



MORRISON HERSHFIELD

Current Waste Management System Review

Columbia Shuswap Regional District

Presentation to Committee of the Whole on June 22, 2023



Meeting Outline

- Background and process (5 min)
- Current system (15 min)
- Performance (15 min)
- Review findings & issues and opportunities (20 min)
BREAK (15 min)
- System funding gaps (30 min)
 - Discussion (30 min)
- Guiding principles, vision, goals –
update on PTAC feedback (10 min)
- Next steps (10 min)



The Project Planning Consulting Team

- A Swedish Kiwi - in BC since 2012
- 15 years of environmental consulting
- Specializing in long-range planning
- Participated in over six BC Plans

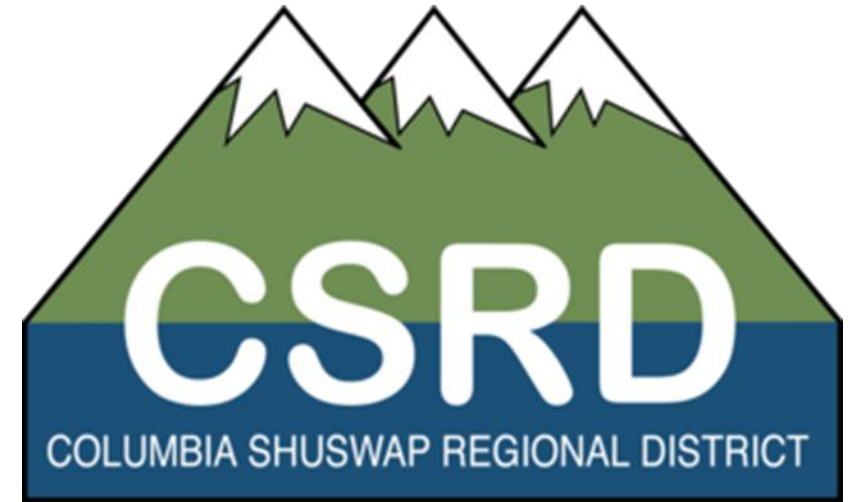
Veronica
Bartlett



- Formerly Manager of Solid Waste at RDN – 24 years
- Led development of award winning RDN Zero Waste Program
- Consultant since 2013 specializing in planning and zero waste program design
- Participated in over 10 plans

Carey
McIver





Background & Process

Current Waste Management System Review

Committee of the Whole

June 22, 2023

Plan Background

- Regional districts are required to have a solid waste management plan (SWMP)
- It describes how a region will manage garbage, recycling, organic waste programs and services for a ten-year period



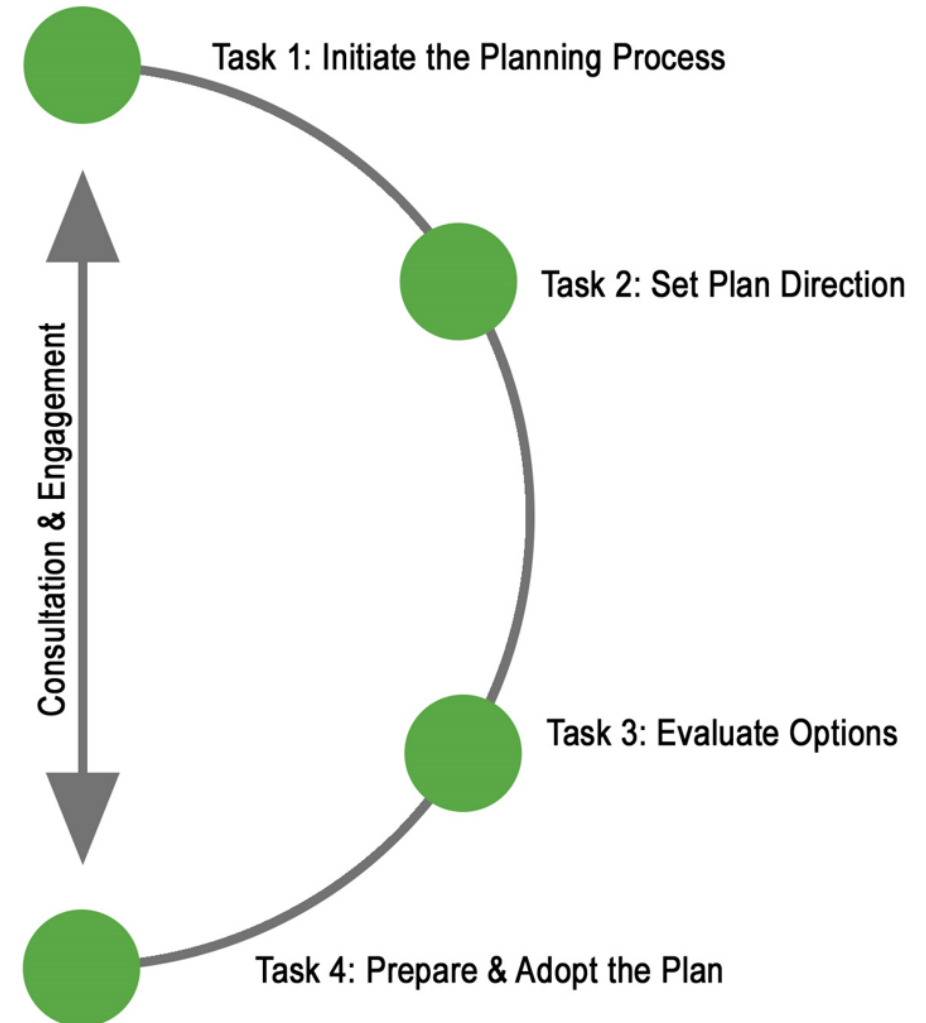
2022 Review Findings – Conclusion

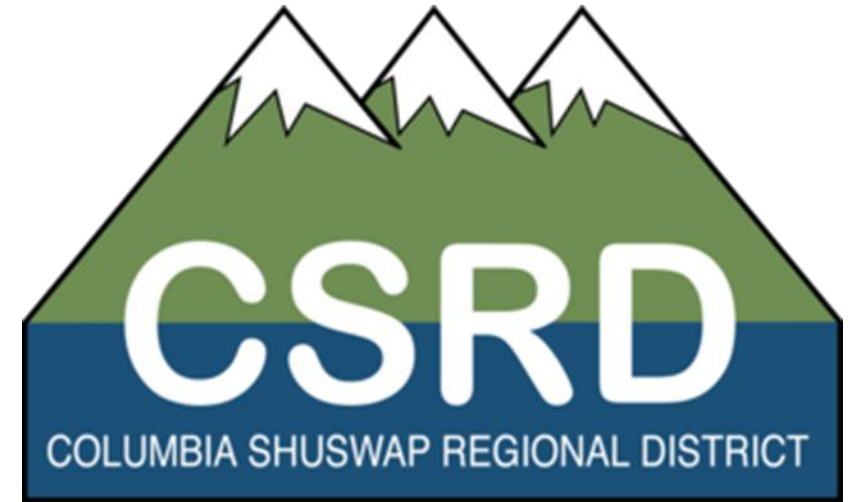
- Most strategies have been completed
- Some issues that require urgent actions are not identified in the current SWMP
- A full Plan renewal was approved by the Board



Plan Update Process

- The four-step process typically takes two years to complete
- Stakeholder engagement and public consultation is key to the entire process
- MH was engaged to support the Plan update in 2023/24





Current System

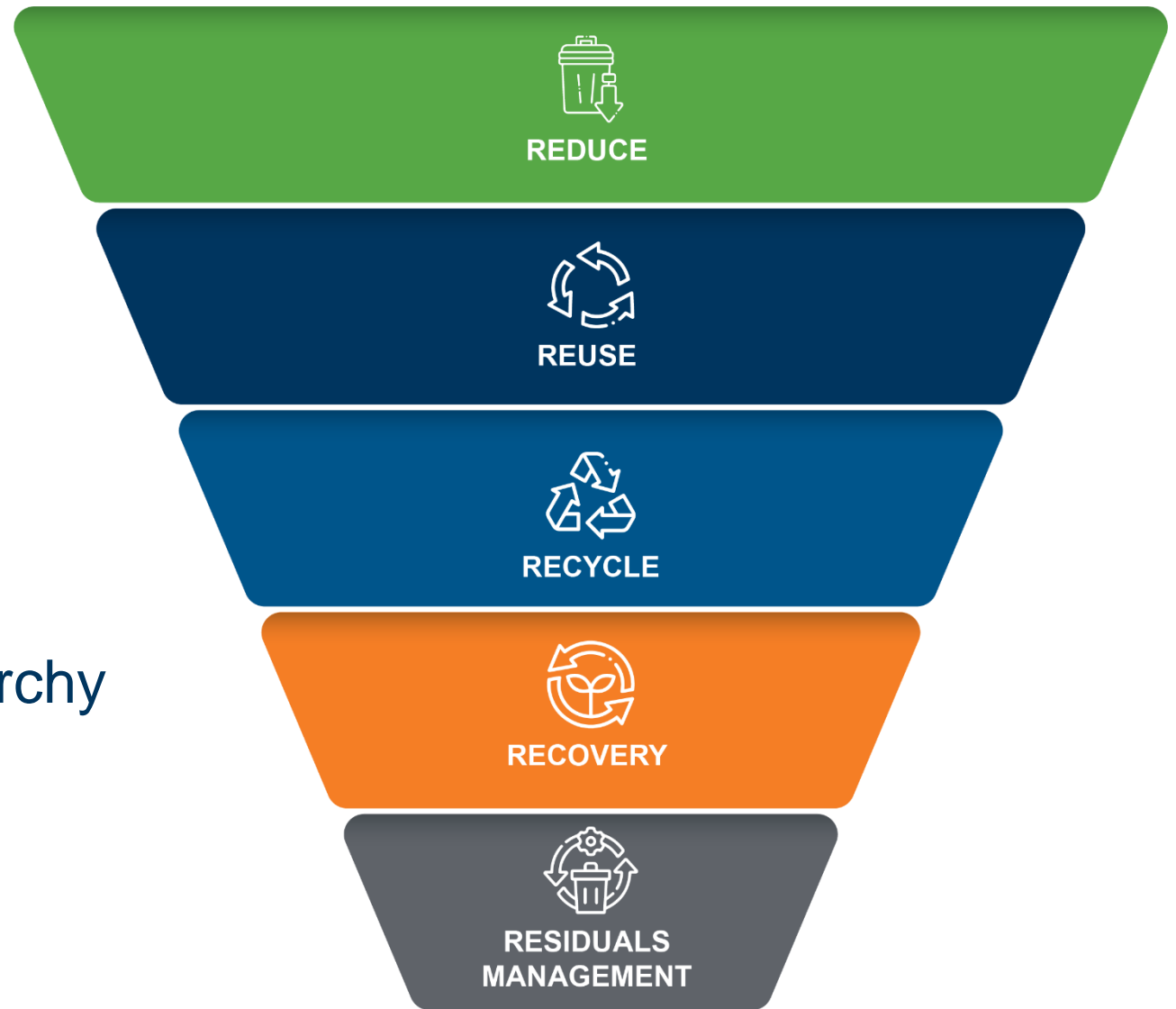
Current Waste Management System Review

Committee of the Whole

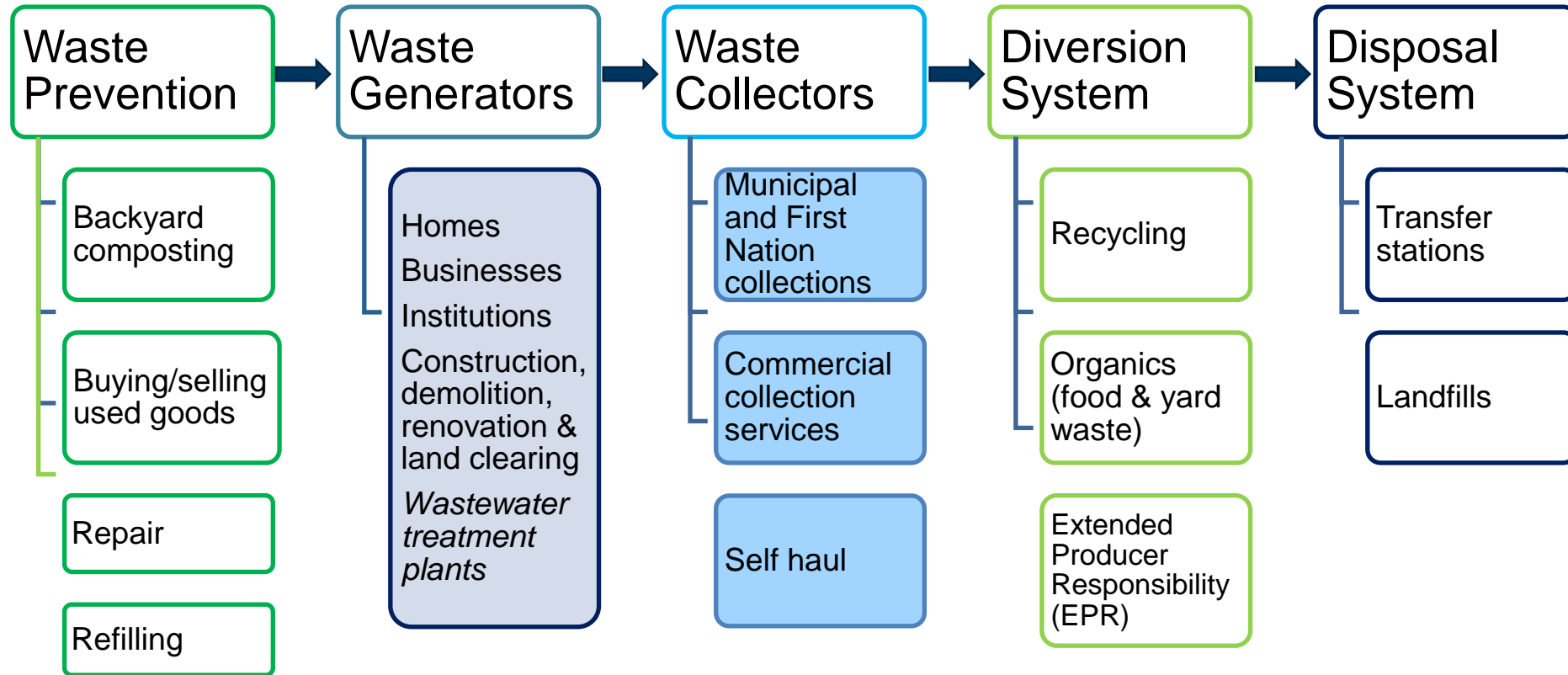
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Current Waste Management System

