

REGIONAL SOLID WASTE ADVISORY COMMITTEE

Minutes from the meeting held on May 29, 2025, via Zoom commencing at 10:00 am

PRESENT:

D. Baar	Campbell River
D. Birtch	Campbell River
J. Best	Courtenay/Cortes Island
K. Lukinuk	Hornby Island
M. Jeffs	Sayward
A. Milwid, First Nations Liaison	SRD
S. Fisher, Engineering Services Coordinator	SRD
M. Tatchell, Chief Administrative Officer	Village of Tahsis
L. Eason, Community Educator	CSWM
V. Schau, Senior Manager of CSWM Services	CVRD
S. Willie, Manager of Solid Waste Planning and Policy Development	CVRD
B. Meagher, Branch Assistant	CVRD

ITEMS:

1. Introduction

S. Willie outlined the purpose of the online meeting today as an informal opportunity to discuss or complete the survey following an “office hours” type of format.

2. Comox Strathcona Waste Management (CSWM) Solid Waste Management Plan Renewal: Short-listed Actions Survey and Discussion

Advisory Comments:

M. Jeffs – Red/green/yellow button format in the survey is straightforward.

S. Fisher – Have there been an analysis yet or identification of any trends?

S. Willie – Not yet. Stantec will review survey results. Looking for big red flags and information to bring to the Board. The strategies and fall engagement plan report will be presented to the Board in June.

S. Fisher – Will CSWM look to implement actions in the 2026 budget?

S. Willie – It will likely be 2027 after the Solid Waste Management Plan (SWMP) is submitted. There are some issues in the fire currently; we had a meeting with School District 71 about organics diversion.

D. Baar – It was good to see the amount of support for repair initiatives, which raises awareness of the role of repair in waste reduction.

L. Eason – Multifamily (MF) waste needs to be separated from industrial/commercial/institutional (ICI) waste in order to address it adequately; it needs to be treated more like single family residential.

S. Willie – If we can separate organics from other waste, it will help us move forward along those lines. Recycle BC is moving towards allowing co-mingled MF and ICI to be picked up. Some jurisdictions have spent money on waste audits specific to MF. We can influence the market but it's hard to direct it.

L. Eason – The staff meeting with the Village of Cumberland went well. They are turned away if they bring items for recycling to the Comox Valley Waste Management Centre (CVWMC), e.g. light bulbs, batteries. Reviewed Recycle BC score card. Discussed encouraging residents to bring items to CVWMC recycling depot. Public event at library was not well attended; it was up to the library to promote it. The library staff enjoyed the landfill video and it sparked some activity ideas.

K. Lukinuk – I made comments in the survey pertinent to Hornby Island. My neighbours had comments about curbside collection. I want a level playing field for the contractor who collects garbage on Denman Island to encourage them to come to Hornby.

V. Schau – These would be separate services.

K. Lukinuk – The contractor says the CVRD would need to okay it.

S. Willie – The Denman contract is with Denman Island Residents Association (DIRA).

V. Schau – We provide an operational grant. The service is administered through DIRA. It wasn't on their radar for service to be added. If the contractor wants to provide a private collection service on Hornby, there's nothing stopping them. The contractor would need to involve the Hornby Island Residents and Ratepayers Association (HIRRA).

K. Lukinuk – HIRRA expressed concerned about cost when the suggestion was brought to them in the past. A roll-off bin costs \$2,000 to transport off Hornby Island. There would be a cost savings for the CVRD.

S. Willie – Cortes Island doesn't take the waste off island. It depends on whether the contractor wants to haul the waste back to the CVWMC.

K. Lukinuk – It would be interesting to see how the hauler would get the waste into the bin at the CVWMC, i.e. whether they would need to unload bags by hand. The person on Hornby interested in providing waste hauling services wants to charge \$10 per bag, which may be cost prohibitive.

S. Willie – Someone on Quadra Island is charging \$10 per pickup.

K. Lukinuk – There would also be a reduction in greenhouse gas (GHG) emissions compared to people bringing loads individually to the CVWMC. Also, it's challenging for seniors to lift bags over the yellow safety railing at the bins on Hornby. There is no attendant to help people with lift assistance.

V. Schau – The railing needs to be there as per WorkSafe BC requirements. We have a chute at our facility here. We can definitely take a look. It's not a challenge specific to Hornby.

K. Lukinuk – My neighbours don't want to take waste to the depot anymore. Curbside collection options include a local with a pickup truck or the contractor who provides the Denman service.

S. Willie – We're not opposed. However, increasing the convenience for residents by providing a curbside garbage service may impact whether they will take recycling to the depot.

K. Lukinuk – Maybe recycling pickup would be possible in future.

S. Willie – The recycling pickup wouldn't be funded by Recycle BC; the hauler couldn't bring the recycling materials to the depot. Cortes has curbside recycling and garbage collection with a similar depot. The participation in curbside was so low that Recycle BC reduced the funding. Hornby doesn't meet the requirements for being added and it might not be economically viable as curbside pickup. You have a depot culture, but also an aging demographic.

K. Lukinuk – The depot has grown substantially. The free store is still popular. There is resistance to the recycling depot setup with many different types of materials to be separated into different containers. I'd like to pursue garbage pickup with the person on Denman as long as the Comox Valley Regional District (CVRD) is supportive.

S. Willie – If the contractor would like to provide the service, she can do so.

K. Lukinuk – I was in favour of Strategy 7E to bring curbside pickup to more places. Projects are a great idea, but I'd rather see funds allocated to Hornby for curbside pickup.

J. Best – I would have loved there to be green and bright green buttons on the survey. I agreed with almost all of the actions and wanted to indicate extra stars for some of them. We're rolling out curbside recycling collection to MF households for collectable plastics on the Lower Mainland. We're also rolling out glass collection in the Okanagan. We're working with truck manufacturers to have vehicles with the ability to collect several different streams (containers, glass, paper, flexible plastics).

S. Willie – Large trucks and carts are both challenging for new MF builds where they haven't provided space. The impediment starts with the trucks. It's either a front loader or a thousand carts for MF.

V. Schau – Is there still appetite to use the School District 71 pilot project to trial new services? They've committed to organics for next year.

J. Best – Recycle BC may be interested in working with a school district; they can get in touch with us. Schools are low hanging fruit where it seems obvious to add service. What's the update on the Quadra Depot?

