-4358
Toll free: 1-800-331-6007
www.comoxvalleyrd.ca



File: 5360-30

March 27, 2026

Sent via email only

City of Campbell River
City of Courtenay
Town of Comox
Village of Cumberland
Village of Sayward
Village of Gold River
Village of Tahsis
Village of Zeballos
Strathcona Regional District

Dear Mayors and Councils / Chair and Board:

Re: Draft Solid Waste Management Plan

The Comox Strathcona Waste Management (CSWM) service is updating its Solid Waste Management Plan (the Plan) to meet provincial requirements and better address the region's evolving waste needs. After extensive engagement with community members, staff and experts over the past few years, we are pleased to share a key milestone, the draft Solid Waste Management Plan. The CSWM board adopted the following resolutions at its March 5, 2026, meeting:

THAT the report dated February 26, 2026, regarding the draft language for the Solid Waste Management Plan renewal for the final stage of the Solid Waste Management Plan process, in preparation for public and First Nations consultation prior to submission to the Ministry of Environment and Parks this summer be received.

The Comox Strathcona Waste Management service area is located in the Coast Salish, Kwakwaka'wakw, and Nuu-chah-nulth territories.

THAT the Comox Strathcona Waste Management Board approve the draft Solid Waste Management Plan for final public and First Nations consultation (step 4), as presented in the staff report dated February 26, 2026.

As part of our preparation for submission to the Minister of Environment and Parks CSWM is requesting your council review the draft Plan (enclosed).

We are requesting the opportunity to have CSWM staff attend an upcoming council / board meeting to present and discuss the contents of the Plan and remaining steps towards approval, in order to ensure clarity of content and procedure, and to better facilitate this request. Please contact Krista Robertson, CSWM@comoxvalleyrd.ca and let us know if your council / board is interested, and we will coordinate a date and time for an online or in-person presentation.

Following the presentation, CSWM will be following up in May 2026 with a request to provide your support of the Plan by way of council resolution.

For general information on the Plan background and planning process please visit engagecomoxvalley.ca/swmp. If you have any questions regarding the content of the Plan, please reach out to Sarah Willie, Manager of Solid Waste Planning and Policy Development, by email at swillie@comoxvalleyrd.ca or by telephone at 250-334-6065.

Sincerely,



M. Baker
Co-Chair, RSWAC



W. Cole-Hamilton
Co-Chair, RSWAC

Enclosure: CSWM Solid Waste Management Plan Draft

cc: Vivian Schau, Senior Manager of CSWM Services
Sarah Willie, Manager of Solid Waste Planning and Policy Development

From: [CAO Sayward](#)
To: [CAO Sayward](#)
Subject: FW: Island Coastal Economic Trust — Letter of Support
Date: Friday, April 17, 2026 7:19:26 PM

From: Brodie Guy <brodie@islandcoastaltrust.ca>

Date: Tuesday, March 24, 2026 at 10:08 AM

To: mayor@saywardvalley.ca; cao@saywardvalley.ca

Subject: Island Coastal Economic Trust — Letter of Support

Good morning Mayor Baker and Andrew,

We are at a pivotal moment for local economies across Vancouver Island and coastal communities — and the voice of your community matters.

Local leaders who govern Island Coastal Economic Trust are working to support the Province of British Columbia to advance a once-in-a-generation opportunity to modernize the Trust with a strategic investment to shape economic development across our region for decades. A brand-new [Independent Legislative Review — A Case For Change](#) — provides a compelling, evidence-based case for this change, identifying strategic investment as the essential foundation for modernizing the Trust and advancing co-governance with First Nations. This is something local governments and First Nations have sought since the Trust started, and now, enabling new legislation is being developed by the Ministry of Jobs and Economic Growth.

We are requesting the support of your council in this defining moment in Trust's history. Attached is a template letter for your council to consider sending to Minister Ravi Kahlon. At the Regional Advisory Committee meetings of the Trust, elected leaders encouraged each other to copy your local MLAs and, where possible, coordinate a joint letter with neighbouring councils, First Nations, and/or regional districts to amplify the message. Please feel free to adapt the template with stories and examples specific to your community — the Minister needs to hear the human and local economic impact of this work in your own words.

This advocacy builds on real momentum. Throughout early 2026, community leaders have engaged MLAs directly, building on recommendations from over 30 First Nations governments who contributed to the [First Nations Strategic Recommendations Report](#) — which is now actively informing the development of new legislation. Together, governments across our region have built a strong foundation. But the window is open now: legislative and investment decisions will be made in the months ahead, and elected voices like yours are essential to advancing this vision that is shared among local governments and First Nations.

Please reach out directly if I can support you in any way — I am ready to assist

immediately.

