

DATE: August 25, 2022

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TO: Chair and Directors
Comox Strathcona Waste Management Board

FROM: Russell Dyson
Chief Administrative Officer

Supported by Russell Dyson
Chief Administrative Officer

R. Dyson

RE: Regional Solid Waste Advisory Committee Terms of Reference

Purpose

To present the Regional Solid Waste Advisory Committee (RSWAC) Terms of Reference and subsequent plan for recruitment of members, for the Comox Strathcona Waste Management (CSWM) Solid Waste Management Plan (SWMP) renewal.

Recommendations from the Chief Administrative Officer:

1. THAT the Comox Strathcona Waste Management Board approve terms of reference for the Regional Solid Waste Advisory Committee and subsequent plan for recruitment of members as presented in the staff report dated August 25, 2022 “Regional Solid Waste Advisory Committee Terms of Reference”;
- AND THAT all minutes and matters coming from the Regional Solid Waste Advisory Committee be reported directly to the Comox Strathcona Waste Management Board.
2. THAT the Comox Strathcona Waste Management Technical Advisory Committee meeting frequency be reduced for the duration of the Comox Strathcona Waste Management Solid Waste Management Plan renewal and limited to matters of regional significance.
3. THAT staff draft a Memorandum of Understanding with the K’ómoks First Nation to work towards a goal of collaborative, constructive and regular dialogue on waste management activities at the Comox Valley Waste Management Centre.

Executive Summary

- The RSWAC is anticipated to meet four to six times per year, for a term of two to three years.
- The Co-Chairs of the CSWM Board will act as Chair of the RSWAC.
- While there will be a separate and parallel consultation directly with First Nations identified to have community members living within First Nations communities in the CSWM service area, they will also be invited to participate in the RSWAC.
- Public membership will be selected to represent a broad sector of those interested in solid waste management in our community, individuals and organizations.
- First Nations and public members will be compensated for their time attending meetings with an honorarium, and those travelling in excess of one hour for mandatory in-person meetings or tours will be compensated for their travel. A hybrid format of in-person and

online participation is anticipated for most meetings to encourage membership from across the CSWM service area.

- Technical members of the committee will include up to six representatives from the CSWM Technical Advisory Committee, this will include some but not all municipalities within the CSWM service area.
- Remuneration will not be provided to RSWAC members that are paid to attend meetings through their employer, organization or by other means.
- In advance of the SWMP consultation process, a memorandum of understanding will be prepared with the K'ómoks First Nation (K'ómoks) that recognizes the regional Comox Valley Waste Management Centre (CVWMC) operates on its unceded traditional territory and that there is a shared interest in how waste is managed in K'ómoks territory.

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Background

A SWMP sets the direction and course of disposal and diversion programs for solid waste operations in the region, and identifies bylaws, capital works and diversion initiatives to be undertaken in the coming 5-10 years to achieve the stated solid waste objectives, taking into consideration system financing. The authority given by the SWMP comes as a result of the robust consultation that is undertaken during the development of the plan, and a cornerstone of that is the ideas, comments, analysis and feedback that originates from the advisory committee of the SWMP.

Fulsome public consultation, representative of the diversity of the entire community is integral to the process. 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 is proposed and will act as a "sounding board" of community interests to provide advice to the CSWM Board. The committee will receive and review information, and advise on topics related to the renewal of the solid waste management plan. Committee members will be invited to pose questions, engage in discussions, and provide comments for consideration as the plan is developed.

This SWMP renewal will focus efforts on the top three levels of the 5 R pollution prevention hierarchy (Reduce, Reuse, Recycle, Recover, and Residuals Management). The benefit of increasing diversion is twofold:

1. A reduction of airspace consumption of the existing and future landfill space.
2. The ability to pursue emerging advanced technologies for residual waste management in the future.

Out of scope for this SWMP renewal will be the pursuit of approval for additional regional residual waste disposal options beyond the expansion of the approved engineered landfill as the regional residual waste disposal option, as laid out in the CVWMC Masterplan. Potential topics for engagement with the committee include the circular economy, waste reduction and recycling, greenhouse gas emissions, residuals management, asset and risk management, innovation, climate change resilience, affordability, as well as collaboration and engagement.