S. Willie – We're working on some recycling depots. The Quadra Depot is in the works.

V. Schau – For the Quadra Depot, we needed to get a budget amendment to cover cost increases from 2022. The foundation and other work will be done this summer with the opening anticipated for the fall. We will be giving Recycle BC a three-month notice of commencement of service.

S. Willie – The recycling bins in Oyster River have a large social media following. It's a popular depot with changes coming.

3. Meeting Adjournment

S. Willie adjourned the meeting at 11:30 am.

GENERAL:

The next Regional Solid Waste Advisory Committee is scheduled on Thursday, August 14, 2025, at 10:00 am.

Recorded by:

Certified correct:

B. Meagher

Bridget Meagher
Branch Assistant – Engineering
Services

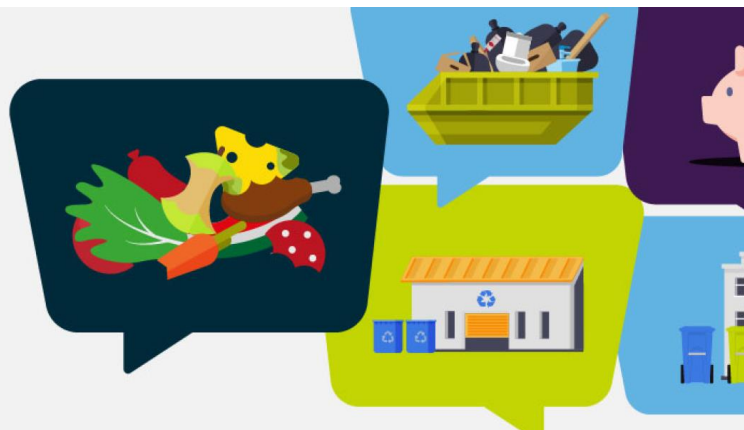
S. Willie

Sarah Willie
Manager of Solid Waste Planning
and Policy Development

Summary of Strategies Discussed for the Comox Strathcona Waste Management Solid Waste Management Plan Renewal

CSWM Solid Waste Management Plan Renewal

**Weigh In
On Waste**



April 16, 2025

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

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



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Glossary

Term	Definition
Circular Economy	A circular economy is one that is restorative and regenerative by design, and which aims to keep products, components and materials at their highest utility and value at all times, distinguishing between technical and biological cycles. ¹
CRD	Construction, renovation and demolition waste
CO ₂ e	Carbon dioxide equivalent
CRWMC	Campbell River Waste Management Centre
CSWM	Comox Strathcona Waste Management
CVRD	Comox Valley Regional District
CVWMC	Comox Valley Waste Management Centre
Disposal	Landfilling
Diversion	Activities that divert waste materials away from landfill disposal to alternatives such as recycling or composting.
EPR	Extended producer responsibility
Generation	The sum of all materials discarded that require management as solid waste, including garbage, recycling, household hazardous waste, and organic waste.
GHG	Greenhouse gas
HHW	Household hazardous waste
ICI	Industrial, commercial, and institutional (also referred to as non-residential)
LFG	Landfill gas
Ministry	BC Ministry of Environment and Parks
MSW	Municipal solid waste
PPP	Residential packaging and paper product
Residual Waste	The portion of the solid waste stream not managed through recycling, composting or recovery activities. It is commonly referred to as “garbage” or MSW. Residual waste typically requires disposal at a landfill.
RSWAC	Regional Solid Waste Advisory Committee
SRD	Strathcona Regional District
SUP	Single use plastics
SWMP	Solid Waste Management Plan, also referred to as “the Plan”
TS	Transfer Station
7R	7R pollution prevention hierarchy (or simply waste hierarchy): refuse, rethink, redesign, reduce, reuse, recycle.

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



1 Introduction

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

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



Figure 1: Ministry's Plan Development Process

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

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

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

The latest SWMP update occurred in 2012 and focused on long-term disposal capacity challenges, and liabilities associated with natural attenuation landfills. This was reflective of changing provincial regulations and directives. The 2012 plan targeted an increase in the diversion rate from 51% to 70%, or a disposal rate of 380 kg per capita per year by 2022.

1.1 Guiding Principles & Goals

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

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



Figure 2: Goals for the CSWM's SWMP Renewal



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

1.2 Board Priorities

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

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

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

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

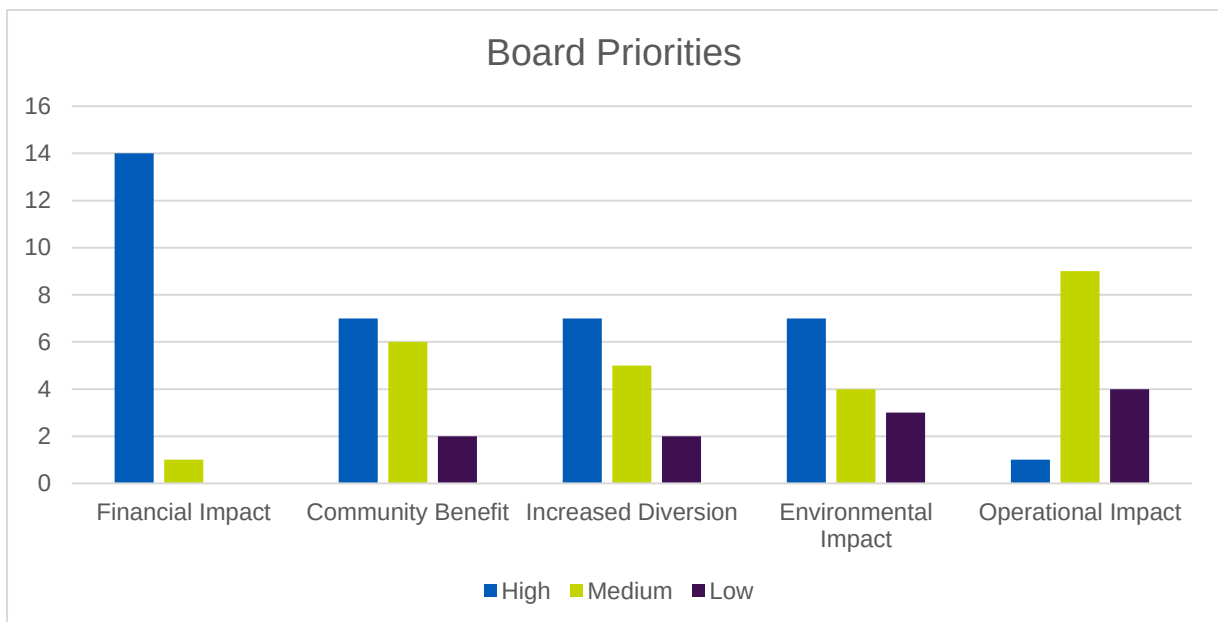


Figure 4: Board priorities for the solid waste management plan renewal

2 Summary of Waste Prevention and Diversion Strategies

Between February 2023 and February 2025, RSWAC members have met multiple times to discuss various aspects of waste management. Members have been presented with technical memos ahead of each meeting and a total of 10 strategies and over 40 actions have been identified so far and discussed as part of the planning process. Although RSWAC members have discussed all the options and actions, none have been formally ranked or prioritized to-date.