With gratitude,
Brodie

BRODIE GUY

CEO

250.871.7797



As we work toward inclusive and resilient economic futures, we do so with a deep appreciation for the histories, contributions, and rights of the Kwakwaka'wakw/Bakwam'kala, Ligwida'xw, Pəntl'áč, She shashishalhem, Hul'q'umi'num', diitid?aatx□, SENĆOŦEN, Skwxwú7mesh, Lekwungen, and T'Sou-ke speaking peoples.

From: [Ana Costa](#) on behalf of [Matt Pitcairn](#)
To: [CFO](#)
Subject: Partnering for a Stronger Future - BC Road Builders" 2026 Strategic Plan
Date: Wednesday, April 15, 2026 1:36:25 PM
Attachments: [Strategic Plan 2026.pdf](#)

Dear [REDACTED]

As the [BC Road Builders and Heavy Construction Association](#) celebrates its 60th anniversary, we are proud to continue representing the interests of more than 320 road building, heavy construction, and maintenance firms across British Columbia.

It is part of our mission to be the voice of our member companies on key industry topics and issues, and to support alignment between all levels of government and key stakeholders. I am reaching out to share our 2026 Strategic Plan. Our focuses in the coming year include:

- Enable Increased, Predictable and Efficient Infrastructure Delivery
- Build and Maintain a Strong, Safe, and Future-Ready Workforce
- Lead an Innovative, Data-Informed, and Connected Industry

In support of these priorities, we will be advancing several initiatives in 2026, including:

- [The RoadShow: Operator Classroom](#), now offering training for snowplow, tractor trailer, and more than 12 types of heavy equipment using cutting-edge simulator technology, delivered at your location, anywhere in the province.
- [Honour the Work](#), distributing STEAMS kits to introduce students in Grades K to 5 to skilled trades and AEC careers, helping inspire the next generation of road builders.
- [The BC CleanRoads Innovation Program](#), designed to reduce the industry's carbon footprint through a sector-wide carbon credit initiative.
- [Provincial Response and Emergency Program \(P.R.E.P.\) Book](#), a resource that provides critical contacts and support information for use during natural disasters and other major events.
- [2026-2027 Blue Book](#), the province's Equipment Rental Rate Guide.

As we all work together to ensure economic growth that benefits our province and its communities, and to ensure that infrastructure is built to withstand the needs of today and the challenges of the future, we welcome the opportunity to discuss our 2026 Strategic Plan in more detail and encourage you to [contact our office](#) to set up a meeting.

Sincerely,

Matt Pitcairn

Matt Pitcairn | President

BC Road Builders & Heavy Construction Association

Suite 307, 8678 Greenall Avenue | Burnaby, BC V5J 3M6

[REDACTED]
[Association](#) | [Events](#) | [Benefits](#) | [Training](#)

STRATEGIC PLAN

2026

The BC Road Builders & Heavy Construction Association is the recognized advocate for investment in resilient core infrastructure that creates economic growth, strong communities and a sustainable environment.



100,000+

**Member Employees in
BC Communities**

4,980

**Bridges
Connecting**

75,000+

**Pieces of
Construction Equipment**

47,000

**KM of
BC Highway**



GOAL 01

ENABLE INCREASED, PREDICTABLE AND EFFICIENT INFRASTRUCTURE DELIVERY

Champion sustained, transparent infrastructure investment and delivery models through mutual meaningful collaboration with owners and stakeholders, that enable nation-building infrastructure, improve cost certainty, reduce risk, and maximize value for owners and communities.



1

Advocate for clear, multi-year infrastructure pipelines across maintenance, bridge, grading, paving, and major projects, supporting workforce stability, long term industry investment, and improved public and stakeholder understanding of the value of sustainable and increased infrastructure investment.

2

Advance procurement practices that improve fairness and outcomes, such as pre-qualification, early contractor involvement, alternate delivery models, and consistent Indigenous procurement approaches.

3

Promote efficient project delivery by reducing red tape, regulatory delays, supporting standardized review timelines, and encouraging digital and model-based design, aligned with the Province's focus on streamlined permitting and driven by the Culture for Success relationship guiding principles.

4

Promote the benefits of stakeholder accountability and champion enforceable risk sharing mechanisms to fairly allocate tariffs inflation and market volatility impacts, protecting stable and competitive infrastructure delivery in an uncertain economic environment.

Canada's construction industry employs over 1.6 million people. In British Columbia, it supports more than 250,000 jobs, pays \$20.5 billion in wages, and accounts for nearly 10% of the provincial economy.



GOAL 02

BUILD AND MAINTAIN A STRONG, SAFE, AND FUTURE-READY WORKFORCE

Attract, cultivate, and sustain a skilled and diverse, workforce that meets today's needs and is prepared for tomorrow's challenges.



1

Expand attraction and retention initiatives through targeted outreach, scholarships, and programs such as Honour the Work, Women in Road Building, the RoadShow, and school-based Heavy Equipment Operator training, supporting provincial commitments to expand trades training capacity and connect workers to major project opportunities.