First Nations consultation will be directly with, and specific to each Nation; however, they are also an important part of the overall conversation and the ten nations with inhabited communities within the CSWM boundary will be invited to send a representative to the RSWAC meetings. These members will be reimbursed for their participation in meetings with an honorarium, and will be paid for their travel time when in-person participation in a facility tour or meeting is required. This acknowledges the significant commitment it takes to hear directly from these community members, while remaining flexible to virtual attendance.

First Nations identified to have community members living within First Nations communities in the CSWM service area are:

Ehattesaht/Chinehkint First Nation	Mowachaht/Muchalaht First Nation
Homalco First Nation	Nuchatlaht Tribe
Ka:'yu:'k't'h'/Che:k:tl̓es7et'h' First Nations	Tlowitsis First Nation
Klahoose First Nation	We Wai Kai First Nation
K'omoks First Nation	Wei Wai Kum First Nation

Minutes of meetings will be sent to all 10 Nations following every meeting, as well as any Nation with traditional territory identified that indicates a preference through consultation to receive them.

Specific to the K'ómoks, the CSWM service respectfully acknowledges the land on which it operates its regional landfill is on the unceded traditional territory of the K'ómoks and that K'ómoks has an interest in the management of waste at the CVWMC. The CSWM recognizes the fundamental importance of environmental stewardship to First Nations peoples and share common goals of environmental protection. CSWM staff will be undertaking a fulsome consultation with K'ómoks as part of the forthcoming update of the SWMP. In preparation for this consultation, staff will prepare a draft Memorandum of Understanding with K'ómoks to work towards a goal of collaborative, constructive and regular dialogue on regional waste management activities at the CVWMC.

Awareness for the SWMP process and the call for RSWAC members will be created through online, print and radio ads to include materials developed through an advertising campaign. A news release will also support the survey and application period scheduled between November 14 – December 5, 2022 to be completed before the holiday season. To recruit public representation on the RSWAC a project webpage will be developed for community members to submit their application; handwritten applications will also be accepted.

CSWM staff will review applications and recommend up to fifteen members from the public to the CSWM Board for approval in 2023. The RSWAC membership will be selected to represent a broad sector of those interested in solid waste management in our community, individuals and organizations. Waste haulers, recycling depot operators, extended producer responsibility programs, construction associations, not-for profit resellers are examples of stakeholders that will be contacted directly about the SWMP and RSWAC opportunity. Members will be asked to commit to the entire SWMP renewal timeline, which is anticipated could be up to three years.

The Co- Chairs of the CSWM Board will be the Chairs of the committee. This will provide for further transparency to all CSWM Board members on the discussions happening at the table of the RSWAC, in addition to the minutes prepared by CSWM staff.

Technical members of the committee will include up to six representatives from the CSWM Technical Advisory Committee, self-selected from the membership. This will include some but not all municipalities within the service area, but will be encouraged to include representation from rural and urban, north and south. Minutes of RSWAC meetings will also be sent to all CSWM municipal partners.

The recommended timing of this first round of public engagement is to be conducted in 2022 with the scope of the second round of SWMP consultation to be adopted by the next board. More details on the early part of the planning and key milestones are provided below:

Step 1: Initiation (2022-2023)	
July 2022	Kick-off following notification of interested parties, and acknowledgment from the Ministry
September 2022	Seek approval for the Regional Solid Waste Advisory Committee (RSWAC) terms of reference from current CSWM Board. Website Update and Public Awareness Campaign, and for community members to sign-up for further information.
October 15, 2022	Local Government Elections
Nov 15-Dec 4, 2022	Public Awareness Campaign for RSWAC membership and advertisement of a public survey of current use and satisfaction with the existing waste management system.
November 24, 2022	Re-introduce the SWMP process to new CSWM board.
January 2023	CSWM Board Meeting: RSWAC appointments and initiation.

To align with the initiation of the RSWAC in January 2023 and participation by municipal staff as technical committee members, the CSWM is proposing a reduction in CSWM Technical Advisory Committee meetings for the duration of the SWMP renewal, and that all minutes and matters coming from the RSWAC be reported directly to the CSWM Board.