The CSWM has requested the support of the consulting firm Stantec to review all technical memos, strategies and actions, to re-organize and summarize all of the options for a RSWAC discussion on options to include in a SWMP with the RSWAC. As the technical memos were developed by different experts within each field there were some overlap between different strategies / actions. Reviewing and refining has resulted in 8 overall strategies and 40 related actions. Appendix A outlines where these strategies and actions in this summary report came from and identifies which technical memo these were previously discussed, including any that were combined to eliminate overlap.

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

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

- A summary of context including importance of the strategy.
- A description of each action.
- Impacts on each action, including:
 - **Impacts on diversion:** Low (up to 500 tonnes), medium (up to 3,000 tonnes), or high diversion (greater than 3,000 tonnes).
 - **Impacts on annual cost:** The annual cost (labour, contractors, operational, and other) associated with the action. Low (less than \$50,000), medium (\$50,001 to \$100,000), or high (greater than \$100,000)
 - **Operational impact:** Low, medium or high impact related to operational equipment and labour.
 - **Initial investment:** Low (less than \$100,000), medium (up to \$500,000), or high (greater than \$500,000) investment related to research, planning, communications and major assets.
 - **Environmental and social factors:** Any related environmental or social impact.
- The suggested priorities and timelines have been informed by CSWM staff and the Board priorities (section 1.2). Actions that are given higher priority have a shorter implementation period (within the first five years of implementation following provincial approval), and those with lower priority have an implementation period beyond five years.

If any actions within the strategy were overlapping and reaching the same goal using different methods, the team has assessed each using the Board priorities and suggested prioritising one for shortlisting all actions.

At the RSWAC meeting on April 22, 2025, RSWAC will be asked to help identify which options should be included as Preferred Strategies in consultation and engagement with the community and inclusion in the SWMP renewal.

Although this report specifically highlights suggested priorities as informed by the Board direction and staff, these are for discussion purposes and changes are expected as a result of RSWAC input. The team is seeking RSWAC feedback on the suggested priorities and is seeking help to identify a final list of Preferred Strategies and associated actions to recommend to the Board, prior to public engagement in the Fall.



Figure 5: Overview of Strategies

Strategy 1: Support Reuse Initiatives

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

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

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

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

Actions to Support Reuse Initiatives

A summary of the actions related to this strategy is shown in the table below:

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
1A	Within the CSWM continue to advocate and promote donations to existing reuse establishments This option is to continue to advocate for and promote donations to existing establishments in urban areas.				
	Low	Staff: \$5,000 ²	Low	N/A	Continued support for reuse. Reduce cost of living and improve access to information. Developing a stronger sense of community.
1B	Partner with a local non-profit to pilot collection of reuse items at CVWMC to divert materials from landfill This option is to partner with local non-profits to divert material from waste streams at the CSWM facilities. This could include setting aside materials that are specifically designated for non-profits, which are then picked up on a weekly basis. This would require staff to identify and set aside items. Pilot for 6 months to reduce costs.				
	Low	N/A	Low Term Position 0.5	Low Staff: \$65,000 ^{3,4} Material: \$20,000 ⁵	Increased reuse. Developing a stronger sense of community. Supporting local business.

² Staff costs for updating online tools or subscriptions for the online tools

³ Assumed one-year pilot

⁴ Staffing costs per year for 7-day oversight

⁵ For sea container to store items

Action	Diversion Potential	Annual Cost	Operational Impact	Capital Investment	Environmental and Social Factors
1C	Partner with a local non-profit to implement annual reuse pop-up events at CVWMC to divert materials from landfill This option is to partner with local non-profits to divert material from waste streams at the CSWM facilities. The CSWM could provide the opportunity for pop-ups at the CVWMC where volunteers/staff of non-profits engage the community around waste reduction and reuse.				
	Low	Staff & Materials: \$25,000 ⁶	Low	N/A	Increased reuse. Developing a stronger sense of community. Supporting local business.
1D	Establish a Reuse Hub to accommodate organizations specializing in repair and reuse This option is for the CSWM to develop a Reuse Hub, which would specialize in the repair and reuse of various items such as appliances, furniture, and building materials.				
	Medium	Unknown	High	High	Increased reuse. Developing a stronger sense of community. Supporting local business'.
1E	Financially support island and remote share sheds where volunteers or the local municipality can construct, operate and staff the share sheds This option is for the CSWM to support island and remote share sheds. Although in the 2017 the Board decided against share sheds at the CWSM facilities, they have shown to be successful in island and remote areas, as discussed above. The CSWM may want to provide money and resources to support these island and remote share sheds, and or future urban reuse opportunities.				
	Low	Material: \$10,000 - \$15,000 ⁷	Low	N/A	Increased reuse. Developing a stronger sense of community.

Suggested Reuse Priorities

Actions B and C are overlapping as they both have the goal of diverting reusable items directly at the landfill in partnership with a non-profit. Both actions have relatively low diversion potential, however a pilot (action B) that has resources every day directed at diverting good materials from landfill will have a higher diversion potential than pop-up events. Staff would also benefit from not having to see perfectly good items go to waste, which contributes positively to worker moral. To reduce cost and evaluate efficacy, a 6-month pilot could be conducted rather than a full year.

Establishing a reuse hub at this time is not thought to be financially viable for the service. Modest support for share sheds in remote and island communities would help to grow the culture of reuse and resourcefulness already demonstrated by these residents.

The following table shows a proposed selection of actions however these are to generate discussion, and changes are welcomed with input from the RSWAC.

Action	1A	1B	1C	1D	1E
Short-Term (1-5 years)		✓			✓
Long-Term (6-10 years)	✓				
Not suggested at this time			✓	✓	

⁶ Staff time and equipment to support, as well as advertising costs for four events annually.