2

Lead industry efforts to strengthen diversity and inclusion by promoting opportunities to youth, Indigenous peoples, women, and other underrepresented groups through education, partnerships, and culturally informed engagement, helping to build long-term participation and leadership in the industry.

3

Support worker health and safety by delivering accessible, safety-focused training through the expansion of RoadShow 2.0, a simulator-based mobile training trailer that allows workers to train and retrain without risk or liability, alongside mental wellness resources, group benefits programs, and RoadReadyBC online training.

4

Advocate for safety enhancements, including the use of blue lights on maintenance and construction sites, to improve visibility, protect workers, and enhance public safety across British Columbia.

In 2025, BCRB Member companies reported an average annual payroll of \$10 million, underscoring the road building industry's critical role in sustaining employment, supporting families, and driving economic activity in communities across BC.



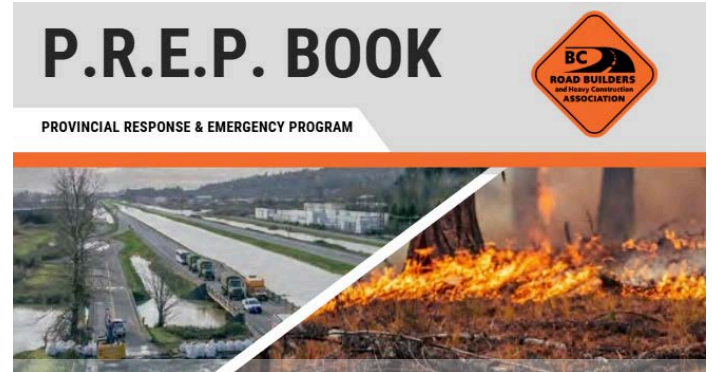
GOAL 03

LEAD AN INNOVATIVE, DATA-INFORMED, AND CONNECTED INDUSTRY

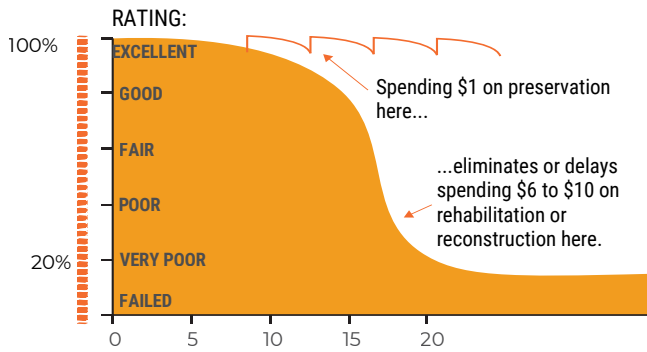
Position the industry as innovative, informed, connected, and resilient through leadership, collaboration, and data-driven decision-making.

1

Lead innovation and sustainability through programs such as the CleanRoads Innovation Program and the Provincial Response and Emergency Program (PREP Book).



GOOD ROADS COST LESS



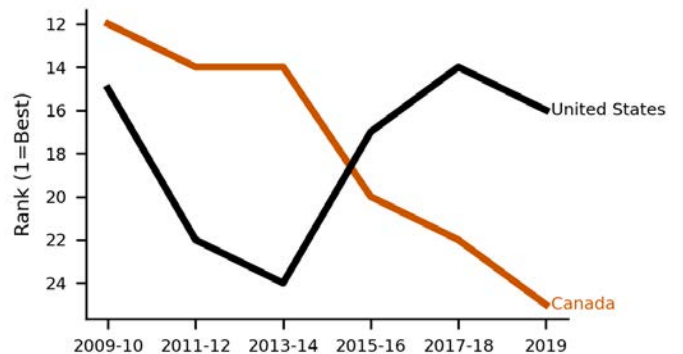
2

Leverage data to inform advocacy and decision-making, including maintaining and enhancing the Blue Book, industry surveys, and the 'Good Roads Cost Less' report.

3

Advocate to all levels of government, leveraging the efforts of horizontal construction associations nationwide, to present a unified industry voice on policy, funding, and infrastructure priorities.

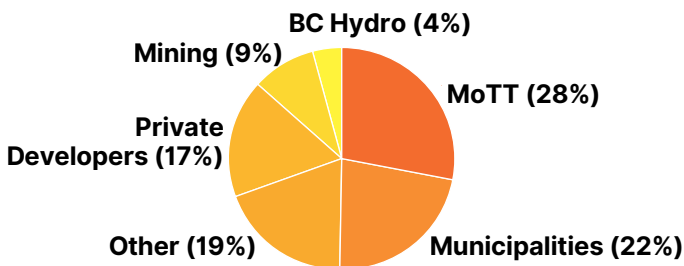
CANADA VS. USA INFRASTRUCTURE



Source: World Economic Forum, Global Competitiveness Report 2006-2019

SECTORS WE SUPPORT

% share of total revenue, construction companies



4

Strengthen industry relationships by supporting committees, hosting impactful networking events, and engaging members, partners, and industry stakeholders through open communication and shared dialogue on key industry issues, data-informed advocacy, innovation, and workforce development initiatives.