The pollution prevention hierarchy
AKA the 'waste hierarchy'



Waste Management System Overview



Plan Area

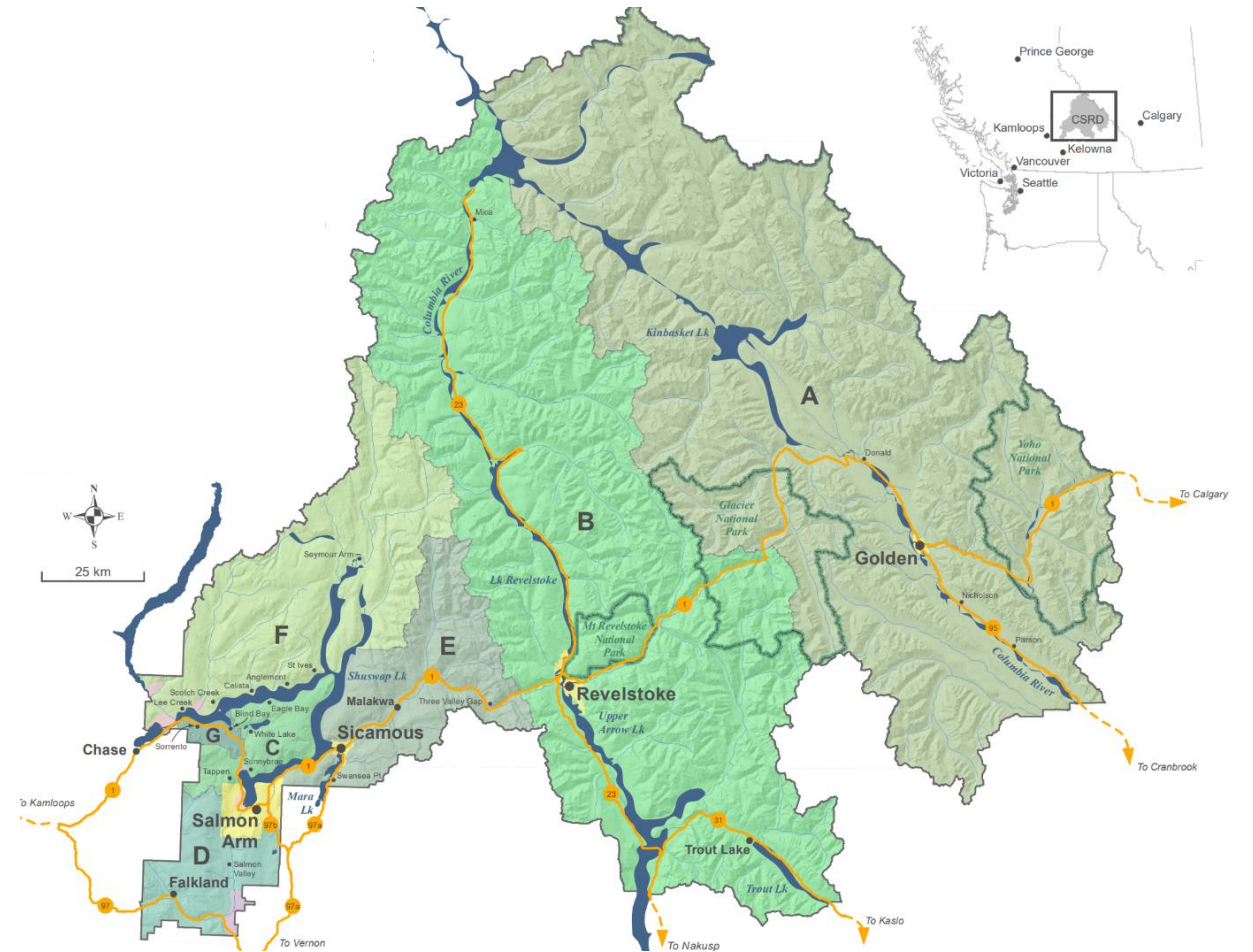
Golden

Revelstoke

Sicamous

Salmon Arm

7 Electoral Areas



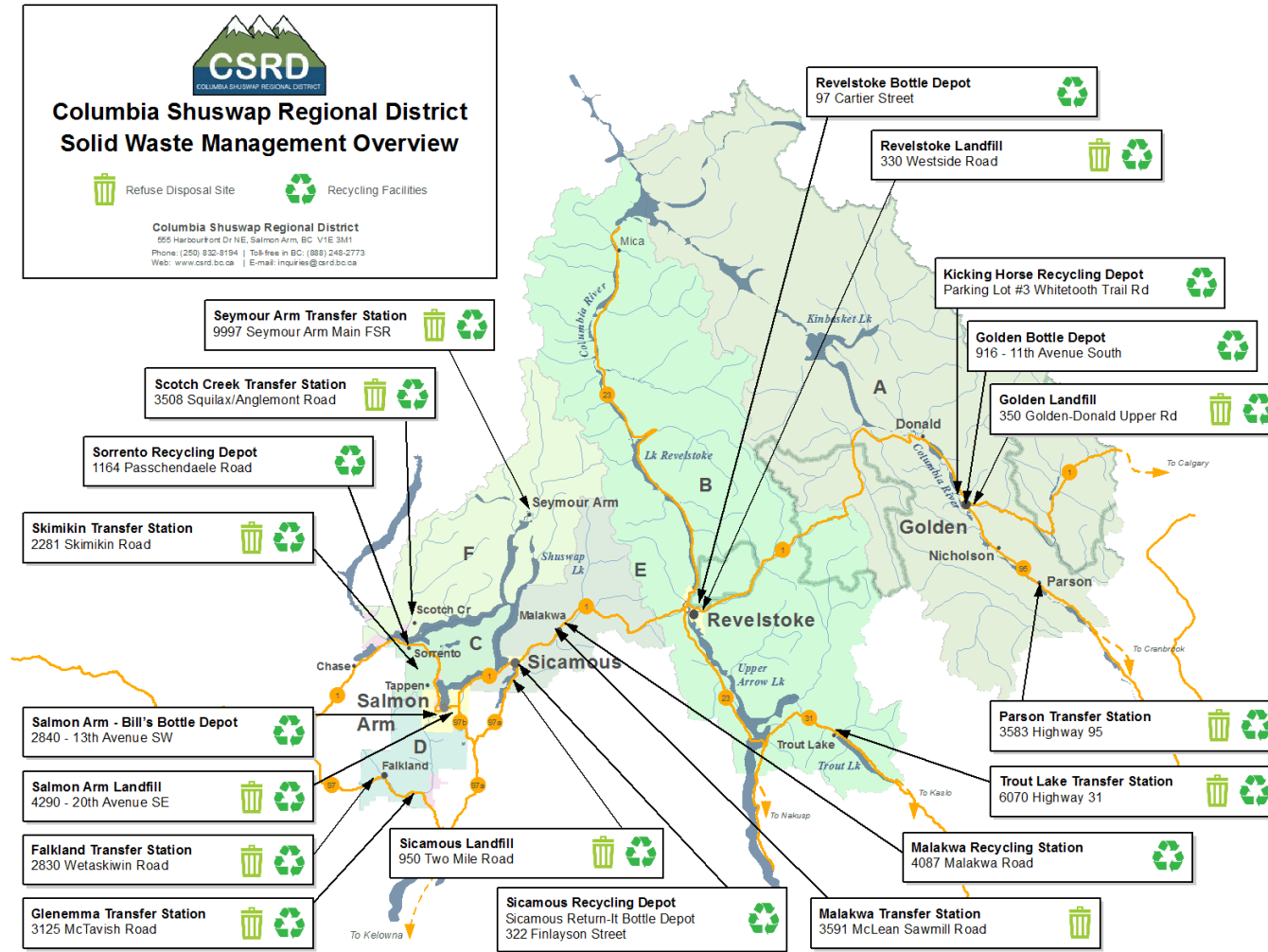
Plan Area – Electoral Areas

- Area A (Rural Golden)
- Area B (Rural Revelstoke)
- Area C (Eagle Bay, White Lake, Tappen)
- Area D (Falkland, Salmon Valley, Ranchero)
- Area E (Rural Sicamous, Malakwa)
- Area F (North Shuswap, Seymour Arm)
- Area G (Blind Bay, Sorrento, Notch Hill)

CSRD's First Nations communities

- Skwlāx te Secwepemcú'ecw (Little Shuswap Lake Band)
- Neskonlith Indian Band
- Spallumcheen Indian Band
- Adams Lake Indian Band
- Okanagan Indian Band

Current Facilities



- 18 recycling depot accepting residential packaging and paper products (PPP)
- Two satellite locations

Extended Producer Responsibility Programs

- Driven by the BC Recycling Regulation (legislation)
- Referred to as stewardship programs
- Requires the producers to set up collection and management system for regulated products
- Over 20 EPR programs in BC



Extended Producer Responsibility (EPR)



- Many regulated products with more planned
- The CSRD has multiple partnerships with stewardship agencies

Residential Curbside Collection

Service Area	Recycling	Organics	Garbage
Golden	Biweekly	N/A	Weekly
Revelstoke	Biweekly	N/A	Weekly
Salmon Arm	Biweekly	Weekly Food Waste Yard Waste (twice/yr)	Biweekly
Sicamous	N/A	Annually Yard Waste	N/A
All electoral areas	Self-haul	N/A	Self-haul



Private Collection

- Recycling, organics and garbage collection is offered by local private companies to businesses/ institutions and electoral area residents
- Access to services varies across the region



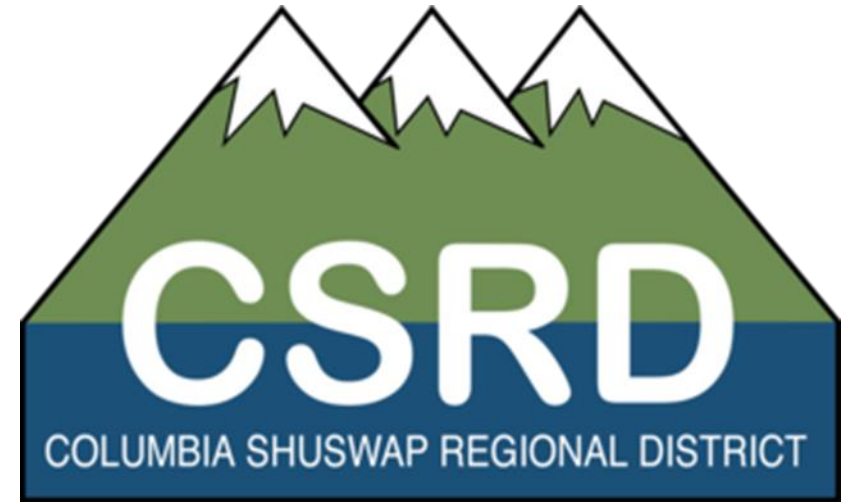
Organics Processing Facilities

Facility	Location
Spa Hill Farms Inc.	Salmon Arm
Revelstoke Compost Facility	Revelstoke
Pacific Substrate Ltd.	Cache Creek
Kevin Curtis Composting	Swan Lake

Supporting Waste Prevention and Diversion Services

- Education and Promotion
- Differential tipping fees to encourage diversion
- CSRD Re-Use Centre Sheds
- Reduction initiatives
 - Clothing Donations
 - Backyard Composting
 - Trunk sales