Policy Analysis

Reimbursement of public and First Nations members of the committee with an honorarium is in line with other advisory committees of the Comox Valley Regional District (CVRD). The CSWM service area is uniquely expansive, and therefore to ensure a fair geographic representation on the committee travel time is proposed to be compensated for in line with the CVRD Board policy.

Options

The CSWM Board has the following options for consideration:

Regional Solid Waste Advisory Committee Terms of Reference

1. Recommend acceptance of the Terms of Reference for the Regional Solid Waste Advisory Committee.
2. Not proceed with the Terms of Reference for the Regional Solid Waste Advisory Committee at this time and provide staff with further direction.

Option 1 is recommended as the Terms of Reference drafted are in line with other local advisory committees as well as those developed for Regional Districts whom have recently engaged on SWMPs.

CSWM Technical Advisory Committee Meeting Frequency Reduction

1. Recommend a reduction in frequency of the existing CSWM Technical Advisory Committee meetings (which currently meets two weeks prior to all scheduled CSWM Board meetings) and limiting meetings to matters of regional significance for the duration of the CSWM SWMP renewal.
2. Not proceed with the reduction of CSWM Technical Advisory Committee meetings at this time and provide staff with further direction.

Financial Factors

The 2022 budget for SWMP renewal and consultation is \$50,000, with \$140,000 earmarked for 2023. Work in 2022 will primarily focus on development of the terms of reference for the RSWAC, relationship building with First Nations communities, public recruitment for the RSWAC, and compilation of the current solid waste management system. The engagement proposed will be undertaken within the 2022 budget.

Legal Factors

The *Environmental Management Act* requires that all regional districts have a current SWMP approved by Province of BC. Final plans are approved by the Minister of Environment and Climate Change Strategy.

Intergovernmental Factors

In September 2021, CSWM staff consulted with the CSWM Technical Advisory Committee on the RSWAC structure on how best to streamline administrative efficiencies while balancing public and technical input to the process. To align with the initiation of the RSWAC in January 2023 and participation by municipal staff as technical committee members, the CSWM is proposing:

Reducing the existing CSWM Technical Advisory Committee meeting frequency:

Being mindful of staff resources and to alleviate capacity of municipal staff to participate as RSWAC technical committee members, staff are proposing a reducing the frequency of the existing CSWM Technical Advisory Committee meetings (which currently meets two weeks prior to all scheduled CSWM Board meetings) and limiting meetings to matters of regional significance for the duration of the CSWM SWMP renewal.

To offset the reduction in CSWM Technical Advisory Committee meetings, staff will continue to engage the corresponding municipalities for localized matters, outside of the formal committee structure, in the development of staff reports for the CSWM Board to ensure their insight and advice are considered.

Reducing duplication of efforts:

Currently, CSWM board agenda items are reviewed by the CSWM Technical Advisory Committee prior to advancing to CSWM Board. With the technical committee members on RSWAC, staff are proposing that all minutes and matters coming from the RSWAC be reported directly to the CSWM Board.

Engagement with the First Nations in the CSWM service area with traditional lands within the service area are at different stages with each nation. Individualized engagement will be undertaken with each nation to learn what level of involvement they would like, as well as how best to communicate to the nation, respectful of the resources available and interest they express in engagement. A summary of Indigenous Peoples engagement will be submitted in support of the SWMP renewal.

Interdepartmental Involvement

The SWMP renewal provides an opportunity for the regional solid waste service to reach out to other departments within the CVRD, as well as the Strathcona Regional District, and identify areas of overlap and common goals across services. Major initiatives and investments required to achieve climate change objectives would be an example of CVRD long term goals to highlight for funding through the SWMP.

The project is being led by Engineering Services and supported by the Office of the Chief Administrative Officer, Strategic Initiatives, as well as the Communications department for project communications.

Citizen/Public Relations

A process for comprehensive review and consultation with the public respecting all aspects of the development, amendment and final content of a waste management plan is required by the *Environmental Management Act*, and necessary to gain the public authority to execute our plan. Public support and engagement are critical to the success of the overall regional waste diversion strategy.

As such, CSWM will be conducting a comprehensive three-phase public engagement process. As part of the Step 1 process, staff will engage stakeholders, who may be impacted by or have an interest in the renewal of the SWMP. The recommended timing of this first round of engagement is to be conducted in late 2022 and to encourage online engagement as well as raise awareness of the overall plan.