Across Canada, 38% of all roads, bridges and tunnels are rated in 'fair' or 'poor' condition. It is estimated that poor quality roads cost the average Canadian driver \$126 per year.



Sayward School Parent Advisory Council (PAC)

Sayward Elementary School

690 Kelsey Way

Sayward B.C. V0P 1R0

ANNUAL BIKE RODEO

Dear Board of Directors,

It's time again for the Annual Bike Rodeo being run by the Sayward RCMP. This year the bike rodeo will be held on May 28, 2026. All students from the local school will be invited to attend; complete with lunch. We hope that you can support this event by providing a donation.

Thank you in advance for any assistance you can provide. If you should be issuing a cheque, please make it payable to *Sayward School PAC* as we are collecting money for prizes.

The Sayward School PAC is a dedicated team of parents that work hard to be able to put on many events and programs for Sayward School students and the community. We provide a weekly free hot lunch as well as fund field trips, extracurricular activities and purchase needed school equipment. We host a variety of events throughout the year including a Special Fun Day for the students to enjoy before the summer break.

We appreciate your generous support.

Sincerely, Sayward School PAC.



**VILLAGE OF SAYWARD
BYLAW NO. 522**

A BYLAW TO ESTABLISH A FIVE-YEAR FINANCIAL PLAN (2026-2030)

WHEREAS under Section 165 of the *Community Charter* the Council of the Village of Sayward is required to adopt a five-year financial plan prior to adopting the annual tax bylaw;

NOW THEREFORE, the Council of the Village of Sayward, in open meeting assembled, enacts as follows:

1. This Bylaw may be cited as **“Five Year Financial Plan Bylaw No. 522, 2026”** and shall become effective upon adoption.
2. Schedule “A” and “B” attached hereto and forming part of this Bylaw are hereby adopted and is the Financial Plan for the Village of Sayward for the five-year period from January 1, 2026 to December 31, 2030.

Read a first time on the 14th day of April 2026.

Read a second time on the 14th day of April 2026.

Read a third time on the 14th day of April 2026.

Adopted on the ____ day of April 2026.

Certified a true copy of Bylaw No. 522
this ____ day of _____, _____

Chief Administrative Officer
Village of Sayward

Mayor

Corporate Officer

Village of Sayward
2026 – 2030 Five Year Financial Plan Bylaw No. 522, 2026 – Schedule A

| | 2026 | 2027 | 2028 | 2029 | 2030 |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUES | | | | | |
| Taxation | | | | | |
| Property Value Taxes | 853,593 | 981,632 | 1,040,530 | 1,102,962 | 1,169,140 |
| Parcel Taxes | 0 | 0 | 0 | 0 | 0 |
| Utilities/Payments in Lieu of Taxes | 14,086 | 14,457 | 14,837 | 15,228 | 15,630 |
| Total Taxation | 867,679 | 996,089 | 1,055,368 | 1,118,191 | 1,184,770 |
| Fees and Charges | | | | | |
| Recreation | 1,865 | 1,865 | 1,865 | 1,865 | 1,865 |
| Licences/Permits | 5,170 | 5,239 | 5,310 | 5,382 | 5,456 |
| Sewer Utility | 111,402 | 118,380 | 125,483 | 133,012 | 140,993 |
| Water Utility | 209,675 | 240,025 | 264,027 | 290,430 | 319,473 |
| Solid Waste Fees | 56,077 | 58,881 | 61,825 | 64,916 | 68,162 |
| Other Revenue | 130,428 | 129,394 | 130,375 | 131,402 | 132,478 |
| Total Fees and Charges | 514,616 | 553,785 | 588,886 | 627,008 | 668,427 |
| Other Revenue | | | | | |
| Federal Government Grants | 78,620 | 78,620 | 81,765 | 81,765 | 81,765 |
| Provincial Government Grants | 330,000 | 330,000 | 330,000 | 330,000 | 330,000 |
| Capital Asset Grants | 1,311,522 | 0 | 0 | 0 | 0 |
| Other Grants | 2,500 | 122,873 | 2,500 | 2,500 | 122,873 |
| Total Other Revenue | 1,722,642 | 531,493 | 414,265 | 414,265 | 534,638 |
| Proceeds From Borrowing | 0 | 0 | 0 | 0 | 0 |
| Transfers Between Funds | | | | | |
| Statutory Reserve Funds | 0 | 0 | 0 | 0 | 0 |
| Surplus/Reserve Accounts | | | | | |
| TOTAL REVENUE | 3,104,938 | 2,081,367 | 2,058,519 | 2,159,464 | 2,387,835 |
| EXPENSES | | | | | |
| Municipal Purposes | | | | | |
| General Government Services | 956,724 | 903,642 | 918,960 | 934,829 | 959,273 |
| Fire, Emergency & Protective Services | 20,413 | 19,042 | 19,678 | 20,351 | 21,063 |
| Public Works, Roads, Drainage | 177,611 | 226,453 | 230,531 | 234,729 | 239,053 |
| Parks & Recreation | 126,017 | 137,371 | 141,518 | 145,909 | 150,563 |
| Sewer Utility | 116,360 | 126,790 | 129,083 | 131,458 | 133,918 |
| Water Utility | 227,626 | 265,451 | 270,315 | 275,360 | 280,598 |
| Solid Waste Operations | 63,175 | 65,577 | 68,075 | 70,673 | 73,375 |
| Interest Payment on Municipal Debt | 0 | 0 | 0 | 0 | 0 |
| Amortization | 290,497 | 290,497 | 290,497 | 290,497 | 290,497 |
| Annual Surplus/(Deficit) | 1,126,516 | 46,544 | -10,139 | 55,659 | 239,495 |