Current System - Residual Management

Current Waste Management System Review

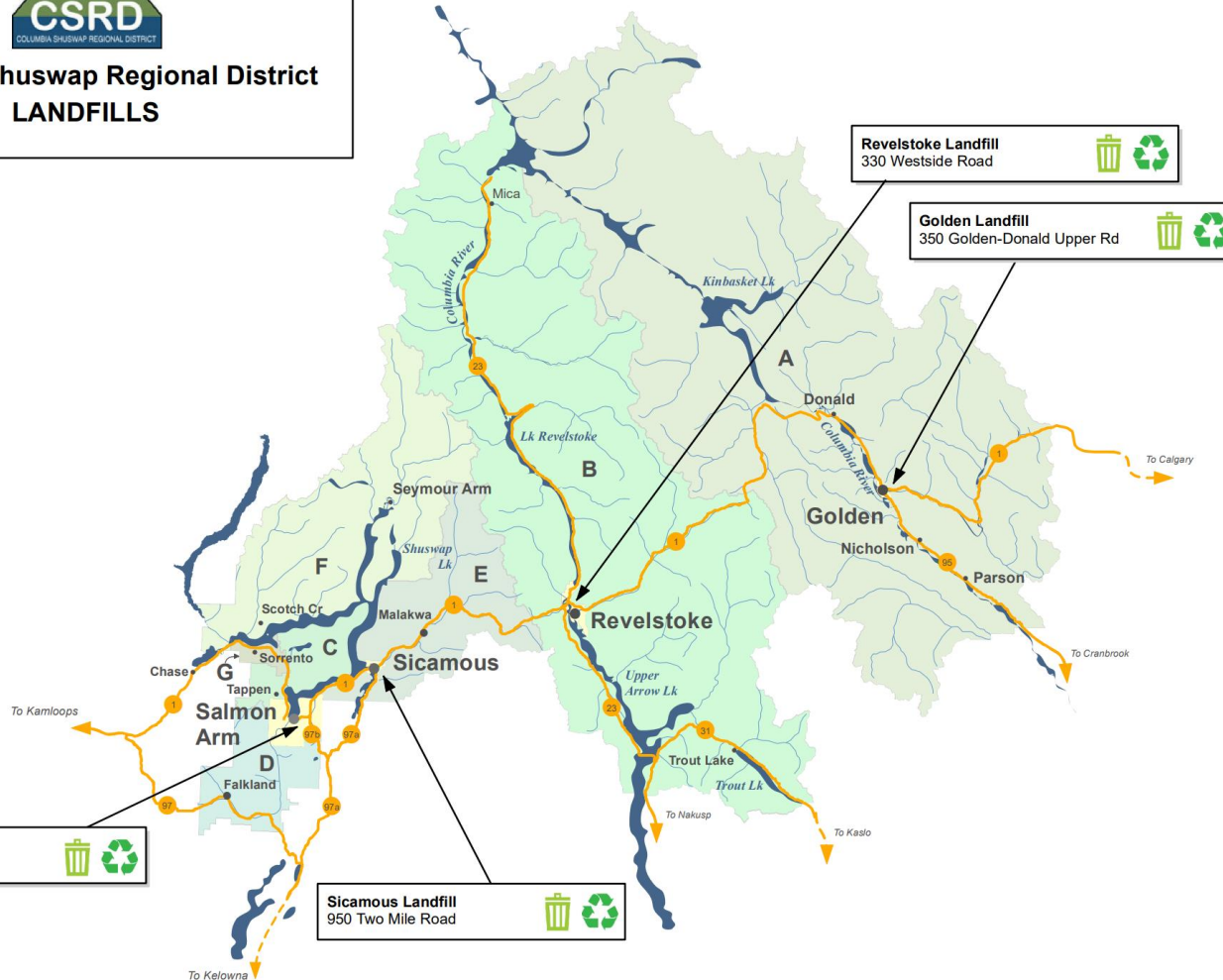
Committee of the Whole

June 22, 2023

Landfills



Columbia Shuswap Regional District
LANDFILLS



Landfill	Tonnes	% of total
Golden	5,331	11%
Revelstoke	7,414	16%
Sicamous	3,218	7%
Salmon Arm	31,232	66%
Total	47,195	

Landfill Regulations in BC

1975

- Pollution Control Objectives for Municipal Solid Waste
- Ensure that landfills located and operated in manner that ensured control of pollution and eliminated nuisances and health hazards

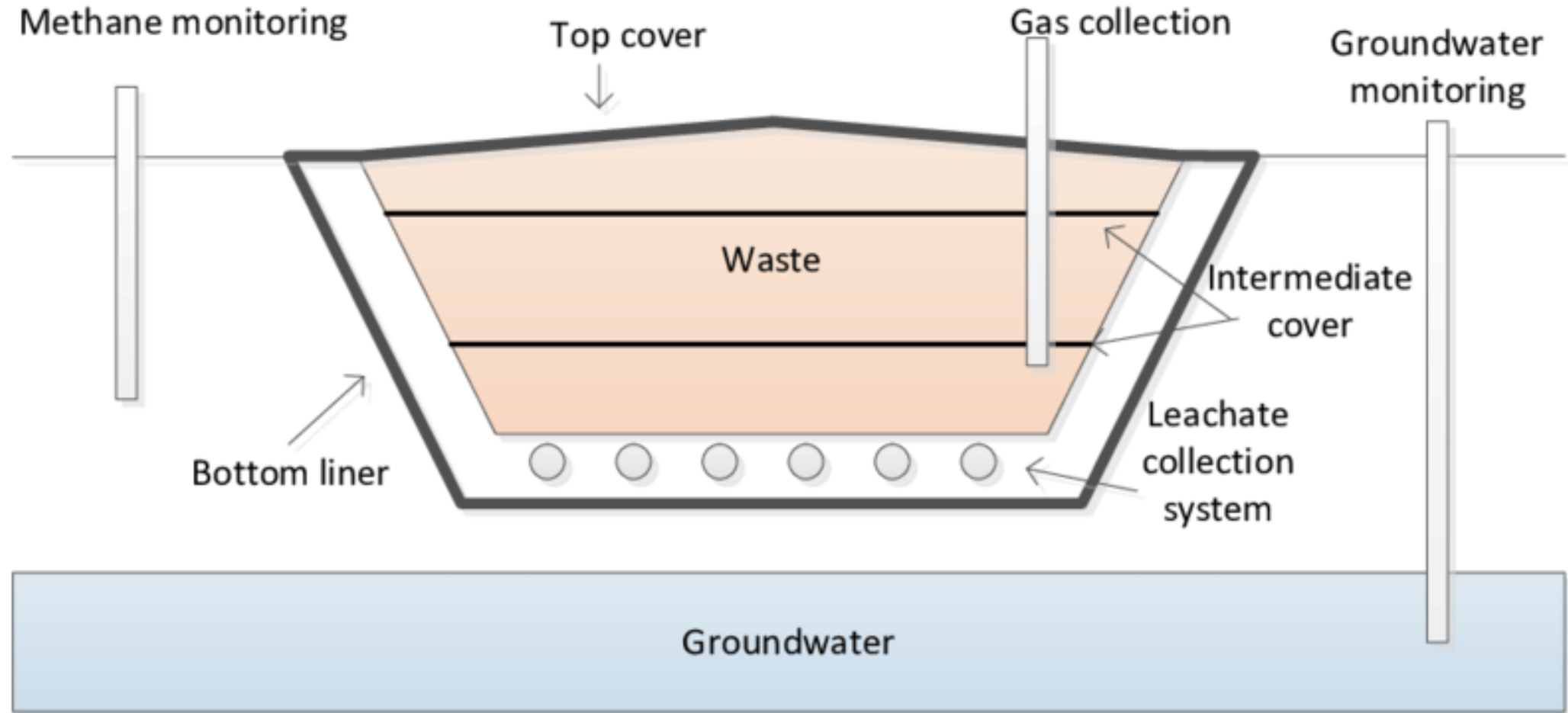
1993

- Landfill Criteria for Municipal Solid Waste (First Edition)
- Address leachate and landfill gas management, prohibited waste, open burning restrictions and financial security aspect of closure

2016

- Landfill Criteria for Municipal Solid Waste (Second Edition) Drafts in 2013 and 2015
- *Outline new standards and operating procedure to ensure better environmental protection (liners and leachate collection)*

Major Design Components of a Landfill



Source: Based on Vesilind et.al. 2002

Regulatory Requirements

Conformance status of existing landfills should be evaluated against new 2016 Criteria



Landfill Conformance Review prepared by holder of landfill permit or operational certificate (OC)



Conformance reviewed only for requirements applicable to a particular landfill



If need for upgrades identified a Landfill upgrading plan (included in the DOCP - Design, Operating and Closure Plan) shall be submitted to MOE during next SWMP review or within 5 years of issuance of criteria, whichever period is shorter

Landfill Regulatory Conformance

Landfill	Landfill Type	Conformance Review	Current DOCP	Current OC	Remaining Lifespan
Golden	Natural attenuation	Completed Dec 2019 by Golder	Amendment approved May 2020	OC 17006 (issued Jun 2021)	2 years (current phase) 59 years with all phases
Revelstoke	Natural attenuation	Completed Jan 2019 by XCG	Completed and submitted Jan 2019. MoE acknowledged receipt in the 2021 OC Amendment	OC 15821 (issued Sept 2021)	16 years + 20 years
Salmon Arm	Natural attenuation and engineered landfill	Completed Oct 2019 by Sperling Hansen Associates	Amendment approved Jan 2021	Not yet approved – application submitted in Mar 2020	73 years
Sicamous	Natural attenuation	Completed Dec 2017 by XCG	Completed and submitted Dec 2017. MoE acknowledged receipt in the 2021 OC Amendment	OC 514 (issued Jun 2021)	13-21 years

DOCP 10 Year Capital Projects

Golden

- 2027 Phase 2 expansion \$1.8 M
- 2028 Phase 1 closure \$1.3 M

Revelstoke

- 2023 Phase 1 closure \$250K
- 2026 Phase 2 closure + Phase 3 construction \$1 M
- 2033 Phase 3 Closure \$1.1 M

Sicamous

- 2028 Stage A-E development and closure \$2.7M

Salmon Arm

- 2027 Phase 2A closure and Phase 3B construction \$3.4 M

Summary of Compliance Issues

Golden

- Exceedance of ground or surface water quality limits at or beyond property boundary
- Litter issues and impact on landfill neighbours

Revelstoke

- Exceedance of ground or surface water quality limits at or beyond property boundary
- Litter

Sicamous

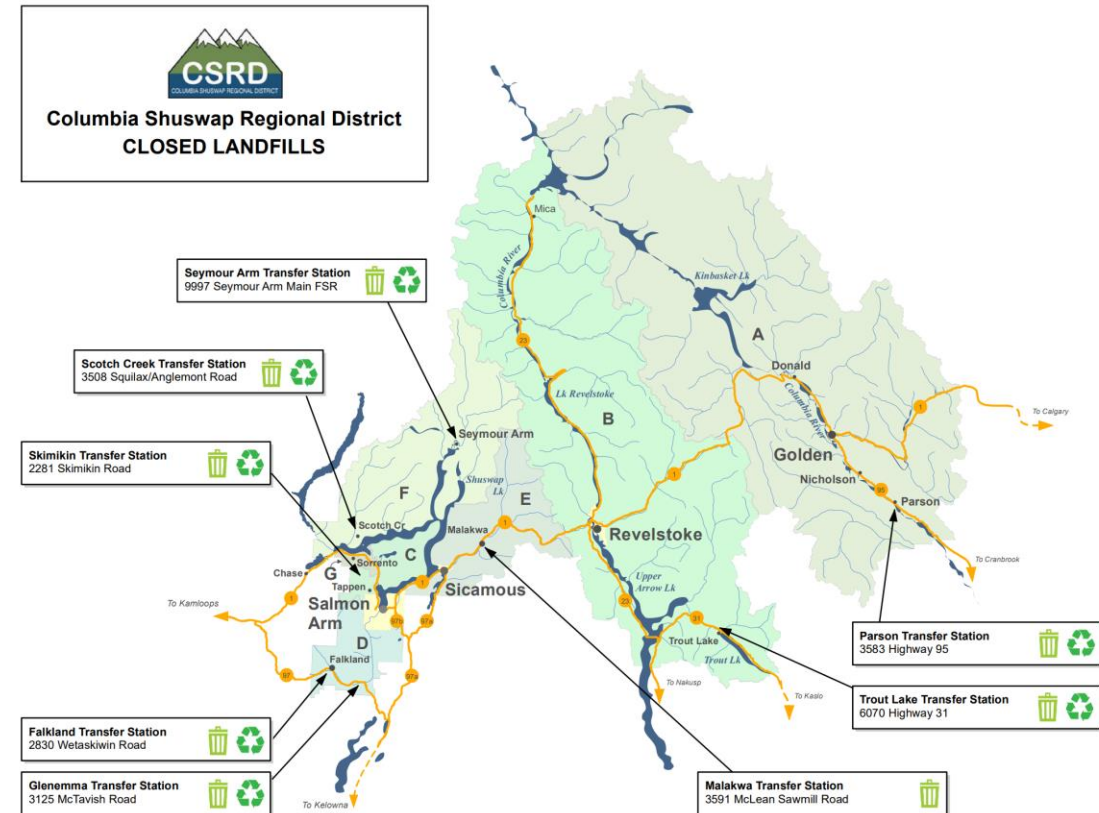
- Exceedance of groundwater quality limits at or beyond the landfill property boundary

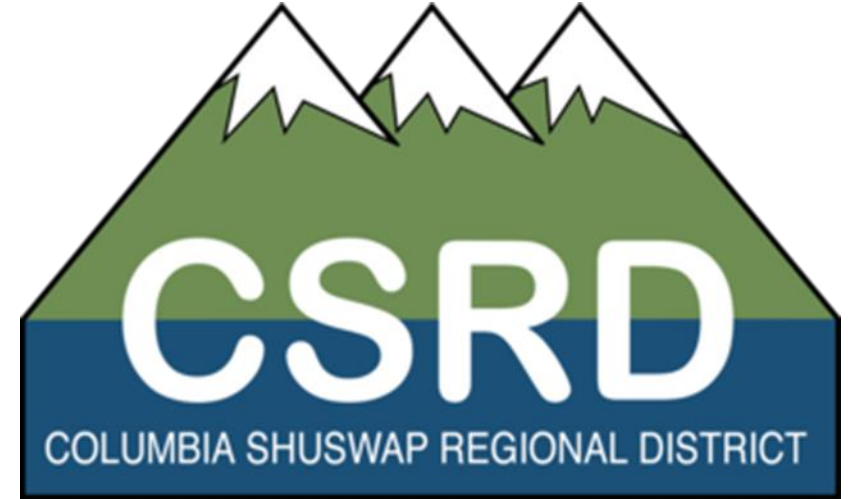
Salmon Arm

- Exceedance of groundwater quality limits at or beyond the landfill property boundary

Closed Disposal Sites

- Monitoring of seven landfills
- Closure and monitoring requirements are set by the Ministry