⁷ Minimum cost of one dollar per permanent resident. Based on 2021 census data.

Strategy 2: Encourage Repair

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

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

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

Actions to Encourage Repair

A summary of the actions related to this strategy is shown in the table below:

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
2A	Maintain current Repair Café support This option is for the CSWM to support Repair Cafés in the region, which does not include financial support. Existing support includes providing assistance through the CSWM Community and Curriculum Educator to support five to six Repair Café events throughout the service area annually.				
	Low	\$20,000 ⁸	Low	N/A	Increasing skills in community for repair and building resilience. Developing a stronger sense of community and curating generational knowledge transfer.
2B	Implement a grant program to support local Repair Café event coordination This option is for the CSWM to introduce grants to support local organizations hosting the repair events to help expand and support repair efforts in the region. Working in collaboration with community groups and organizations will decrease the workload associated with coordination of these events and offering grants can increase willingness to participate.				
	Low	\$10,000 ⁹	Low	N/A	Promotes sustainable volunteerism. Increased repair. Developing a stronger sense of community.

⁸ Within existing \$126,000 budget of the community and education contractors.

⁹ \$10,00 annually for grant funding

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
2C	Develop Repair Café toolkits including basic supplies to facilities and streamline the coordination of events This option is for the CSWM to develop a Repair Café Toolkits which would consist of basic supplies and consumables to facilitate and streamline the coordination of events.				
	Low	\$500	Low	Year 1: \$2,000	Reduces the barrier for volunteers. Increased repair. Developing a stronger sense of community. Supporting local communities and events.

Suggested Repair Priorities

There are no overlapping actions discussed related to reuse for the SWMP renewal. Interest has been growing in this initiative with residents and the volunteer repair community has been a reliable partner. Taking a break from supporting this initiative would put that volunteer repair community at risk at a time when generational knowledge is most important to pass down. Once the Repair Café toolkits (action C) have been developed, we recommended that action B is implemented with a grant program to support local Repair Café events. The following table shows the proposed timeline for implementation of each action.

Action	2A	2B	2C
Short-Term (1-5 years)	✓		✓
Long-Term (6-10 years)		✓	
Not suggested at this time			

Strategy 3: Encourage Waste Diversion through Increased Education and Outreach

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

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

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

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



Curriculum
Educator

- School based-education programs (K-9)
- Helps students learn about waste in the region
- Provides teachers and schools with the options to enhance their lessons plans



Community
Educator

- Support CSWM residents on waste diversion initiatives
- Engage with approximately 5,000 residents annually at events in rural and urban areas
- Liaises with non-residential sectors to improve diversion.

Figure 6: Curriculum Educator and Community Educator Roles

Actions to Encourage Waste Diversion through Increased Education and Outreach

A summary of the actions related to this strategy is shown in the table below:

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
3A	Maintain current education and engagement levels throughout the school districts and at regional events This option is for the CSWM to maintain their current education and engagement levels throughout the region through the curriculum educator and community educator. Cost associated with this action are accounted for in current budgets.				
	Low	N/A ¹⁰	Low	N/A	Continue supporting local communities and bringing community together.
3B	Increase education, outreach and communications capacity to engage with more sectors and provide regionally specific content This option is for the CSWM to increase education, outreach and communications capacity moving forward. This could include introducing regionally specific content, further supporting new waste reduction and behaviour change initiatives, and expanding the current service level to target new demographics and sectors. This would be in addition to any support for sector specific education through other actions.				
	Low to Medium	Staff or contractor: \$40,000	Low 0.5 FTE or Contractor	N/A	Diversifying and expanding support to more communities and sectors.
3C	Establish mobile waste source separation equipment to improve waste diversion at community events This option is for the CSWM to invest in waste diversion infrastructure for community events. Providing support and resources to facilitate source diversion for events could result in significant event waste reduction.				
	Low	Contractor: \$1,000 - \$1,500 per event	Low to Medium	\$40,000 ¹¹	Increased diversion at events. Developing a stronger sense of community. Supporting local communities and events.

¹⁰ Within current budget of \$126,000, includes Repair Café support.

¹¹ For portable event infrastructure

Suggested Education and Outreach Priorities

The following table shows the proposed timeline for implementation of each action. There are no overlapping actions discussed related to education and outreach for the SWMP renewal. Getting into the community and offering face to face educational opportunities has been invaluable for communicating operational changes like facility closures, organics collection, rate changes as well as answering everyday recycling questions. Children are not just the future, but also great teachers of their parents. Educating children in schools can reach adults not likely to prioritize waste diversion and build a foundation for the future. School education and engagement (action A) would be maintained throughout the SWMP period and additional funding would support expanded engagement and resources through action B. Action C is not suggested at this time since due to budget constraints. This action can be considered in the future.

Action	3A	3B	3C
Short-Term (1-5 years)	✓	✓	
Long-Term (6-10 years)	✓		
Not suggested at this time			✓

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.¹² Some single-family residents receive curbside collection through the CSWM (as the CVRD) and SRD. Multi-family residents in the City of Campbell River (approximately 2,800 buildings) have the opportunity for Recycle BC funded collection services through private haulers and are the only community with this option. In 2024, four buildings were signed up for this funding. An additional 3,800 multi-family buildings located within the CSWM have no opportunity for funding by Recycle BC but are stated as 'served' by the available depot recycling facilities according to Recycle BC.

The Village of Cumberland and the Town of Comox offer multi-family residents recycling pick-up through a private hauler, who also picks-up commercial recycling under a central contract (not Recycle BC funded). Multi-family buildings in the City of Courtenay are required to hire private contractors for pick up services and there is no requirement for recycling or organics; buildings can

¹² 2021 census

choose to pay for garbage collection only. Households in the City of Campbell River are required to have recycling but there is no active enforcement of the bylaw, and services are not offered through a City contract, but by subscription to a private hauler.

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

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

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

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

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

Actions to Improve Multi-Family Reduction and Diversion

A summary of the actions related to this strategy is shown in the table below:

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Impacts
4A	Implement requirement for adequate space for waste collection in new buildings This option includes the Municipal and Regional planning requiring new multi-family building developments and construction to have adequate waste management space for future diversion of recyclables and organics and considerations incorporated within the proposed design.				
	Medium	Low ¹³	Low	N/A	Reduces unsightly premises and ensures inviting and well-lit waste areas. Reduces vermin interactions with waste.
4B	Increase education and outreach to multi-family residents This option involves increasing education and outreach to multi-family residents, using a multi-pronged approach. This may include aspects such as a comprehensive campaign with management and residents, training programs to build capacity within multi-family building operations, a program to equip residents as recycling champions, and more.				
	Low	Contract: \$25,000 ¹⁴	Low	N/A	Provides greater access to information to low income or marginalized populations.