In addition to our broad community engagement, CSWM will be completing parallel engagement with Indigenous peoples with traditional lands within our solid waste region. To align the consultation with the *Declaration on the Rights of Indigenous Peoples Act Action Plan 2022-2027*, the CSWM will work towards tangible improvements to Indigenous Peoples' social, physical, cultural and economic well-being as it relates to solid waste management and the environment.

Attachment: Appendix A – Draft Regional Solid Waste Advisory Committee Terms of Reference

**Comox Strathcona Waste Management Service
REGIONAL SOLID WASTE ADVISORY COMMITTEE (RSWAC)
TERMS OF REFERENCE**

1. BACKGROUND AND PURPOSE

The Comox Strathcona Waste Management (CSWM) service is undertaking a renewal of the 2012 CSWM Solid Waste Management Plan (SWMP). Fulsome public consultation, representative of the diversity of the entire community is integral to the process. 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 and will provide advice to the CSWM Board.

2. SCOPE OF WORK

The committee will receive and review information, and advise on topics related to the renewal of the solid waste management plan. Committee members will be invited to pose questions, engage in discussion, and provide comments for consideration as the plan is developed. Potential topics for engagement with the committee include the circular economy, waste reduction and recycling, greenhouse gas emissions, residuals management, asset and risk management, innovation, climate change resilience, affordability, as well as collaboration and engagement.

3. TERM

Membership will last the duration of the solid waste management plan renewal process. Committee members should be prepared to participate through the full term. RSWAC will conclude its work when the Plan has been approved by the CSWM Board. Members will be asked to commit for up to three years.

4. ROLES AND RESPONSIBILITIES

The role of the RSWAC is to:

- Represent a balance of community interests;
- Act as advisory committee to the CSWM Board on the development of the Solid Waste Management Plan;
- Review guiding principles and provide feedback for the Plan;
- Review information provided by the CSWM and its consultants and provide comments and suggestions as well as highlight information gaps to be considered for the Plan;
- Provide input on design and implementation of public surveys and consultation processes;
- Assist in reviewing current solid waste programs and identifying challenges and opportunities;
- Assist in developing and evaluating a variety of options and strategies for the draft Plan;
- Review public consultation results and provide input on the final Plan;
- Participate in smaller ad-hoc committees dealing with specific issues or tasks, as required; and,
- Contribute to programs and policies that are in the best interests of all residents of the CSWM, balancing both community and industry needs, as well as technical and operational limitations.

The role of the committee 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.

5. COMPOSITION AND CHAIR

First Nations Membership

Representatives of the 10 First Nations with community members within our CSWM area who are our partners in achieving our diversion goals, will be invited to observe and or 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 committee, 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 RSWAC 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
- Wei Wai Kum First Nation

In addition to the 10 Nations listed above, minutes of all RSWAC meetings will be distributed to all First Nations with traditional territory within the CSWM as identified by the Consultative Areas Database. Further engagement with Indigenous peoples will be coordinated through a separate, collaborative processes.

General Membership

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

The Chair and Vice Chair of the CSWM Board will be the Chair and the Vice Chair of the Committee.

Public Advisory Members

- Up to 15 members representing a diversity of community interests and sectors. The following is a list of sectors/interests that could be represented by committee members (not all sectors will have representation):
 - Agriculture
 - Circular economy
 - Construction, renovation, deconstruction and demolition
 - Extended producer responsibility programs
 - Fisheries and Aquaculture
 - Food service
 - Forestry residuals

- Government agencies and health authorities
- House moving
- Large waste generators (e.g. academic institutions, school boards, health authority)
- Multi-family residences (e.g. residents, landlords, property management associations)
- Non-governmental/non-profit organizations and environmental stewardship groups
- Organics processing
- Public members-at-large (e.g. youth, seniors, and multicultural, accessibility, and resident/community associations)
- Recycling industry
- Reduction/repair/reuse/refill industry
- Retail/grocery
- Rural and remote communities
- Small and medium-sized businesses, and business improvement associations, chambers of commerce, boards of trade
- Tourism and hospitality
- Waste industry
- Woodwaste processing
- Workers/unions

Technical Advisory Members:

- All staff of CSWM
- Strathcona Regional District Staff – Up to 2 members, and alternate
- CVRD Staff – Up to 2 members, and alternates
- CSWM Technical Advisory Committee Members (municipal solid waste staff) – Up to 6 members, and alternates
- Ministry of Environment and Climate Change Strategy – Up to 1 member, and alternate
- Environment and Climate Change Canada – Up to 1 member, and alternate

6. SELECTION PROCESS

Public advisory RSWAC 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 Comox Strathcona Waste Management 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.