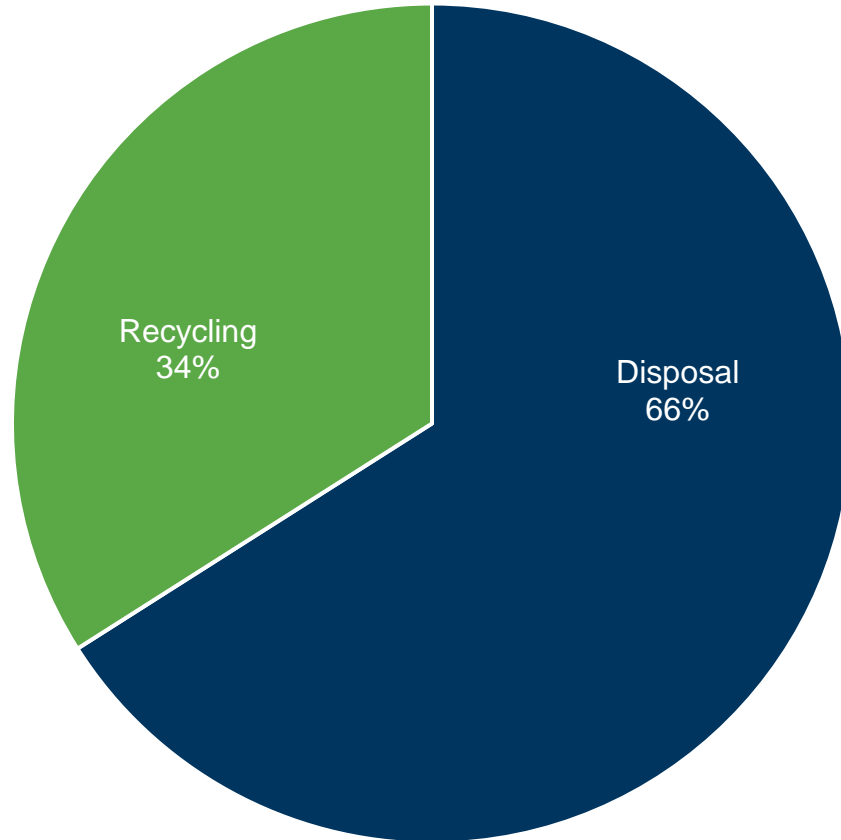
Solid Waste Finance & Administration

Current Waste Management System Review

Committee of the Whole

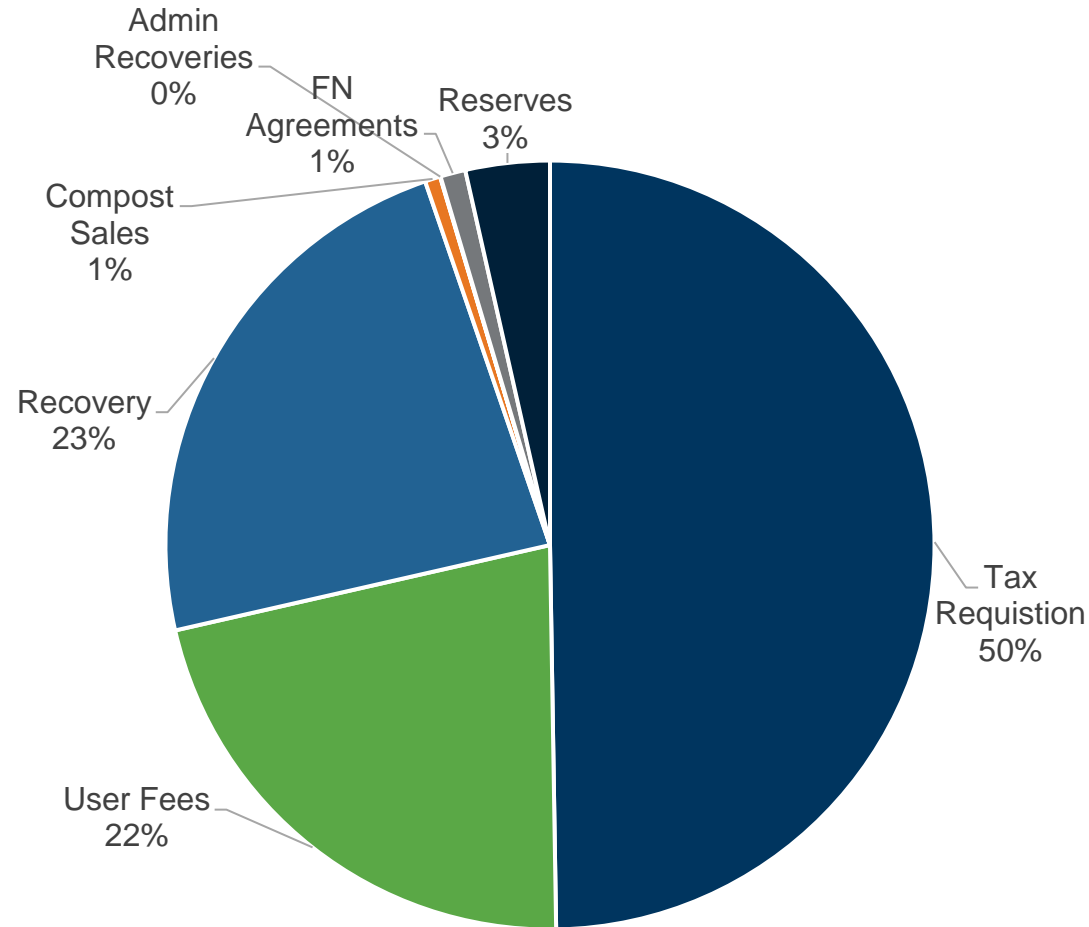
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Total Budget – Diversion & Disposal



	2023
Revenue	
Recycling (218)	\$2,542,751
Solid Waste (219)	\$4,935,000
Total Revenue	\$7,477,751
Expenditures	
Recycling (218)	\$2,542,751
Solid Waste (219)	\$4,935,000
Total Expenditure	\$7,477,751

Recycling System Cost Recovery

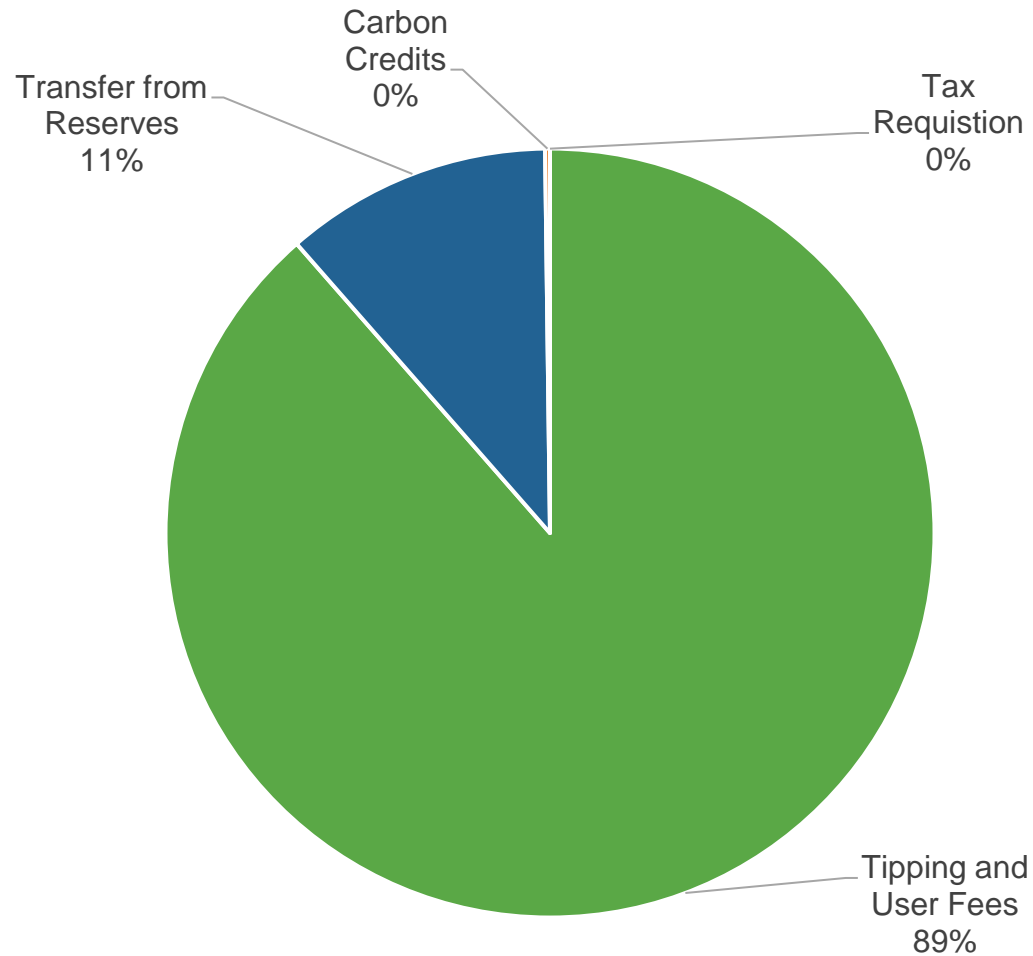


Revenue	2023
Tax Requisition	\$1,264,963
User/Tipping Fees	\$551,500
Recovery (Sale of Materials)	\$592,500
Compost Sales	\$16,500
Salary and Fringe Recoveries	\$500
First Nations Agreements	\$26,847
Reserves	\$90,000
Total	\$2,542,751

Recycling Five Year Financial Plan

	2023	2024	2025	2026	2027
REVENUE					
Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Reserve	\$ (50,000)	\$ -	\$ -	\$ -	\$ -
Recovery	\$ (592,500)	\$ (492,500)	\$ (492,500)	\$ (492,500)	\$ (492,500)
Reserves (excl. Operating)	\$ (40,000)	\$ -	\$ -	\$ -	\$ -
User/Tipping Fees	\$ (551,500)	\$ (551,500)	\$ (551,500)	\$ (551,500)	\$ (551,500)
Sales - compost	\$ (16,500)	\$ (16,500)	\$ (16,500)	\$ (16,500)	\$ (16,500)
Prior Year Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Requisitions	\$ (1,264,903)	\$ (1,286,685)	\$ (1,298,652)	\$ (1,275,807)	\$ (1,283,156)
Salary and Fringe Recoveries	\$ (500)	\$ (500)	\$ (500)	\$ (500)	\$ (500)
First Nations Agreements	\$ (26,847)	\$ (27,384)	\$ (27,932)	\$ (28,491)	\$ (29,061)
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXISTING REVENUES	\$ (2,542,751)	\$ (2,375,070)	\$ (2,387,584)	\$ (2,365,297)	\$ (2,373,217)
EXPENDITURES					
Projects (non-tangible)	\$ 225,000	\$ 140,000	\$ 95,000	\$ 45,000	\$ 45,000
Tangible Capital Asset	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Signs	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Recycling	\$ 890,000	\$ 890,000	\$ 890,000	\$ 840,000	\$ 840,000
Disposal	\$ 325,500	\$ 275,500	\$ 275,500	\$ 275,500	\$ 275,500
Hauling	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000
Hazardous Waste	\$ 145,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000
Composting	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Food Waste Program	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
CS Food waste comp	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Other Operations and Admin	\$ 381,251	\$ 388,570	\$ 396,084	\$ 403,797	\$ 411,717
Transfer to Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Operating Reserve	\$ -	\$ 30,000	\$ 80,000	\$ 150,000	\$ 150,000
TOTAL EXISTING EXPENDITURES	\$ 2,542,751	\$ 2,375,070	\$ 2,387,584	\$ 2,365,297	\$ 2,373,217
EXISTING SURPLUS/DEFICIT	\$ -	\$ -	\$ -	\$ -	\$ -

Solid Waste Disposal Cost Recovery

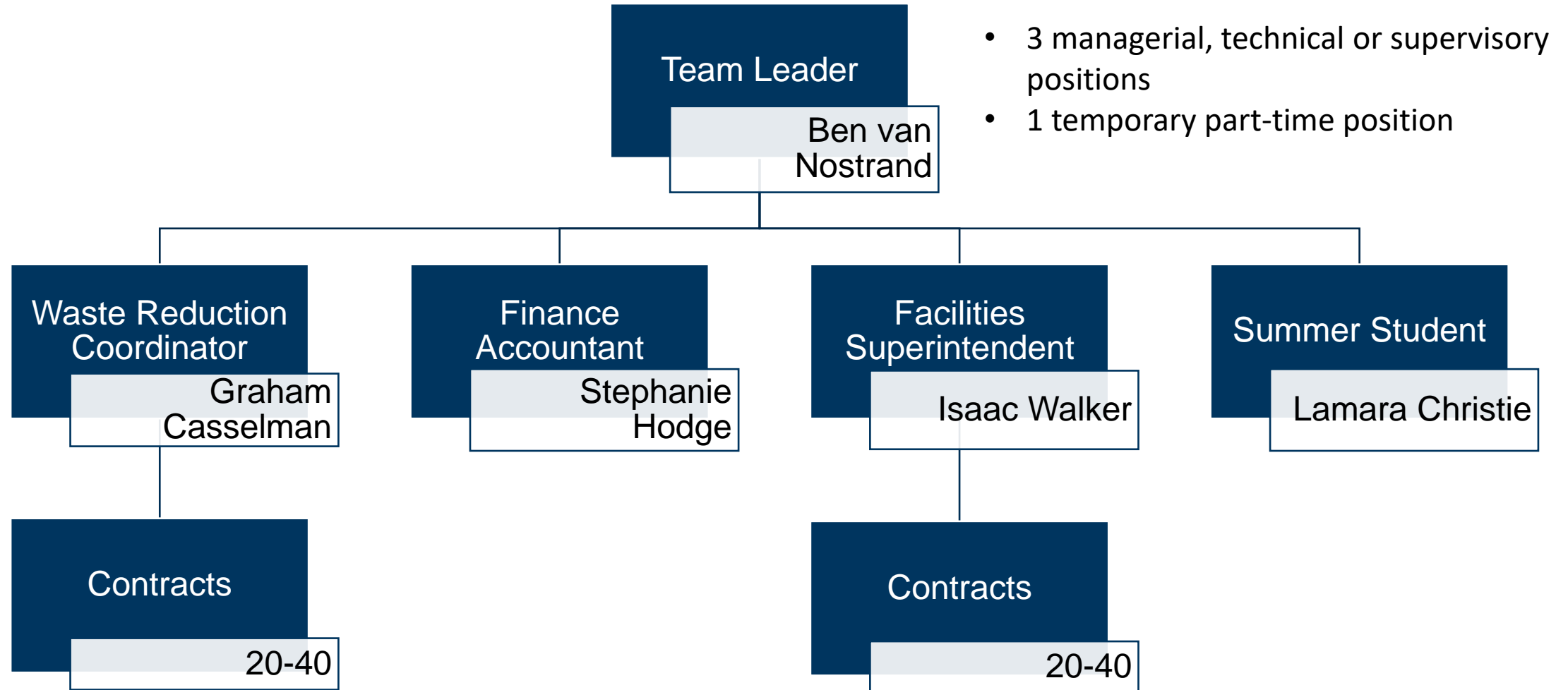


Revenue	2023
Tax Requisition	\$0
Tipping and User Fees	\$4,370,000
Transfer from Reserves	\$555,000
Carbon Credits	\$10,000
Salary and Fringe Recoveries	\$500
Total	\$4,935,000