Village of Sayward
2026 – 2030 Five Year Financial Plan Bylaw No. 522, 2026 – Schedule A cont'd

| | | | | | |
|---|-----------|----------|----------|----------|----------|
| Capital Expenditures | | | | | |
| General Capital Expenditures | 1,743,076 | | | | |
| Sewer Capital Expenditures | 17,325 | 0 | 0 | 0 | 0 |
| Water Capital Expenditures | 16,000 | 0 | 0 | 0 | 0 |
| Principal Payment on Municipal Debt | 0 | 0 | 0 | 0 | 0 |
| Adjustment for Non-Cash Items (Amortization) | -290,497 | -290,497 | -290,497 | -290,497 | -290,497 |
| Transfers Between Funds | | | | | |
| Statutory Reserve Funds | -464,879 | 0 | 0 | 0 | 0 |
| Surplus/Reserve Accounts | 105,491 | 337,041 | 280,358 | 346,156 | 529,992 |
| FINANCIAL PLAN BALANCE | 0 | 0 | 0 | 0 | 0 |

Village of Sayward
2026 – 2030 Five Year Financial Plan Bylaw No. 522, 2026 – Schedule B

| Financial Plan Objectives and Policies for Funding Sources and Distribution of Property Value Taxes | | |
|--|-------------|---------|
| A. Funding Sources | | |
| Over the term of the plan funding sources as defined in S(165)(7) of the <i>Community Charter</i> are derived as shown in Table 1; amounts and proportions shown for fiscal 2026. | | |
| Table 1: Funding Sources, Fiscal 2026 | | |
| Taxation | \$867,679 | 27.92% |
| Fees, Charges & Other Revenue | \$517,287 | 16.65% |
| Federal & Provincial Grants | \$1,722,642 | 55.43% |
| Appropriation from Surplus/Reserves | \$- | 0.00% |
| Proceeds from Borrowing | \$- | 0.00% |
| | \$3,107,608 | 100.00% |
| Objectives and Policies: | | |
| - Seek and identify alternative revenue sources. | | |
| - Reduce dependency on taxation. | | |
| - Annually review proportion of revenue that is received from user fees and charges and increase rates as required. | | |
| B. Distribution of Municipal Property Taxes Across Property Classes | | |
| Over the term of the plan municipal property taxes are distributed across property tax classes as shown in Table 2; approximate amounts and proportions shown for fiscal 2026. | | |
| Table 2: Distribution of Municipal Property Taxes, Fiscal 2026 | | |
| Class 1 - Residential | 373,447 | 43.75% |
| Class 2 - Utilities | 4,695 | 0.55% |
| Class 4 - Major Industry | - | 0.00% |
| Class 5 - Light Industry | 295,343 | 34.60% |
| Class 6 - Business & Other | 57,618 | 6.75% |
| Class 7 - Managed Forest | 120,357 | 14.10% |
| Class 8 - Recreation/Non-Profit | 2,134 | 0.25% |
| Class 9 - Farm | - | 0.00% |
| | \$853,594 | 100.00% |
| Objectives and Policies: | | |
| - Tax rates are fully adjusted to eliminate the impact of changes in assessment due only to market changes as identified by the BC Assessment Authority. | | |
| - Attract and sustain commercial and industrial development to/in the Village. | | |
| - Maintain property tax rates at a level that attracts families to the Village. | | |
| - Council will continue to encourage economic development initiatives designed to attract more businesses to the area. | | |
| - Regularly review and compare the Village's distribution of tax burden relative to other small BC municipalities. | | |
| C. Permissive Tax Exemptions | | |
| The Village of Sayward believes that Permissive Tax Exemptions are an appropriate way to recognize the value of the services provided to the community by non-profit organizations. Exemptions are granted by Bylaw and are reviewed annually. | | |
| Objectives and Policies: | | |
| - Continue to provide permissive tax exemptions to non-profit societies that contribute social, economic and cultural benefits to the community. | | |