Technical advisory members will be appointed by the representative government or committee. First Nations members will be designated by their respective Nation.

The following is a list of desired personal qualities, perspectives and lived experience committee members should aim to demonstrate in their applications:

- Members must be prepared to invest time and energy towards learning and understanding:
 - facility operation through site visits;
 - existing and proposed solid waste and recycling policies, practices, and bylaws;
 - waste reduction, circular economy goals, sustainability, and climate action; and

- the regional waste management system and challenges associated with the operation, administration and funding;
- Members must be prepared to work constructively and collaboratively at committee meetings to address areas of mutual concern, recognizing the multi-faceted issues and interests of all impacted stakeholders;
- Members will bring a willingness and ability to consider regional issues from all sectors and geographical perspectives within the CSWM service area;
- Members should be prepared to commit the time required to attend committee meetings, pre-read the agenda and all supporting materials provided for each meeting, participate fully and constructively in committee discussions, and to work towards consensus on issues being addressed by the committee; and

7. MEETINGS

- a) Meetings will be held approximately 4 – 6 times per year for the duration of the solid waste management plan update process.
- b) The 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 for the solid waste management plan development. Meetings may be held during business hours, or weekday evenings as needed.
- c) The chair and vice-chair will draft meeting agendas and coordinate meeting materials with CSWM staff, which will be circulated to the committee in advance of meetings.
- d) Members will provide advance written notice to the Chair and make arrangements for their designate alternate if they are unable to attend a meeting. There will be no alternates for public committee members.
- e) The meetings will be structured to encourage dialogue and collaboration on relevant issues within the constraints of the planned agendas.
- f) 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.
- g) 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.
- h) A meeting quorum will be 50%+1 of public advisory members. First Nations and technical members will not count towards obtaining quorum.
- i) Meetings will be open to any individual who wishes to observe the discussions either in-person or through teleconference or videoconference, although only committee members will be provided standing to participate in the discussion. Non-members may request an opportunity to present to the committee through two weeks' advance written submission for consideration by the chair and vice-chair.
- j) The committee 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.
- k) All committee agendas will be published and publicly available in advance of meetings, and presentations and meetings minutes posted thereafter on the project website.
- l) CSWM staff or designate will coordinate the venue and meeting logistics, invitations, notetaker, refreshments, and all requests received for the committee.
- m) The Committee will act in accordance with the CVRD Board Code of Conduct.

Honorarium

In acknowledgement of the volunteer nature of the representatives on the committee 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 RSWAC meeting. 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 public or First Nations RSWAC member who attends a duly authorized RSWAC 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. Committee members will be responsible for all other travel expenses.

Remuneration will not be provided to RSWAC members that are paid to attend meetings through their employer, organization or by other means.

8. 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 Committee purpose, objectives, and intent in an ethical and respectful manner.

- A. **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 interest and needs of all affected parties.
- B. **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.
- C. **Treatment of other Members:** Members of the committee 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 Committee 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
 - vi. Acting to discriminate, intimidate, harass, or verbally abuse, other members of the committee.
- D. **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.

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

9. ADMINISTRATION

Administrative matters related to the RSWAC 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 Committee is subject to CSWM Board approval.

10. 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 two or more consecutive meetings, or,
- Lack of adherence to the Terms of Reference, specifically including Section 8: CODE OF CONDUCT, and Section 12: 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 committee by way of written notification. The dismissed member is ineligible for re-instatement at a future call for membership.

If the member wishes to appeal the dismissal, they can request a vote from the Committee Membership, to be undertaken using secret ballot. Voting will be a 50 +1 % majority decision-making model. The impacted member is not eligible to vote in this process.

11. MEMBERSHIP RESIGNATION

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

12. MEDIA PROTOCOL

Individual Committee members will not speak on behalf of the RSWAC, 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 rest 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.