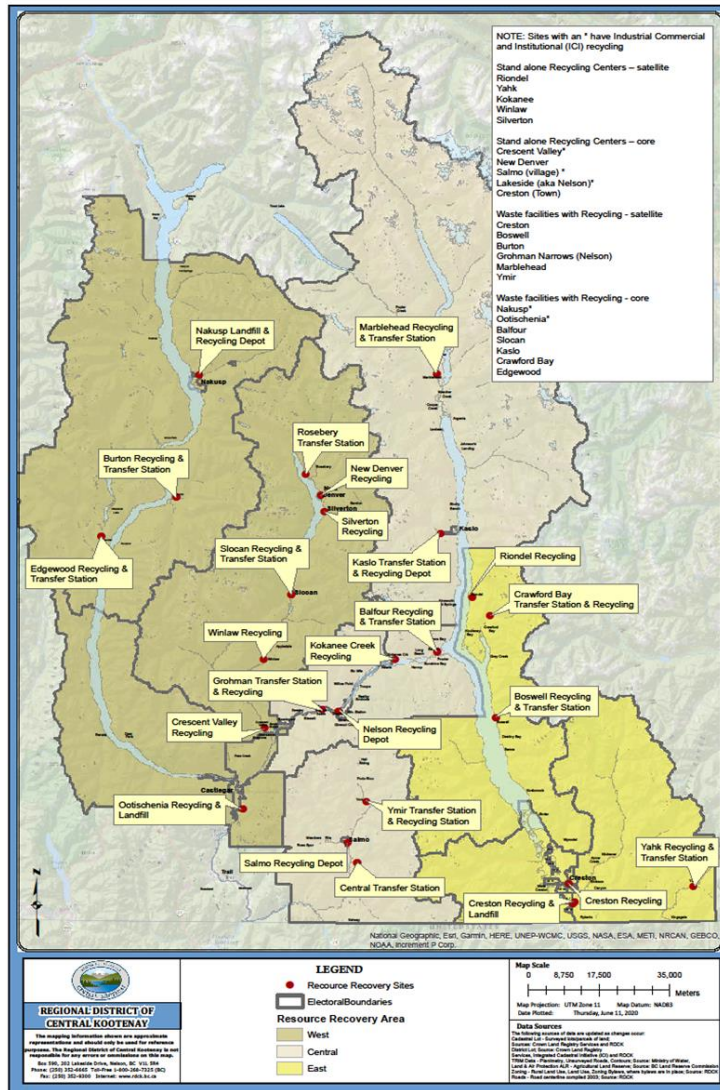
Solid Waste Five Year Financial Plan

Solid Waste Function 219	2023	2024	2025	2026	2027
REVENUE					
Existing Revenue					
Tax requisition	\$ -	\$ -	\$ -	\$ -	\$ -
Tipping and User Fees	\$ 4,370,000	\$ 4,370,000	\$ 4,370,000	\$ 4,370,000	\$ 4,370,000
Transfer from Reserves and Other Funds	\$ 555,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Carbon Credits	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Prior Year Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXISTING REVENUES	\$4,935,000	\$4,430,000	\$4,430,000	\$4,430,000	\$4,430,000
EXPENDITURES					
Existing Operating Expenditures					
Operations and Maintenance	\$ 3,452,000	\$ 3,462,760	\$ 3,473,283	\$ 3,484,076	\$ 3,494,149
Environmental Monitoring / PTC verification	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000
Administration Overhead	\$ 515,588	\$ 514,994	\$ 524,636	\$ 534,520	\$ 544,655
Total Existing Operating Expenditures	\$ 4,102,588	\$4,112,754	\$4,132,919	\$4,153,596	\$4,173,804
Existing Capital Expenditures					
Minor Capital - Structures/Equipment/Machinery/Signs	\$ 340,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Projects (Landfill upgrades etc.)	\$ 110,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Landfill Closure	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Total Existing Capital Expenditures	\$ 700,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 25,000
Transfer to Reserves					
Transfer to Reserves	\$ 132,412	\$ 282,246	\$ 262,081	\$ 241,404	\$ 231,196
Total Transfers to Reserve	\$ 132,412	\$ 282,246	\$ 262,081	\$ 241,404	\$ 231,196
TOTAL ANNUAL EXISTING EXPENDITURES	\$ 4,935,000	\$ 4,430,000	\$ 4,430,000	\$ 4,430,000	\$ 4,430,000
EXISTING SURPLUS/DEFICIT					
	\$0	\$0	\$0	\$0	\$0