¹³ This strategy could be implemented using existing CSWM staff resources.

¹⁴ Estimate of \$25,000 to support 1,000 dwellings a year

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Impacts
4C	Expand organics collection to multi-family homes to increase diversion This option involves the CSWM expanding organics collection to multi-family homes to increase diversion. This will also contribute to increasing equitable service provision for all residents in the CSWM area. This option would require transfer infrastructure upgrades.				
	Medium	\$25,000 ¹⁵	Medium 0.25 FTE	Medium \$50,000 ¹⁶	Reduces GHGs from food waste in the landfill. Provides equity between household types.

Suggested Multi-family Reduction and Diversion Priorities

The following table shows the proposed timeline for implementation of each action. There are no overlapping actions discussed related to multi-family reduction and diversion for the SWMP renewal. It is important for CSWM to improve the connection with multi-family residents and increase accessibility for residents to divert to achieve our goals. As a demographic, multi-family residents are more challenging to engage with and it will require more resources in order to be successful.

Action	4A	4B	4C
Short-Term (1-5 years)	✓	✓	
Long-Term (6-10 years)			✓
Not suggested at this time			

Strategy 5: Improve ICI Waste Reduction and Diversion

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

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

¹⁵ \$50,000 in outreach and education and an additional 0.25 FTE

¹⁶ Communication start up costs. Addition costs for upgrades to transfer infrastructure.

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

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

As per the 2012 SWMP, a variable tipping fee is charged to the ICI sector to encourage waste diversion.¹⁷ CSWM has also encouraged local governments to introduce mandatory recycling policies for businesses to increase diversion of organics and recyclables and require space allocation in new buildings for multi-stream waste collection. Currently the Village of Cumberland collects commercial garbage and recycling under a solid waste utility fee.¹⁸

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

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

Actions to Improve ICI Reduction and Diversion

A summary of the actions related to this strategy is shown in the table below:

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
5A	Continue to advocate for increased stewardship support to improve accessibility to recycling programs and expand materials covered under EPR for the ICI sector This option involves advocating for senior government and other partners for policy and program support. Efforts include tracking and weighing in on the development and implementation of ICI related provincial policy including but not limited to how non-residential packaging and paper products, single use item reduction and plastics management and updates to existing and new EPR programs.				
	Medium - High	Low ¹⁹	Low	N/A	Can result in the reduction of waste entering the landfill and related GHG emissions. Provides equity between sectors for access to services.
5B	Use policy and education to incentivize waste minimization and diversion This option is intended to use phased in policy to add incentives for reducing and diverting organics and recycling from ICI sources. This would build on the tipping fee differential success with regional disposal, including the option to introduce further landfill bans (organics), support municipal source separation bylaws, and integrating waste reduction and diversion into business license agreements. Policy integration must be based on policy development and approval across all levels of government. It is very important that CSWM provide adequate education and outreach for any new policies being implemented.				

¹⁷ Comox Strathcona Waste Management, 2024. Fees. <https://www.cswm.ca/fees>

¹⁸ Village of Cumberland, 2024. Utility Rates and Charges. <https://cumberland.ca/utility-rates-and-charges/>

¹⁹ With current staffing

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
5B cont.	Medium	\$100,000 ²⁰	Medium 1 FTE	Low Communication: \$40,000 - \$100,000 ²¹	Reduction of waste entering the landfill and related GHG emissions.
5C	Support businesses to reduce waste through education and collaboration This option includes supporting businesses and institutions by providing turnkey education signage and how-to toolkits by subsector (e.g., food service, retail, hospitality, education, health). Some examples include showcasing success online, hosting an annual awards event, convene and engage key collaborators periodically for local food procurement, waste reduction, and diversion initiatives.				
	Low	Low	Low	\$25,000	Supporting local businesses and the community.
5D	Provide ongoing technical assistance to businesses and organizations This option includes providing in person assistance to businesses and organizations to help reduce waste generation and measure the impact that businesses have over time. This could include site visits for audits, system setup, and periodic monitoring at business and institution point of generation.				
	Medium	Low	Low	Medium \$300,000 - \$360,000 ²²	Supporting local businesses and the community. Reducing ICI waste generation.
5E	Provide grants for local organizations to create initiatives focusing on waste reduction and diversion leadership and innovation This option involves the CSWM setting up a small grants program for organizations to create initiatives that focus on the upper tiers of the 7R Hierarchy. The regional SWMP monitor committee would review application submissions and receive reports.				
	Low	\$50,000 ²³	Low	N/A	Supporting local businesses and the community. Investing in local business'.
5F	Enhance operations to promote diversion and cost recovery This option involves the CSWM continuing to support diversion and cost recovery for the ICI sector. It supports the implementation of a clear bag policy for ICI garbage and the associated change management and communications. Some options within this includes supporting tipping fee differential increases to promote source separation at the Waste Management Centres, continuing to monitor rural depot commercial material management and offer recycling where viable.				
	Low	Low Staff to oversee	Low	Low \$15,000 - \$25,000 ²⁴	Reducing the quantity of materials entering the landfill and related GHG emissions.
5G	Civic Site Waste Minimization and Diversion This option involves optimizing systems to minimize waste and promote diversion across regional district departments using procurement practice adjustments; promoting reusables; use of centralized zero waste stations (remove desk garbage) and collection infrastructure by facility type. The CSWM can lead by example and coordinate with municipalities and First Nations to showcase best practices.				
	Low	Low	Low	Low \$40,000 ²⁵	Reducing the quantity of materials entering the landfill and related GHG emissions. Leading by example in the community.

Suggested ICI Reduction and Diversion Priorities

The following table shows the proposed timeline for implementation of each action. 5E is not suggested at this time as there is too much overlap with 5D. There is potential for a portion of the

²⁰ Cost of inspection and bylaw support

²¹ One-time communications contract from 6 months to 1 year

²² Over 3 years for 100 businesses per year

²³ Based on \$5,000 grants for 10 recipients

²⁴ One-time contractors, cost varies depending on tactics used

²⁵ Includes bin costs, signage and staff time

funds directed to a communications contractor in 5D, to be used for small grants as outlined in 5E. These small grants can provide support to businesses and organizations in order to create community spirit and leverage the passion of grass roots initiatives.