VILLAGE OF SAYWARD

BYLAW NO. 523

A BYLAW TO FIX RATES UPON REAL PROPERTY IN THE VILLAGE OF SAYWARD AND TO PROVIDE FOR THE PAYMENT OF TAXES IN 2026

WHEREAS pursuant to Section 197 of the *Community Charter*, a Municipal Council must annually, by bylaw, impose property value taxes for the year by establishing tax rates for the municipal revenue proposed to be raised for the year from property value taxes, as provided in the financial plan, and the amounts to be collected for the year by means of rates established by the municipality to meet its taxing obligations in relation to another local government or other public body;

NOW THEREFORE, The Council of the Village of Sayward, in open meeting assembled, enacts as follows:

1. CITATION

This bylaw may be cited as "**Tax Rates Bylaw No. 523, 2026**".

2. The following rates are hereby imposed and levied for the year 2026:

- (a) for all lawful general and debt purposes of the Municipality on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in Column 'A' of Schedule 'A' attached hereto and being a part hereof;
- (b) for library requisition purposes of the Municipality on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in Column 'B' of Schedule 'A' attached hereto and being a part hereof;
- (c) for Regional District Services: Emergency Services, General Government Administration, Broadband, and Housing purposes on the assessed value of land and improvements taxable for hospital district purposes, rates appearing in Column 'C' of Schedule 'A' attached hereto and being a part hereof;
- (d) for Regional District Services: Refuse, 911 Answering Services, Planning, Municipal Member Administration, and Fire Service purposes on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in Column 'D' of Schedule 'A' attached hereto and being a part hereof;

- (e) for Regional Hospital District purposes on the assessed value of land and improvements taxable for hospital district purposes, rates appearing in Column 'E' of Schedule 'A' attached hereto and being a part hereof;
- (f) for Comox Strathcona Waste Management purposes on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in Column 'F' of Schedule 'A' attached hereto and being a part hereof;

3. The tax rates and taxes named under this Bylaw shall be levied, raised, and collected for the purposes stated, and shall be payable on or before July 2, 2026, to the Collector at the Municipal Hall, 652 H'Kusam Way, Sayward, BC.
4. The Collector of the Village of Sayward shall add to the unpaid taxes of the current year, for each parcel of land and its improvements on the property tax roll, 10% of the amount of current year taxes which remain unpaid after July 2, 2026, and the said unpaid taxes together with the amount added aforesaid shall be taxes of the current year due on such land and its improvements.
5. Taxes imposed under this bylaw with respect to a supplementary assessment roll shall be calculated and added in accordance with Section 241 of the *Community Charter*.

Read a first time on the 14th day of April 2026.

Read a second time on the 14th day of April 2026.

Read a third time on the 14th day of April 2026.

Adopted on the _____ day of April 2026.

| |
|---|
| <p>Certified a true copy of Bylaw No. 523 this ____ day of _____, _____</p> <hr style="border: 0.5px solid black;"/> <p>Chief Administrative Officer Village of Sayward</p> |
|---|

Mayor

Corporate Officer

Schedule 'A'

Tax Rates for 2026

Summary of Current Year Tax Rates: The following rates shall apply on each thousand dollars of the assessed value of land and improvements for the year 2026:

| | Municipal Purposes | | Regional Purposes | | | |
|----------------------------------|--------------------|---------|---|---|----------------------|--|
| | A | B | C | D | E | F |
| | | | RD Admin, Emergency, Gen Gov't, Broadband & Housing | RD 911, Refuse, Member Admin & Fire Service | Regional Hospital | Comox Strathcona Waste Management |
| Taxation Class | General & Debt | Library | | | | |
| Class 1: Residential | 6.04638 | 0.1407 | 0.1248 | 0.5118 | 0.2467 | 0.0612 |
| Class 2: Utilities | 52.28019 | 1.2163 | 0.4368 | 4.4254 | 0.8634 | 0.5289 |
| Class 5: Light Industry | 75.46007 | 1.7556 | 0.4243 | 6.3875 | 0.8387 | 0.7634 |
| Class 6: Business/Other | 37.57379 | 0.8742 | 0.3058 | 3.1805 | 0.6044 | 0.3801 |
| Class 7: Managed Forest | 608.78408 | 14.1635 | 0.3744 | 51.5324 | 0.7401 | 6.1586 |
| Class 8: Recreational/Non-Profit | 50.21135 | 1.1682 | 0.1248 | 4.2503 | 0.2467 | 0.5080 |



VILLAGE OF SAYWARD

BYLAW NO. 524

A BYLAW TO AMEND FEES AND CHARGES BYLAW NO. 451, 2019

WHEREAS the Council for the Village of Sayward is authorized pursuant to section 194 of the *Community Charter* to impose fees and charges with respect to services provided by the Village of Sayward.