CSRD Staffing



Regional District of Central Kootenay



3
Active Landfills

RDCK

Population : 67,464
Ops Budget: \$12.6 M
\$/cap: \$187



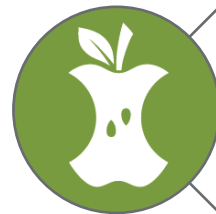
13
Waste Transfer Stations

CSRD

Population: 57,567
Ops Budget: \$6.8 M
\$/cap: \$118

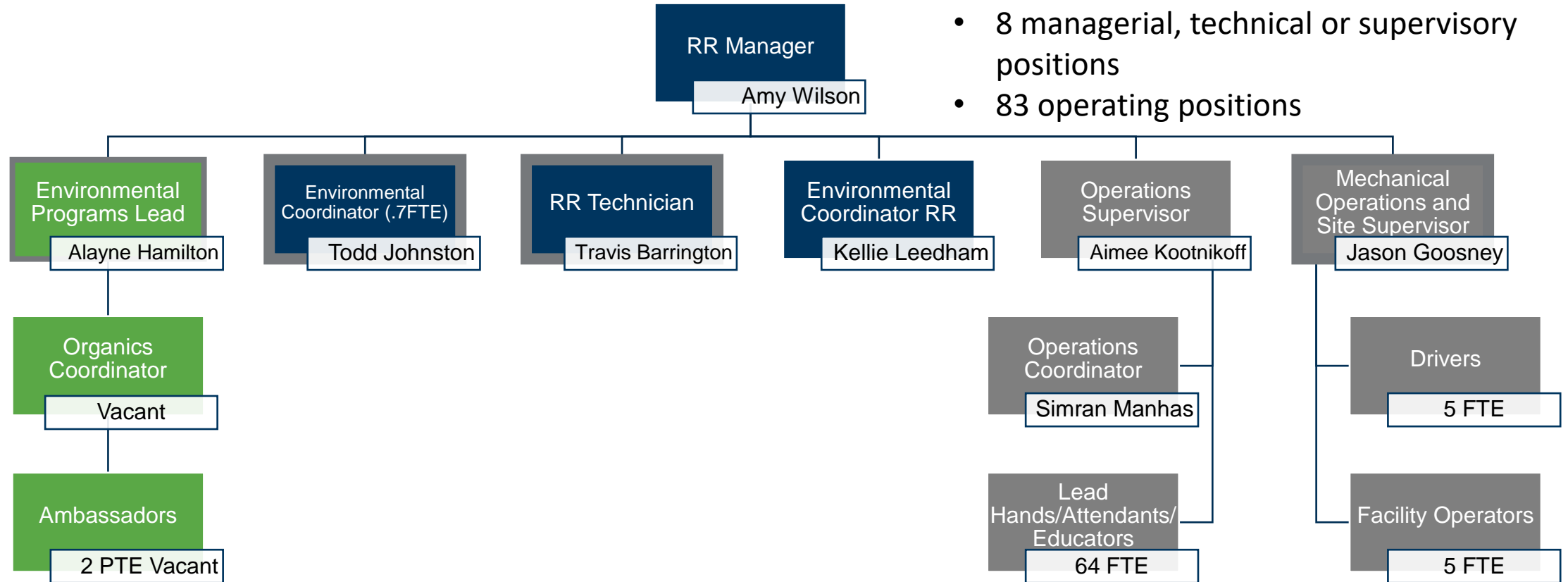


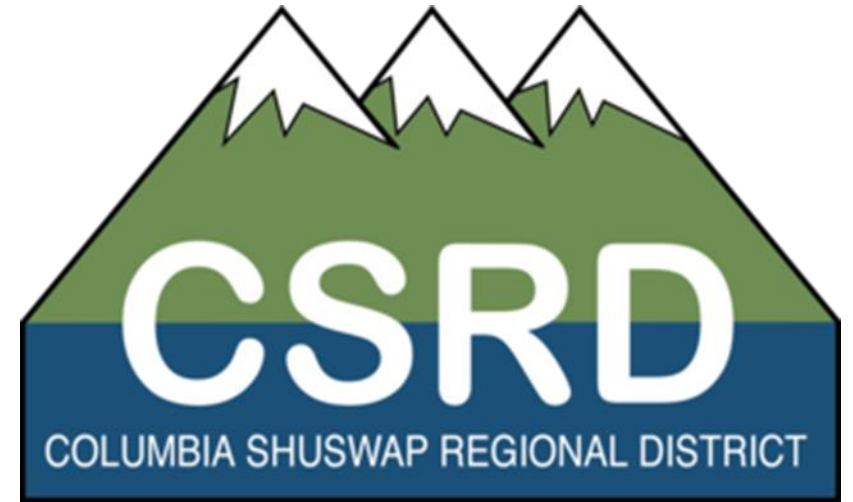
23
Recycling Depots



2
Composting Facilities

2022 RDCK Staffing





System Performance

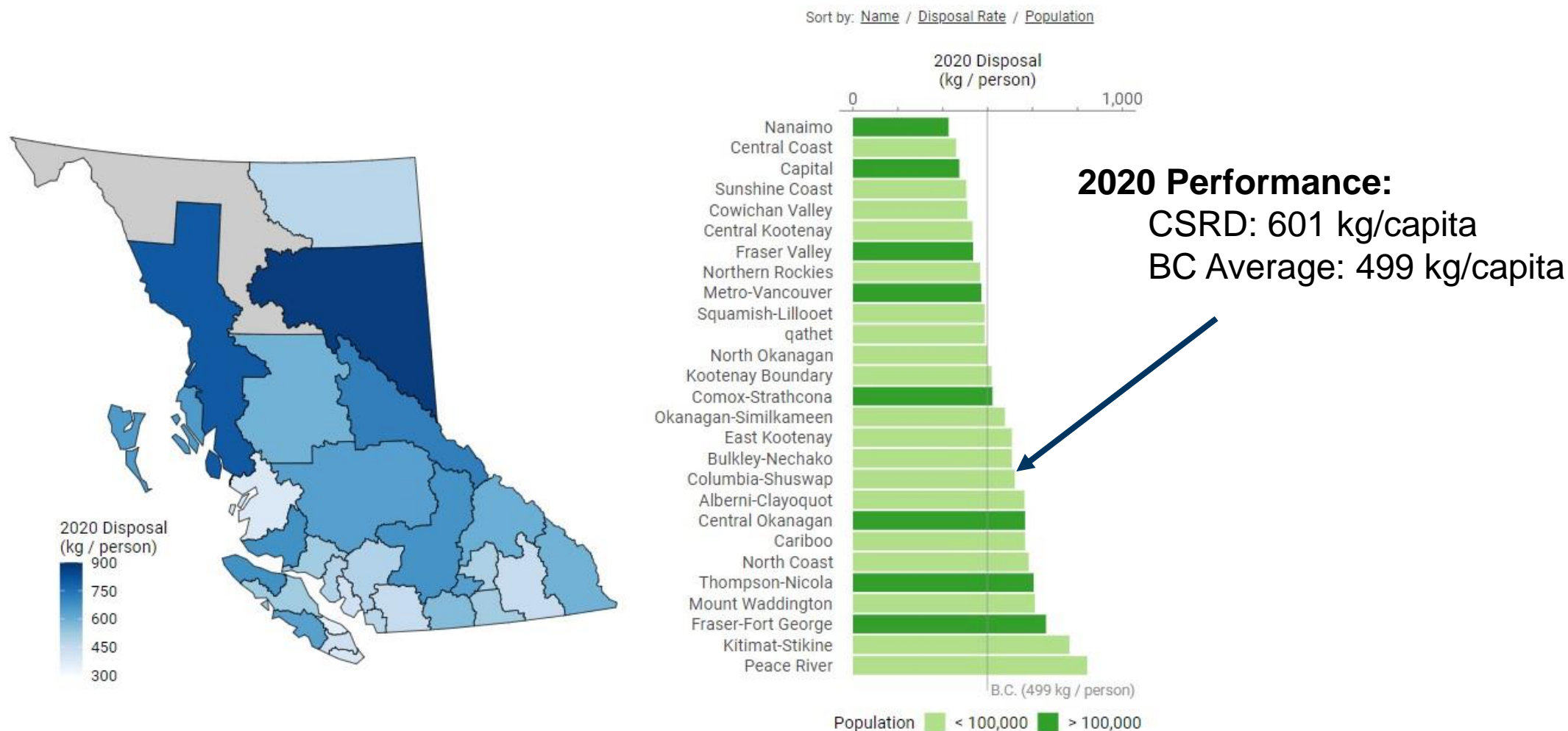
Current Waste Management System Review

Committee of the Whole

June 22, 2023

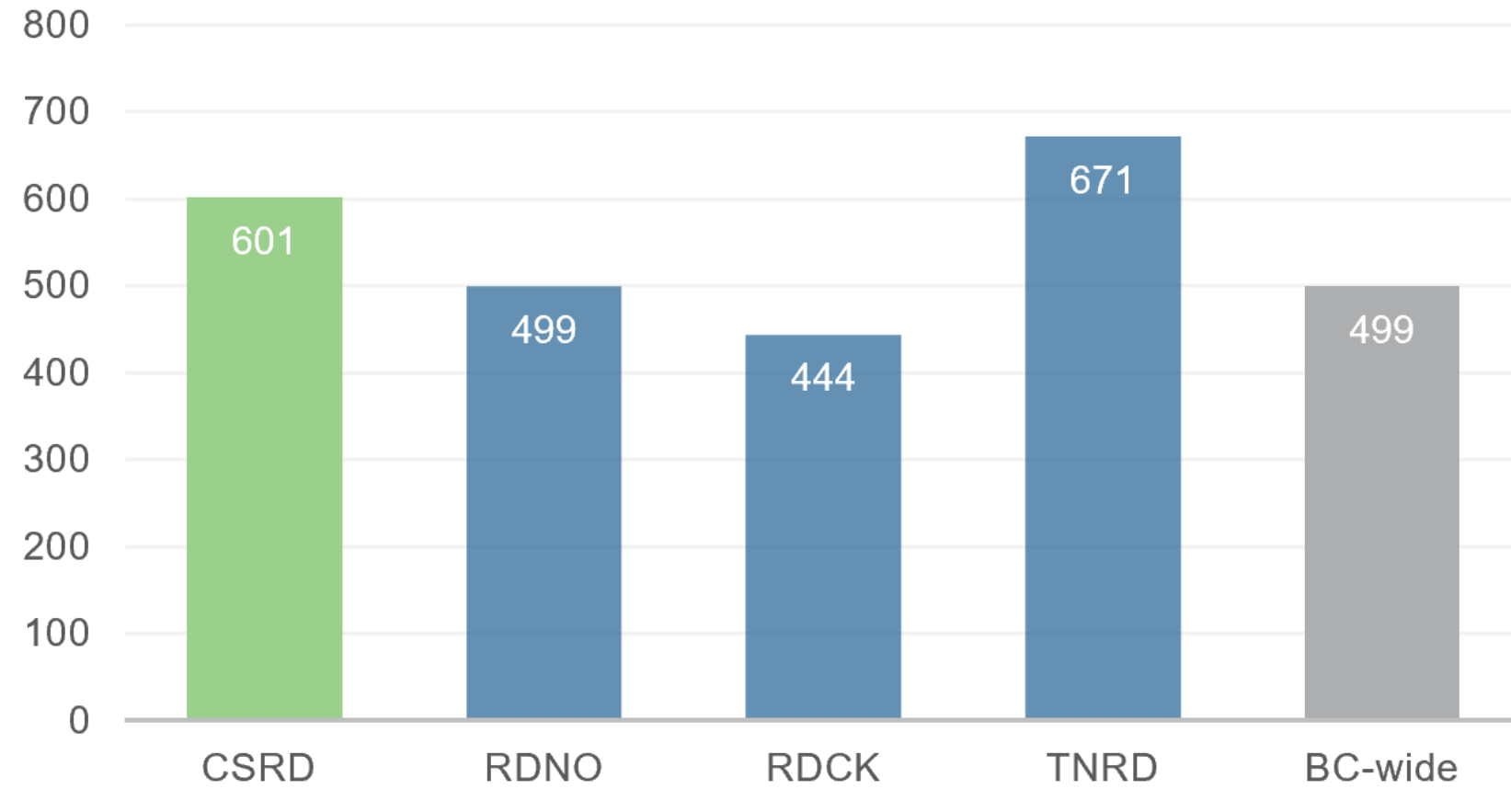
Environmental Reporting BC

2020 Regional District Disposal Rates



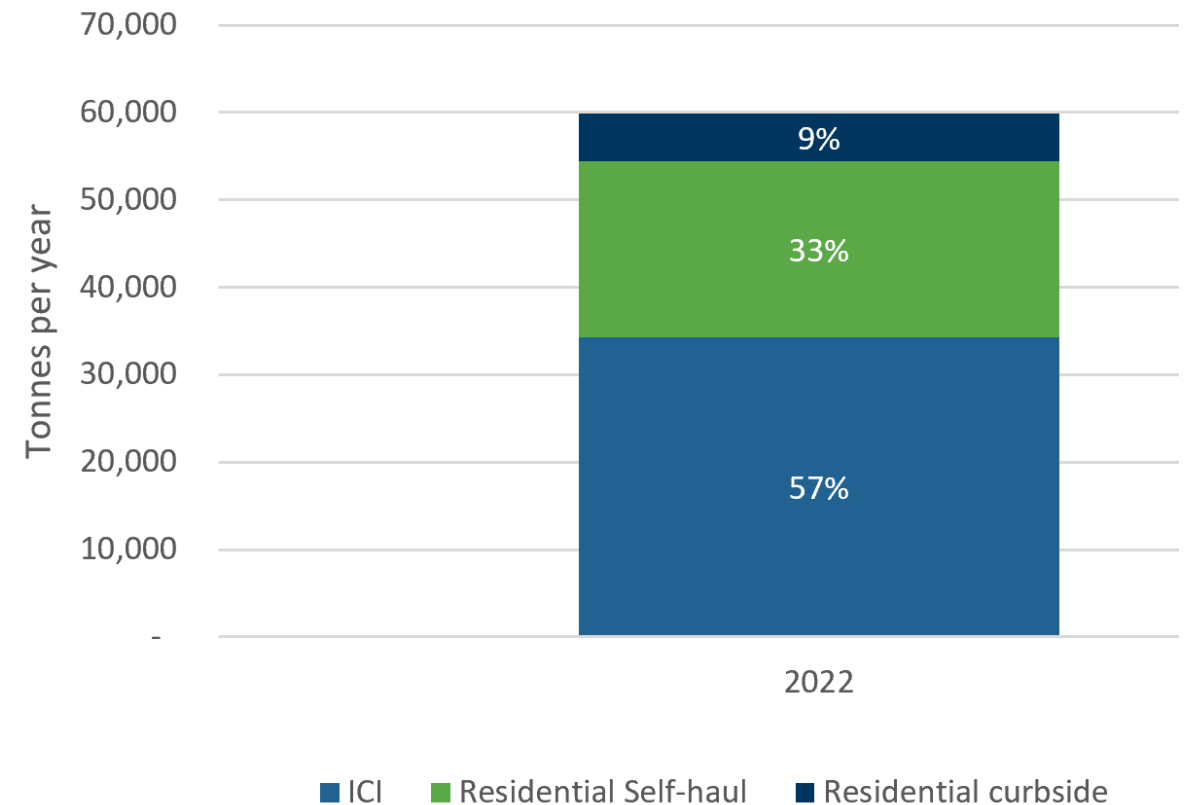
Comparisons to Other Regional Districts

Per-capita disposal rate (2020)

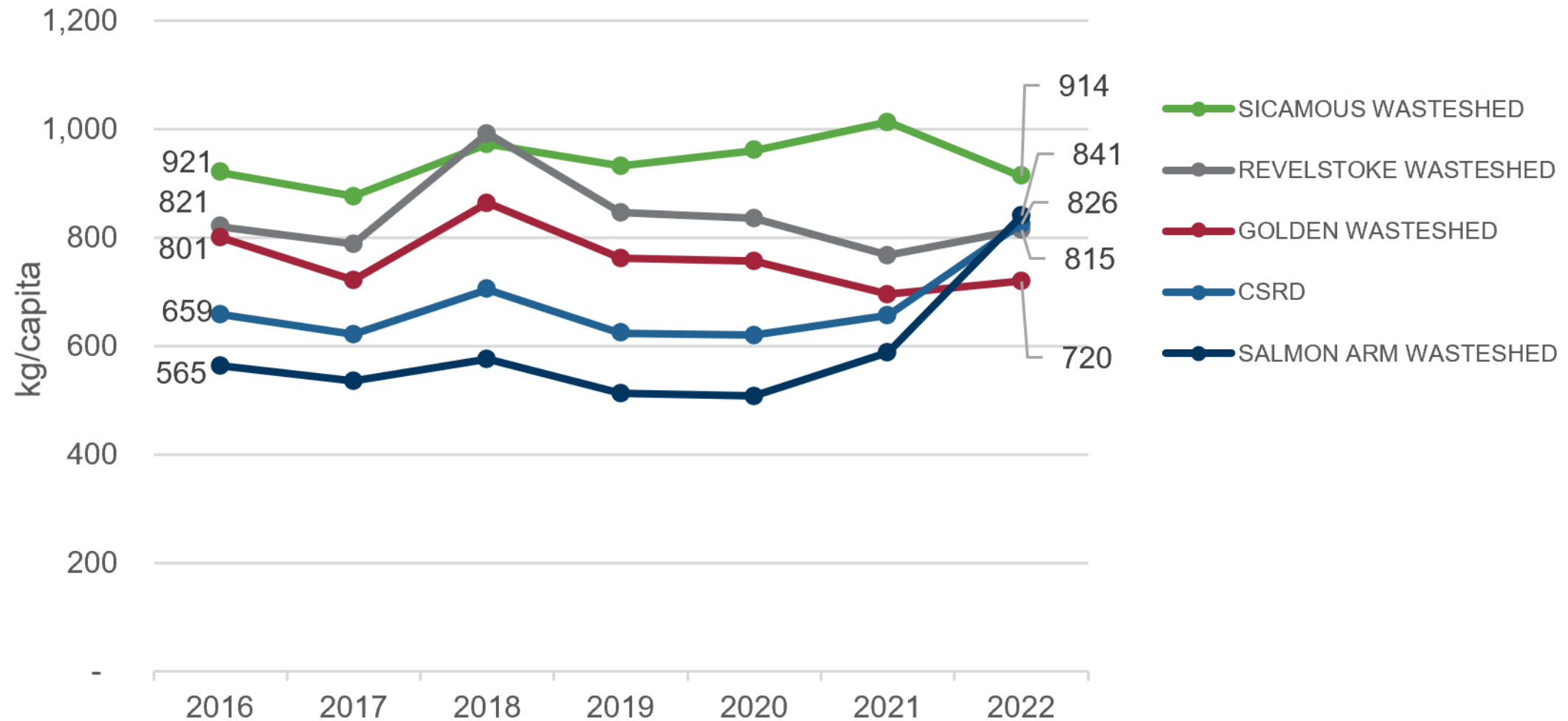


Sources of Disposed Waste

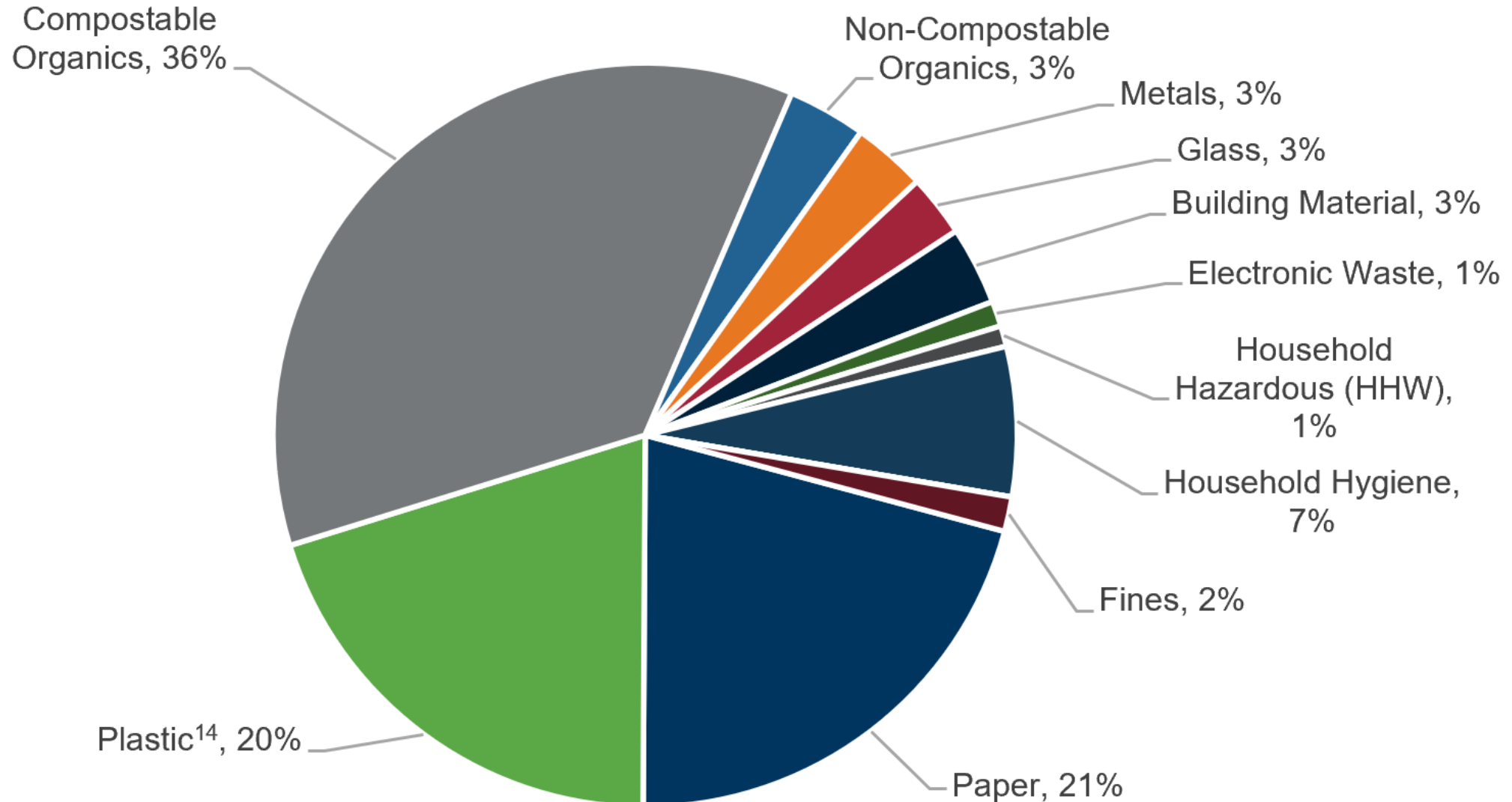
- Over half from commercial sector
- Approximately a third from residential self-haul
- Close to 10% from curbside