If a clear bag policy is implemented as part of action 5F with the other policy initiatives in 5B then no further enforcement would be needed, however if they are offset or don't both move forward additional costs for 5F may need to be considered.

Action	5A	5B	5C	5D	5E	5F	5G
Short-Term (1-5 years)	✓		✓				✓
Long-Term (6-10 years)		✓		✓		✓	
Not suggested at this time					✓		

We are seeking input from RSWAC on these suggested priorities.

Strategy 6: Improve CRD Reduction and Diversion

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

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

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

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

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

In 2021, CVRD directors emphasized the need for the SWMP renewal to advance the work on removing CRD waste from the waste stream, highlighting support for deconstruction over demolition.²⁶

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

Actions to Improve CRD Reduction and Diversion

A summary of the actions related to this strategy is shown in the table below:

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
6A	Present policy recommendations to local governments to require a pre-demolition assessment to identify the opportunity for relocation or deconstruction of a building This option is for the CSWM to support local governments to require a pre-demolition assessment to help identify opportunity for building relocation or deconstruction. This can be through presenting policy options to local government and supporting them to implement if they choose to, or through action B.				
	Low	\$10,000 ²⁷	Low 25 d/yr estimated	N/A	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions. Supporting local communities and jobs.
6B	Require local governments to implement a pre-demolition assessment to identify the opportunity for relocation or deconstruction and that findings from the assessment are followed Present policy recommendations to local governments requiring that the findings from pre-demolition assessments be followed. Or align policy recommendations with best practice in other jurisdictions and require that all structures of certain period be deconstructed subject to safety considerations. Require contractors to pay a refundable deposit which is returned upon the contractor evidencing they have salvaged and reused a prescribed amount of materials.				
	Low - Medium-	\$100,000 ²⁸	Medium 1.0 FTE	\$10,000 ²⁹	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions. Supporting local communities and jobs.
6C	Provide a financial incentive for projects choosing to deconstruct instead of demolishing a building to promote reuse and waste salvage This option is for the CSWM to provide a financial incentive for deconstruction projects to promote salvage and reuse over demolition and waste generation. Amount spent would depend on uptake annually.				
	Low - Medium	Initially budget for \$20,000 Increased uptake to \$100,000 ³⁰	Low	N/A	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions. Supporting local communities and jobs.

²⁶ CVRD Staff Report, "September 2021 Solid Waste Management Plan Roundtable Summary" (October 15, 2021), p 3

²⁷ Does not include cost recovery through assessment fees.

²⁸ Anticipated cost recovery through foregone deposits.

²⁹ \$10,000 for promotion costs.

³⁰ Annual incentives cost assuming 20-25 homes deconstructed per year, \$5,000 per home. Initial uptake anticipated to be low.

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
6D	Support local governments to implement expedited relocation, deconstruction, and move-on permits to promote reuse and waste salvage This option is for the CSWM to support CRD waste reduction by supporting local governments to expedite building permits for relocation and move-on, and deconstruction, to promote reuse and salvage of CRD materials.				
	Low	N/A	Low	N/A	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions. Supporting local communities and jobs.
6E	Develop and implement a comprehensive regional strategy to salvage and process clean wood This option is for the CSWM to build on the current program for clean wood and implement a comprehensive regional strategy to salvage and process clean wood. This may include banning clean wood from all public and private facilities and establish pathways to salvage and process this material for resale.				
	Low	\$30,000 in foregone revenue ³¹	High	Medium Site Paving	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions. Supporting local communities and jobs.
6F	Engage with other jurisdictions on cross-regional solutions This option is building on action E, where the CSWM could establish pathways for material resale by engaging with other jurisdictions on cross-regional solutions. For example, local governments, First Nations, and organizations. One example is the Building Material Exchange (BMEx) on Vancouver Island which connects construction and manufacturing businesses to increase salvage and reuse of materials among businesses.				
	Low	\$25,000 ³²	Low	N/A	Supporting and collaborating with neighbouring jurisdictions. Supporting local jobs. Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions.
6G	Develop educational tools and resources to support on-site material management at CVWMC This option for the CSWM to develop educational materials and tools to support on-site material management, which can be implemented at the CVWMC.				
	Low	N/A	Medium	\$50,000 - \$60,000 ³³	Diversifying and expanding support to more communities and sectors. Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions.
6H	Implement material separation of mixed material loads at CVWMC Following on recommendations from landfill operators, haulers and contractors, implement a staging area at the CVWMC with a tipping pad where trucks dump their loads of mixed CRD and regional staff sort and divert recyclable materials.				
	Medium	High \$130,000 ³⁴	High 1 FTE ³⁵	High \$525,000 ³⁶	Reducing the quantity of CRD materials entering the landfill and its associated GHG emissions.

³¹ Tipping fees would likely reduce to \$80 per tonne from \$120, resulting in up to \$30,000 in foregone revenue from existing clean wood tipped.

³² Per year with funds going to fund the online marketplace commencing in year 1

³³ Staff time and resources

³⁴ Annual costs for labour and fuel

³⁵ If not contracted, one FTE requiring heavy equipment operator's license

³⁶ Initial cost for concrete, paving and small excavator

Suggested CRD Reduction and Diversion Priorities

Actions A and B are sequential actions, both related to municipalities requiring a pre-demolition assessment to identify the opportunity for relocation or deconstruction of a building. Action 6A focuses on supporting municipalities to implement this policy and 6B includes the requirement for projects to follow through with the findings of the assessment. These initiatives will require municipal support.

CSWM staff suggest including Action 6A in the SWMP renewal with the option of adding in the requirement of following through with the assessment's findings. The assessment can be part of the five-year effectiveness review of the SWMP and 6B would only be implemented if it is deemed feasible.

Further incentives to drive the private sector include offering grants for deconstruction and reporting; anticipating it will take some time to develop that market initial funding for Action 6C is expected to be low. Regional policy support through participation in tool development, education and collaboration. It is not anticipated that significant quantities of clean wood could be salvaged cost effectively beyond what is already diverted to Pacific Wood Waste for fuel. Action 6E is not suggested at this time due to budget constraints. For 6E, the CSWM already charges a separate rate and has a bin for clean wood at the CVWMC and CRWMC, therefore this strategy would have a low diversion impact with high operational requirements. Action 6H would have a significant capital investment requirement if moved forward.