AND WHEREAS the Council of the Village of Sayward wishes to amend “Fees and Charges Bylaw No. 451, 2019”

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the Village of Sayward, in open meeting assembled, hereby enacts as follows:

1. CITATION

This bylaw may be cited as “**Fees and Charges Amendment Bylaw No. 524, 2026**”.

2. AMENDMENT

1. Schedule "A" to the Fees and Charges Bylaw No. 451, 2019 is amended by repealing the existing Schedule "A" and replacing it with "Schedule A – General Administration" attached to this bylaw.
2. Schedule "B" to the Fees and Charges Bylaw No. 451, 2019 is amended by repealing the existing Schedule "B".
3. Schedule "C" to the Fees and Charges Bylaw No. 451, 2019 is amended by repealing the existing Schedule "C" and replacing it with "Schedule C – Kelsey Centre" attached to this bylaw.
4. Schedule “D” to the Fees and Charges Bylaw No. 451, 2019 is amended by repealing the existing Schedule “D” and replacing it with “Schedule D – Solid Waste Collection” attached to this bylaw.
5. Schedule “E” to the Fees and Charges Bylaw No. 451, 2019 is amended by repealing the existing Schedule “E” and replacing it with “Schedule E – Water User Rates” attached to this bylaw.
6. Schedule “F” to the Fees and Charges Bylaw No. 451, 2019 is amended by repealing the existing Schedule “F” and replacing it with “Schedule F – Sewer User Rates” attached to this bylaw.
7. Schedule “I” to the Fees and Charges Bylaw No. 451, 2019 is amended by repealing the existing Schedule “I” and replacing it with “Schedule I – Business Licenses” attached to this bylaw.
8. Schedule “J” to the Fees and Charges Bylaw No. 451, 2019 is amended by repealing the existing Schedule “J” and replacing it with “Schedule J – Fire Protective Services” attached to this bylaw.

Read a first time on the 14th day of April 2026.

Read a second time on the 14th day of April 2026.

Read a third time on the 14th day of April 2026.

Adopted on the _____ day of April 2026.

| |
|--|
| Certified a true copy of Bylaw No. 524 ____ day of _____, _____ <hr/> Chief Administrative Officer Village of Sayward |
|--|

Mayor

Corporate Officer

SCHEDULE A
GENERAL ADMINISTRATION

| DESCRIPTION | FEE |
|---|--|
| Cheque returned as Not-Sufficient Funds | \$50.00 |
| Property tax certificate | \$50.00 |
| Photocopies – Colour (single-sided) | \$1.50/page |
| Photocopies – Black and White (single-sided) | \$0.50/page |
| Scan and email | \$2.00 first page \$0.75 each additional page |
| Processing fee to issue refunds on accounts | \$25.00 |
| Cost to reissue a lost cheque (except those lost in the mail) | Stop payment fee, plus \$25.00 |
| Deposit for fobs | \$25.00 |
| Deposit for Community Garden keys | \$10.00 |

**SCHEDULE B
SAYWARD NEWS**

Repealed

SCHEDULE C
KELSEY CENTRE

| ROOM RENTAL * | FEE | SECURITY DEPOSIT |
|--|-----------------------------------|-------------------------|
| Bar (renter responsible for own supplies and permit) <i>available only in conjunction with a Gym rental</i> | \$100.00 flat fee | \$100.00 |
| Gym | \$50.00/hour minimum two hours | \$200.00 |
| Kitchen - use of all existing equipment <i>available only in conjunction with a Gym rental</i> | \$100.00 flat fee | \$100.00 |
| Multipurpose room | \$25.00/hour minimum two hours | \$100.00 |

- * Tables and chairs included in room rental. Renter responsible for table and chair set up & tear down.
- * Facility Rental Agreement and Event Insurance required. Contact the Village Office for more details.

SCHEDULE D
SOLID WASTE COLLECTION

| DESCRIPTION | FEE |
|---|---|
| Up to two approved receptacles per dwelling unit per week | \$333.80 per year |
| Each additional receptacle - garbage tag fee | \$5.00 for each additional receptacle (maximum two additional receptacles per pick up) |