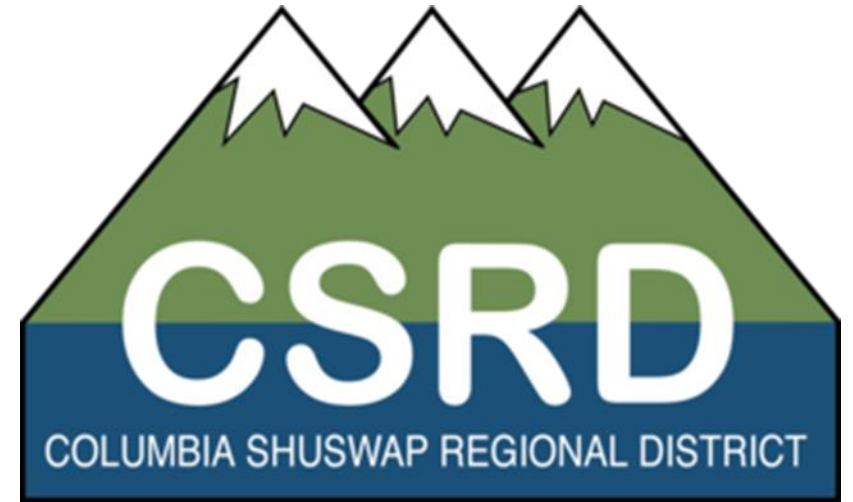


Disposal by Waste Shed



What's in the Landfilled Waste?





Review Findings – Issues and opportunities

Current Waste Management System Review

Committee of the Whole

June 22, 2023

Overview - Issues & Opportunities



**Waste
Prevention &
Diversion**

**Disposal &
System Funding**

Access to Three-Stream Curbside Collection



- About 60% of the region's population have access to curbside collection
- Key areas without curbside collection includes the Sicamous and Area C
- Improve access to three-stream curbside collection in targeted areas

Need for More Local Organics Processing Capacity



Salmon
Arm



Sicamous
& Area C



Revelstoke



Golden

Improve C&D Waste Diversion

CONSTRUCTION AND DEMOLITION WASTE REDUCTION PROGRAM AND TOOLKIT

COLUMBIA SHUSWAP
REGIONAL DISTRICT



- A C&D waste reduction program and toolkit was developed
- Opportunities to partner with member municipalities to address C&D wastes
 - demolition permit requirements
 - bylaws that require source segregation

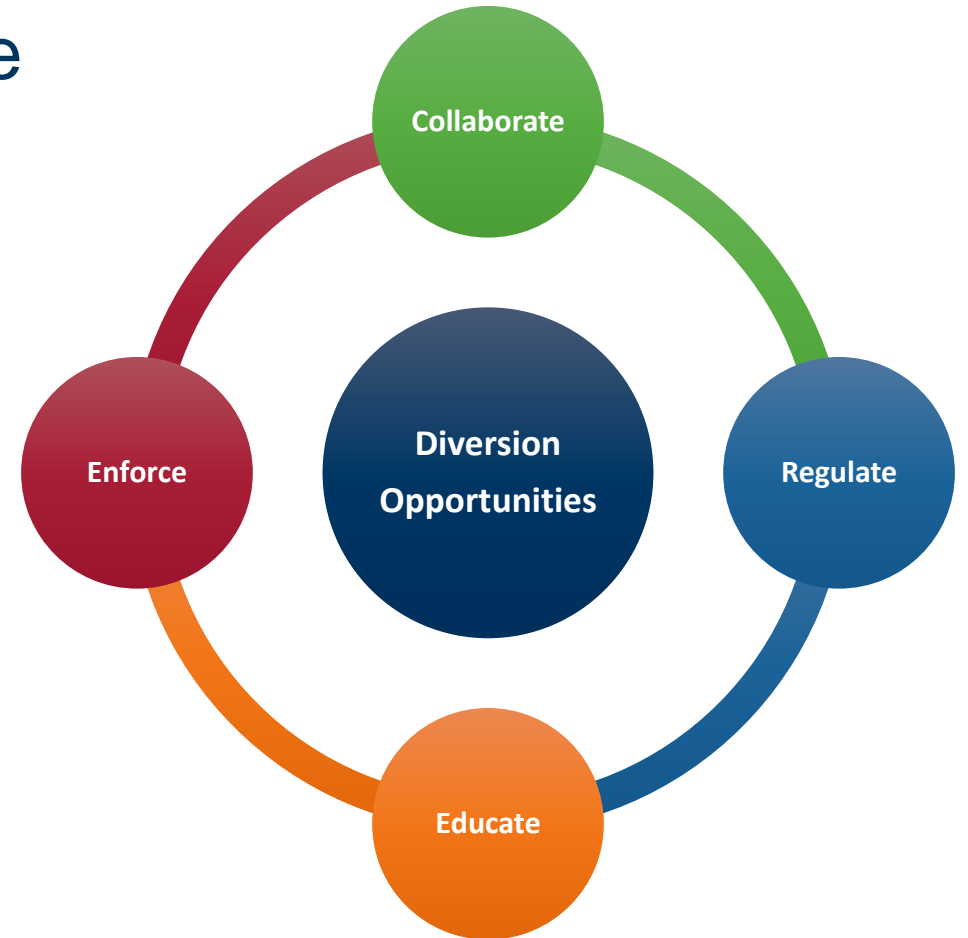
Transfer Station Review Needed

- Some small transfer stations serving small populations
- Significant population growth in some areas
- Need to improve transfer station network to increase the operational efficiency and level of service to users



Improve Waste Diversion Education & Enforcement

- CSRD Bylaw gives the ability to impose higher tipping fees if divertible waste is not separated prior to disposal
- Current tipping fee differential has limited success in driving waste diversion
- Inadequate staffing to effectively encourage waste diversion through bylaw education and enforcement



Financial Compensation for EPR Management

- Insufficient financial compensation for the management of EPR materials
- PPP and household hazardous waste management depots costs \$250,000 - \$300,000 per year not covered by stewards



Corrosive



Flammable



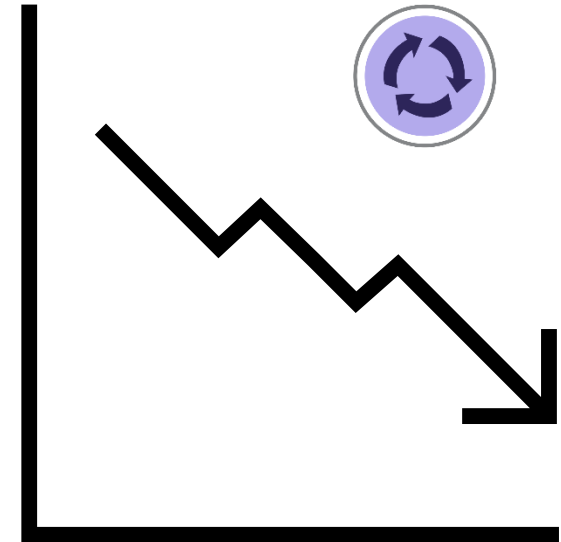
Explosive



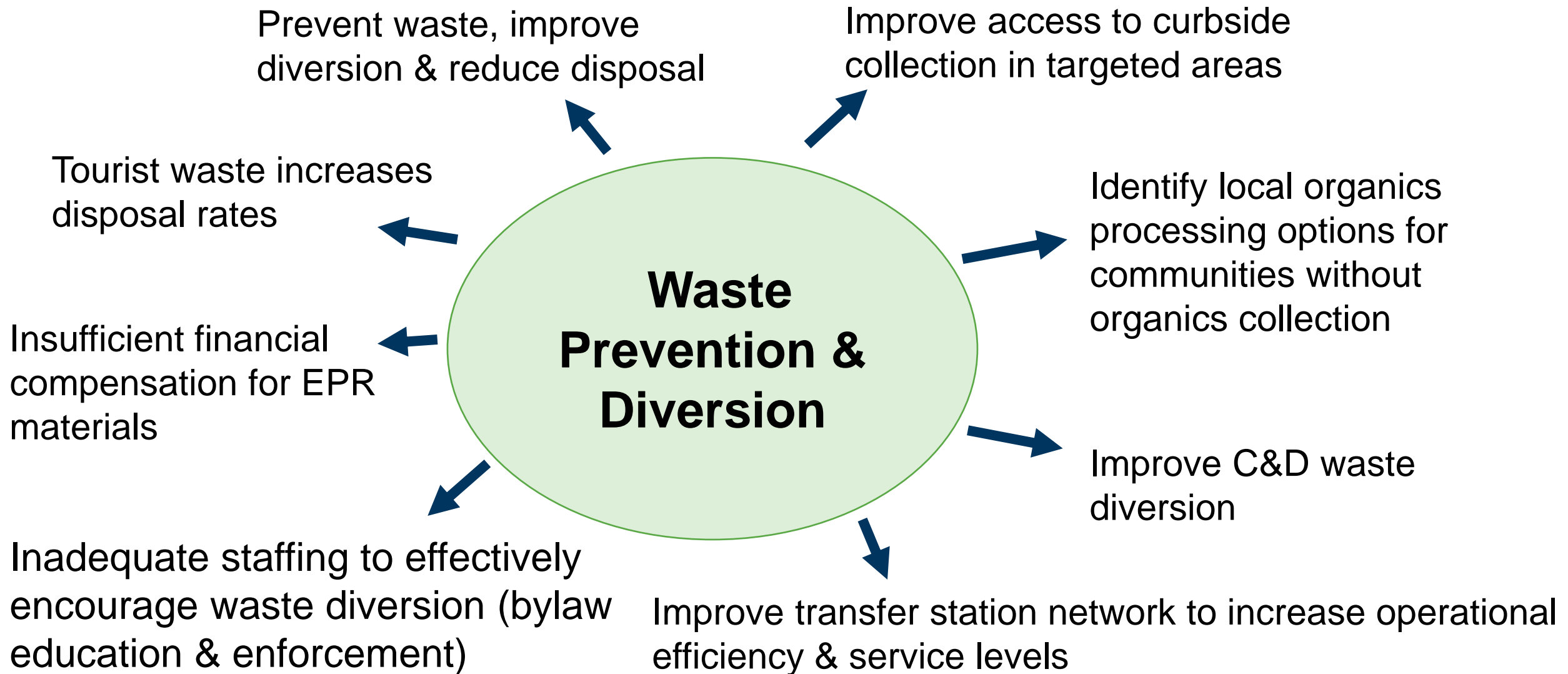
Poison

Prevent Waste, Improve Diversion and Reduce Disposal

- Performance is measured on the permanent population (per-capita)
- Waste disposal is influenced by commercial activities & tourism
- Relatively high pre-capita disposal rate in the region
- Need to set realistic targets and track data



Summary of Identified Issues & Opportunities



Overview - Issues & Opportunities



Waste Prevention
& Diversion

**Disposal &
System
Funding**

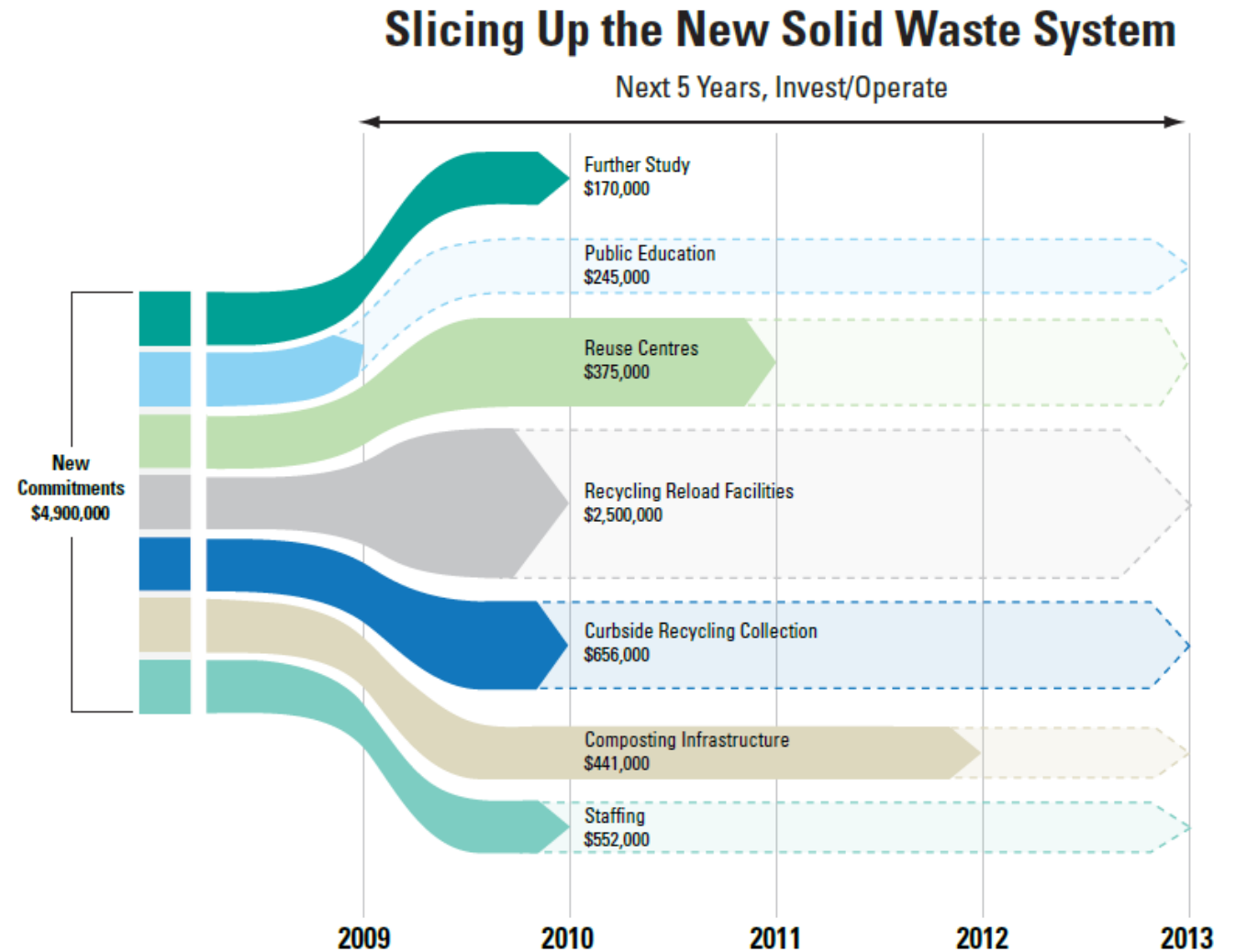
2009 Solid Waste Management Plan

Diversion

- Blend of user fees and taxation
- Curbside collection programs funded through user fees