The following table shows the proposed timeline for implementation of each action.

Action	6A	6B	6C	6D	6E	6F	6G	6H
Short-Term (1-5 years)	✓		✓			✓	✓	✓
Long-Term (6-10 years)		✓		✓				
Not suggested at this time					✓			

Strategy 7: Support Equitable Access to Services

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

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

Rural residents are generally serviced through private collection, unless residents self-haul to a depot. In 2021 there was a consideration for expanding curbside collection to single-family rural residents in the CVRD, but it was deemed there was no community support for establishing a compulsory waste collection service for these residents. The most significant population without curbside waste,

recycling or yard waste service are the electoral area residents of the eastern side of Vancouver Island south of Campbell River to Deep Bay, which the CSWM has identified as an inequity in the system. Cost increases to subscription services have driven more households to self-haul their waste to depots and CSWM has subsequently seen an increased use of the CRWMC and CVWMC by rural residents. The increase in facility use comes with additional costs to the service as more staff and equipment have been required to manage the traffic volumes. Compared to 2019, the CSWM has seen increased cost to the service by \$460,000 per year, which includes an increase in staffing at the CVWMC for diversion and disposal support.

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

Actions to Support Equitable Access to Services

A summary of the actions related to this strategy is shown in the table below:

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
7A	Review the Convenience Level Standard and pursue development of depots or events to meet the access requirements necessary for the CSWM service This option is for the CSWM to adopt the developed Convenience Level Standard to identify a commitment level of diversion services for each community or region identified, and for that to be the level funded collectively by all users of the CSWM service. With this, the CSWM can develop depots or events to meet access requirements necessary to provide diversion opportunities to all residents fairly.				
	Low - Medium	Medium \$50,000 - \$100,000 ³⁷	Low	Medium \$400,000 - \$500,000 ³⁸	Reduces GHGs from waste in the landfill. Provides equity of services for residents.
7B	Increase the density of publicly funded depots to meet service level standard and provide user pay bag-drop off for residents without collection service This option is for the CSWM to explore providing user pay drop-off for residents without garbage collection service. Accepting pre-paid bagged waste could be added to existing recycling facilities, and or additional ones.				
	Medium	Medium-High \$75,000 - \$150,000 ³⁹	Medium	Medium to High ⁴⁰	Reduces GHGs from waste in the landfill. Provides equity of services for residents.
7C	Implement a bylaw that requires source separated materials be taken to recycling facilities This option for the CSWM to increase equitable access to services is by implementing a bylaw that requires source separated materials to be taken to recycling facilities. This mirrors the Fraser Valley Regional District's (FVRD's) approach but would require legal advice on the enforceability of this bylaw.				
	Low	Annually: \$5,000 ⁴¹ Staff: \$170,000 ⁴²	Medium 1 FTE	N/A	Reduces GHGs from waste in the landfill.

³⁷ Annual operating costs

³⁸ Gap analysis indicates this increase to CSWM operations, plus land purchase or lease costs

³⁹ Operational costs are expected to increase due to an increase in users at facilities, however some costs can be offset by user pay fees.

⁴⁰ Costs depend on zoning, container type and land acquisition costs

⁴¹ \$5,000 for an educational tool to respond to complaints

⁴² One FTE plus legal costs If enforcement is implemented

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
7D	Introduce mandatory waste generator source separation bylaw This option looks at introducing a mandatory waste generator source separation bylaw. This would require all waste generators, including ICI and multi-family residential, to separate their waste to make recycling more convenient and increase diversion. The bylaw as written by the RDN proposes to carry out enforcement on a largely complaint driven process.				
	Medium	\$10,000	Low	Low \$70,000 ⁴³	Reduces GHGs from waste in the landfill. Provides equity of services for residents.
7E	Implement regional garbage and recycling collection for households through a contractor This option is to implement region-wide single-family residential bi-weekly garbage and recycling collection with the option of organics in areas that are operationally accessible. This service would be delivered through private contractors.				
	Medium	\$60,000-\$80,000	Medium 0.8 FTE	Low \$40,000 ⁴⁴	Reduces GHGs from waste in the landfill. Provides equity of services for residents.
7F	Introduce a requirement that all waste generators receive multi-stream waste collection This option looks at the CSWM requiring all residents and the ICI sector receive waste collection, which would be paid for through a utility fee or taxation. This could be done by the CSWM, local governments, or through contracted haulers. A compulsory service does not mean everyone receives the same service or pays the same rate. Areas with low population densities would need a different service or, perhaps, more practical to be excluded from the service entirely.				
	Medium	\$220,000 (>\$26 million ⁴⁵)	Medium 2.0 FTE	Medium \$200,000 over 2 years	Reduces GHGs from waste in the landfill. Provides equity of services for all sectors.

Suggested Equitable Access to Services Priorities

To create the momentum for implementation of many of these actions the first step is mandating source separation for all waste generators, action 7D. This is preferable to the FVRD model, 7C, because it does not require significant resources for enforcement. Following mandatory source separation, increased opportunities for waste disposal at depots (7B) can be explored in conjunction with collection of waste and recycling from rural homes (7E). Implementing the Convenience Level Standard will provide a path forward for enabling consistent access for residents in the service area.

The following table shows the proposed timeline for implementation of each action.

Action	7A	7B	7C	7D	7E	7F
Short-Term (1-5 years)	✓			✓		
Long-Term (6-10 years)		✓			✓	
Not suggested at this time			✓			✓

⁴³ \$40,000 for education campaign when bylaw is introduced and \$30,000 for enforcement

⁴⁴ Contract to support the launch of the program for the first 6 months

⁴⁵ Costs could exceed \$26 million if service delivery is comprehensive and be reduced if municipalities deliver services to local residents and businesses. The majority of the \$26 million would be recovered through utility fees for service delivery.

Strategy 8: Advance Solid Waste Tracking

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

Waste Facility Tracking

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

Metro Vancouver was the first regional district with licensing authority with a system in place for approximately 30 years. The Regional District of Nanaimo (RDN) and the Cowichan Valley Regional District (CVRD) have each been licensing facilities for approximately 20 years. The RDN currently has 13 facilities covered by the licensing system and the CVRD has 4 facilities. There is some variability in licensing requirements and what facilities are included, but all three licensing schemes share the goals stated above.