SCHEDULE E
WATER USER RATES

| DESCRIPTION | | FEE |
|--|--|--|
| Private Residence | per dwelling unit (equivalent to one dwelling unit) | \$582.20 |
| Hotel, Motels | per unit | \$291.10 |
| Apartments or Strata Units | per dwelling unit (equivalent to one dwelling unit) | \$582.20 |
| Trailer Park | per pad | \$582.20 |
| Cafes & Restaurants | (equivalent to 2 dwelling units) | \$1,164.40 |
| Office, Shop, or Store | (equivalent to one dwelling unit) | \$582.20 |
| -Plus living quarters attached | (equivalent to one dwelling unit) | \$582.20 |
| - Plus Grocery | (equivalent to one dwelling unit) | \$582.20 |
| - Plus Butcher Shop | (equivalent to one dwelling unit) | \$582.20 |
| Laundromat | per washing machine (equivalent to one dwelling unit) | \$582.20 |
| Schools | (equivalent to 26 dwelling units) | \$15,137.20 |
| Small Craft Harbour –Office and Restrooms | (equivalent to 2 dwelling units) | \$1,164.40 |
| Small Craft Harbour Lease | (equivalent to 10 dwelling units) | \$5,822.00 |
| Industrial – General | (equivalent to 7 dwelling units) | \$4,075.40 |
| Industrial - Dryland Sort | (equivalent to 94 dwelling units) | \$54,726.80 |
| Campground | serviced stalls times months in operation divided by 12 – times Hotel/Motel rate | \$291.10 |
| Others not specified | each | \$582.20 |
| Connection fee for new service | Flat Fee | \$1,200.00 plus applicable water user fee prorated for the remainder of the year the connection is made |
| Connection/disconnection fee for an existing service | Flat Fee | \$75.00 |
| Initial temporary connection to fire hydrant | Flat Fee | \$250.00 |
| Temporary water usage at a fire hydrant – daily rate | Flat Fee | \$250.00 |

SCHEDULE F
SEWER USER RATES

| DESCRIPTION | | FEE |
|--|--|--|
| Private Residence | per dwelling unit (equivalent to one dwelling unit) | \$406.88 |
| Hotel, Motels | per unit | \$203.44 |
| Apartments or Strata Units | per dwelling unit (equivalent to one dwelling unit) | \$406.88 |
| Trailer Park | per pad | \$406.88 |
| Cafes & Restaurants | (equivalent to 2 dwelling units) | \$813.76 |
| Office, Shop or Store | (equivalent to one dwelling unit) | \$406.88 |
| -Plus living quarters attached | (equivalent to one dwelling unit) | \$406.88 |
| - Plus Grocery | (equivalent to one dwelling unit) | \$406.88 |
| - Plus Butcher Shop | (equivalent to one dwelling unit) | \$406.88 |
| Laundromat | per washing machine (equivalent to one dwelling unit) | \$406.88 |
| Schools | (equivalent to 26 dwelling units) | \$10,578.88 |
| Small Craft Harbour Office and Restrooms | (equivalent to 2 dwelling units) | \$813.76 |
| Small Craft Harbour Lease | (equivalent to 10 dwelling units) | \$4,068.80 |
| Industrial - General | (equivalent to 7 dwelling units) | \$2,848.16 |
| Industrial – Dryland Sort | (equivalent to 94 dwelling units) | \$38,246.72 |
| Campground | serviced stalls times months in operation divided by 12 – times Motel rate | \$203.44 |
| Others not specified | each | \$406.88 |
| Connection fee for new Service | Flat Fee | \$800.00 plus applicable sewer user fee prorated for the remainder of the year the connection is made |

SCHEDULE I
BUSINESS LICENSES

| DEFINITION | DESCRIPTION | FEE <small>(per annum unless otherwise stated)</small> |
|---|--|--|
| <u>Commercial/Industrial</u> Any business permitted in the zones designated in the Zoning Bylaw | Employing up to 3 persons Employing up to 8 persons Employing over 8 persons | \$100.00 \$150.00 \$200.00 |
| <u>Rental units/spaces</u> Any building containing dwelling units or other types of rental units in any zone | Up to 20 units 20 – 40 units Over 40 units | \$100.00 \$125.00 \$165.00 |
| <u>Home Occupation</u> Any business permitted in residential areas under the Zoning Bylaw | Per business | \$65.00 |
| <u>Home Occupation - Artisan</u> Any business permitted in residential areas under the Zoning Bylaw Senior citizen's 65 years and older | Per business Per Business | \$30.00 Free |
| <u>Mobile Vending - Annual</u> Any business permitted and regulated by Council | Per mobile unit | \$300.00 |
| <u>Mobile Vending - Monthly</u> Any business permitted and regulated by Council | Per mobile unit | \$100.00 |
| <u>Mobile Vending - Daily</u> Any business permitted and regulated by Council | Per mobile unit | \$50.00 |
| <u>Miscellaneous Business</u> Any business not based in the Village of Sayward (other than Mobile Vending) | Per business | \$125.00 |
| Any blanket yearly license for craft sales, trade shows, etc. held in the Village of Sayward (in lieu of individual license) | | \$110.00 |
| Seasonal business – per month of operation (including partial month) | Per business | \$25.00 |
| Any business not listed | Per business | \$100.00 |

SCHEDULE J
FIRE PROTECTIVE SERVICES

| DESCRIPTION | FEE |
|--|------------|
| Burning Permit | \$75.00 |
| Fireworks Permit – Community event | \$125.00 |
| Fireworks Permit – Film and Television event | \$250.00 |
| Fireworks Permit – Halloween (private) | \$50.00 |
| Fireworks Permit – New Year’s Eve (private) | \$50.00 |