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

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

Waste Hauler Tracking

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

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

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

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

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

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

Actions to Advance Solid Waste Tracking

A summary of the actions related to this strategy is shown in the table below:

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
8A	Implement voluntary reporting for all private facilities This option would require the CSWM to develop a standardized reporting for private facilities and request semi-annual or annual reporting. Frequency and content of reporting would be determined on a site-by-site basis, but often would include quantities of materials received, material diverted (and destination), and material disposed. Working with the facility to determine reporting requirements is more likely to result in the submission of comparable data.				
	Low	Low Staff: \$6,000	Low	Low \$10,000	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions.
8B	Implement waste facility licensing for all facilities with no diversion targets⁴⁶ This option would involve licensing all locations managing waste, including recycling depots, return-to-retail, and thrift stores or some subset of these facilities (e.g. exempt return to retail). A licensing scheme capturing all locations could have less onerous requirements for public facing operations and be more focused on reporting requirements. Diversion requirements would only require 'reasonable efforts' to divert reusable and recyclable items. Under current circumstances, approximately 50 facilities would be licensed.				
	Low	High Staff: \$200,000	High 2 FTE	Low – Medium \$80,000	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions.

⁴⁶ With Exemptions for Public-Facing Facilities and No Diversion Targets

Action	Diversion Potential	Annual Cost	Operational Impact	Initial Investment	Environmental and Social Factors
8C	Implement waste facility licensing for all facilities except public-facing facilities with no diversion targets⁴⁷ This option would involve licensing facilities but exempting public-facing facilities such as recycling depots, return-to-retail stores and thrift stores. Under current circumstances, approximately 10 facilities would be licensed. Diversion requirements would only require reasonable efforts to divert reusable and recyclable items.				
	Low	Medium \$50,000 - \$100,000	Medium 0.5 to 1 FTE	Low-Medium \$80,000	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions.
8D	Implement waste facility licensing for all facilities and set diversion targets This option would involve licensing facilities as described in 8B) or 8C), with the addition of compelling diversion targets or strictly prohibiting disposal of any recyclable or reusable waste. Diversion targets would not likely be necessary for public-facing facilities such as return-to-retail or reuse facilities.				
	Low-Medium	High Staff, training, vehicle: \$400,000	High 3 FTE	Medium \$200,000	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions.
8E	Implement waste hauler licensing This option looks at the CSWM implementing waste hauler licensing across the region and would mirror the RDN's model. Any haulers operating in the region would be subject to this licensing and benefit from reduced tipping fees in exchange for data and enforcing source separation.				
	Medium - High	Medium \$50,000 ⁴⁸	Medium Years 1-3: 1 FTE Thereafter: 0.5 FTE	Medium \$240,000 over 3 years	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions. Increased diversion of materials from landfill and associated GHG emissions.
8F	Adopt the collector incentive model This option looks at the CSWM adopting the waste collector incentive model (comparable to Capital Regional District) which would give CVWMC customers a rebate if they voluntarily self-report waste collection data. This promotes multi-stream collection and diversion and shifts the flow of waste to industry, similar to waste hauler licensing.				
	Medium - High	Medium \$120,000 ⁴⁹	Low 1 FTE	\$60,000 ⁵⁰	Help the CSWM gain a better understanding of waste being generated and managed in the region to make informed decisions. Increased diversion of materials from landfill and associated GHG emissions.

Suggested Solid Waste Tracking Priorities

Actions B, C, and D are overlapping actions and are all different ways to implement waste facility licensing. Action B and D both have significantly more costs associated with implementation than A and C. Action C has a higher chance of compliance and moderate implementation costs. Because of

⁴⁷ With Exemptions for Public-Facing Facilities and No Diversion Targets

⁴⁸ There is revenue potential, but this is yet to be determined

⁴⁹ Staff training and vehicle costs. There is revenue potential, but this is yet to be determined.

⁵⁰ Communication and awareness

this, staff are suggesting to either move forward with action 8A due to the low costs, or action 8C as the higher cost also is more likely to result in higher diversion.

The following table shows the proposed timeline for implementation of each action. The actions involve significant effort to develop the policies and seek approval by the Ministry, so while initial work may be undertaken in the short term, formal launch of these is likely to be beyond the short-term period. Voluntary reporting for haulers (8F) could be supported as an interim (short-term) policy while hauler licensing (8E) is considered by the Ministry.

Action	8A	8B	8C	8D	8E	8F
Short-Term (1-5 years)			✓			✓
Long-Term (6-10 years)					✓	Discontinue
Not suggested at this time	✓	✓		✓		

3 Next Steps

Following the April 22 RSWAC meeting, Stantec and the CSWM team will take the feedback received and revise the summary of strategies and actions to develop a shortlist of preferred actions. The shortlist of strategies and actions will then be presented to the Board in June for discussion and approval prior to public engagement in Fall 2025. The shortlist of strategies and actions will include an overview of all costs associated with the preferred actions through the entire implementation timeline (10 years), to provide a comprehensive picture of the financial implications.

Appendix A

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

Original Strategies and Actions

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

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

Rearranged Strategies and Actions

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

Community Education, Communications and Outreach	2c		c	Establish mobile waste source separation equipment to improve waste diversion at community events
Multi-Family Dwellings	9a	4. Improve MF Reduction and Diversion	a	Implement requirement for adequate space for waste collection in new buildings
Multi-Family Dwellings	9b		b	Increase education and outreach to multi-family residents
Multi-Family Dwellings	9c		c	Expand organics collection to multi-family homes to increase diversion
ICI and Food Waste	7a	5. Improve ICI Reduction and Diversion	a	Continue to advocate for increased stewardship support to improve accessibility to recycling programs and expand materials covered under EPR for the ICI sector
ICI and Food Waste	7b and 7c		b	Use policy and education to incentivize waste minimization and diversion
ICI and Food Waste	7d		c	Support businesses to reduce waste through education and collaboration
ICI and Food Waste	7e		d	Provide ongoing technical assistance to businesses and organizations
ICI and Food Waste	7f		e	Provide grants for local organizations to create initiatives focusing on waste reduction and diversion leadership and innovation
ICI and Food Waste	7g		f	Enhance operations to promote diversion and cost recovery
ICI and Food Waste & Community Education, Communications and Outreach	2d and 7h		g	Civic Site Waste Minimization and Diversion
Construction and Demolition	8a	6. Improve CRD Reduction and Diversion	a	Present policy recommendations to local governments to require a pre-demolition assessment to identify the opportunity for relocation or deconstruction of a building

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

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