Residual Management

- Commit to 100% user pay funding
- Incentive based user fees
- Minimal discussion on landfill capacity, long-term capital projects and environmental liabilities



2015 Plan Review

Focus on Organics Diversion & System Funding

- Establish a formal policy on which programs should be funded from tipping fees and which taxes
- Prepare a refined disposal forecast that reflects plan recommendations
- Refine assumptions associated with closure/post closure fund and consider various scenarios
- Develop and testing a series of funding scenarios that include relatively more or less emphasis on tipping fees and tax based funding
- Use taxes to fund closure and post-closure obligations

Final Report

Columbia Shuswap Regional District Solid Waste Management Plan Review and Update

Prepared for
Columbia Shuswap Regional District
781 Marine Park Drive NE
Salmon Arm, British Columbia V1E 4P1

March 20, 2015

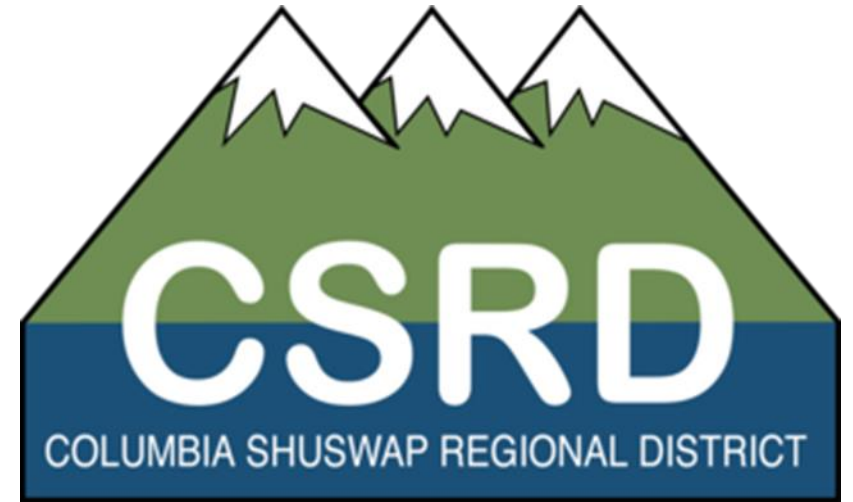
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2023 Solid Waste Disposal Issues

- Ongoing compliance issues at landfills
- Higher environmental standards in 2016 Landfill Criteria means higher capital, operating and closure costs
- Capital Projects in approved DOCP's not included in Financial Plans
- Major funding gaps require review of cost recovery
- Which landfills will continue operating and what are the options for regional landfills?

Landfill	Tonnes	% of total
Golden	5,331	11%
Revelstoke	7,414	16%
Sicamous	3,218	7%
Salmon Arm	31,232	66%
Total	47,195	



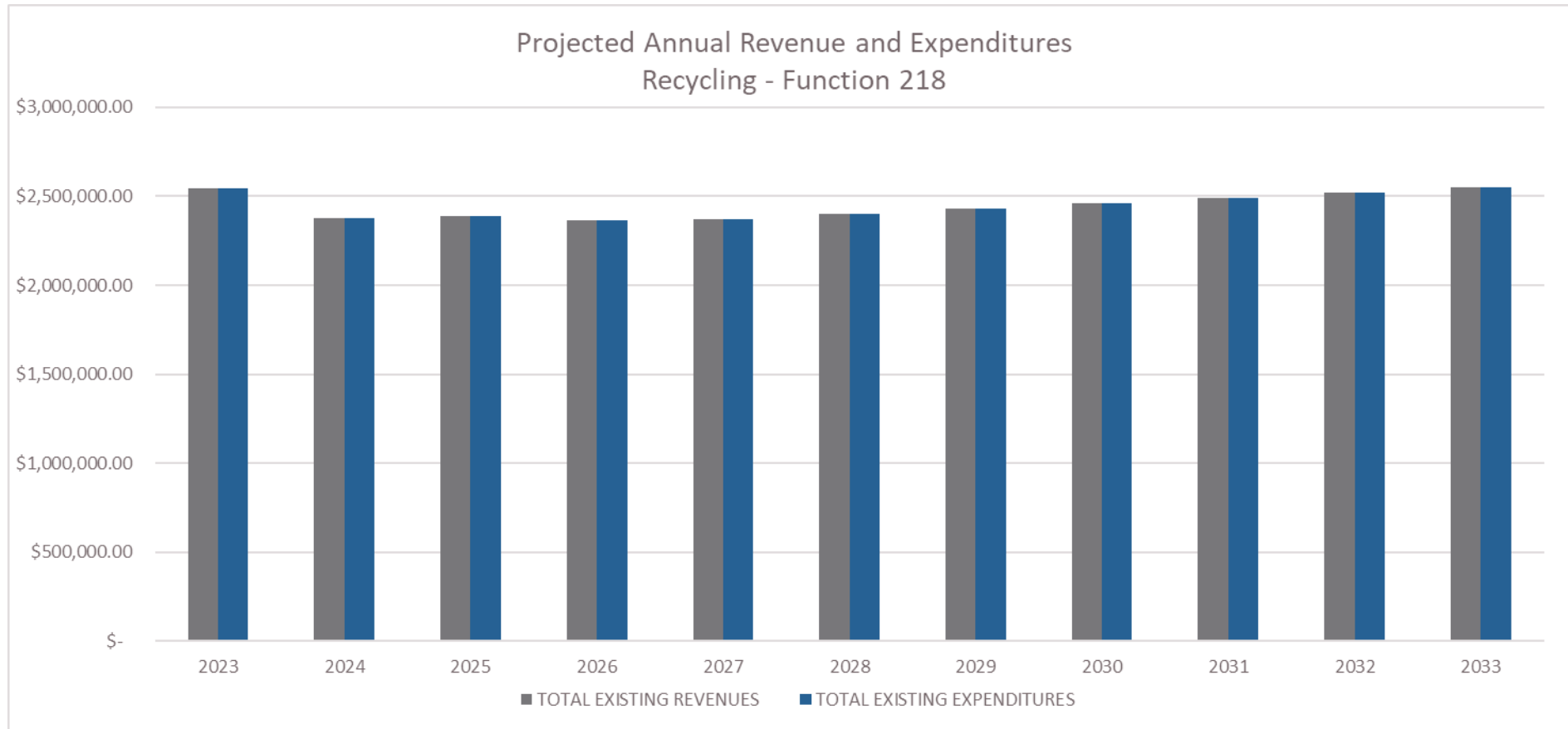
System Funding Gaps

Current Waste Management System Review

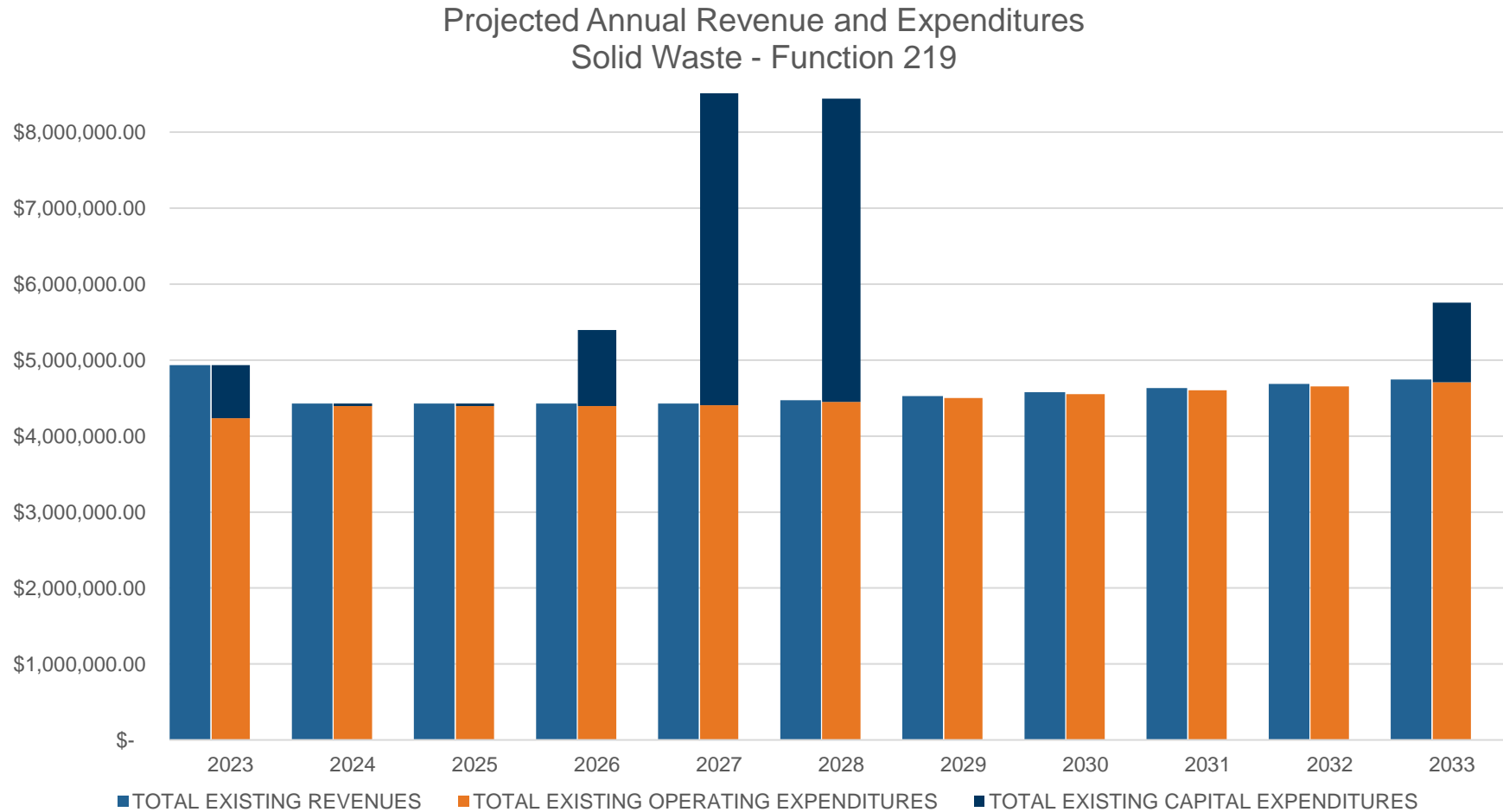
Committee of the Whole

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Recycling Function 2018 10 Year Forecast



Solid Waste 10 Yr with DOCP Capital Projects



2023: Revelstoke Phase 1
Closure (\$250K)

2026: Revelstoke Phase 2
Closure and Phase 3
Construction (\$1M)

2027: Golden Phase 2
Construction (\$1.8M)
Salmon Arm Phase 3B
Construction (\$3.4M)

2028: Golden Phase 1
Closure (\$1.3M)
Sicamous Stage A-E
Development and Closure
(\$2.7M)

2033: Revelstoke Phase 3
Closure (\$2.8M)

Solid Waste Reserves -Function 219

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Operating Balance	175	332	469	585	692	792	891,626	992	1,092	1,192	1,292
Operating Projects	-	-	-	-	-	-	-	-	-	-	-
Contributions	57	157	137	116	106	100	100	100	100	100	100
Capital Balance	1,952	1,967	1,982	1,997	(3,178)	(3,153)	(3,128)	(3,103)	(3,078)	(3,053)	(3,028)
Capital Projects	(305)	(10)	(10)	(10)	(5,200)	-	-	-	-	-	-
Contributions	25	25	25	25	25	25	25	25	25	25	25
Closure Balance	170	270	370	(496)	(396)	(4,287)	(4,187)	(4,087)	(3,987)	(3,887)	(4,833)
Closure Projects	(250)	-	-	(966)	-	(3,991)	-	-	-	-	(1,046)
Contributions	50	100	100	100	100	100	100	100	100	100	100
TOTAL RESERVES	2,297	2,569	2,821	2,086	(2,881)	(6,649)	(6,423)	(6,199)	(5,974)	(5,749)	(6,570)

Dollars provided in '000

Local Government Revenue Sources

Property Tax

Fees and
Charges

Investment of
Local
Government
Funds

Borrowing and
Liabilities

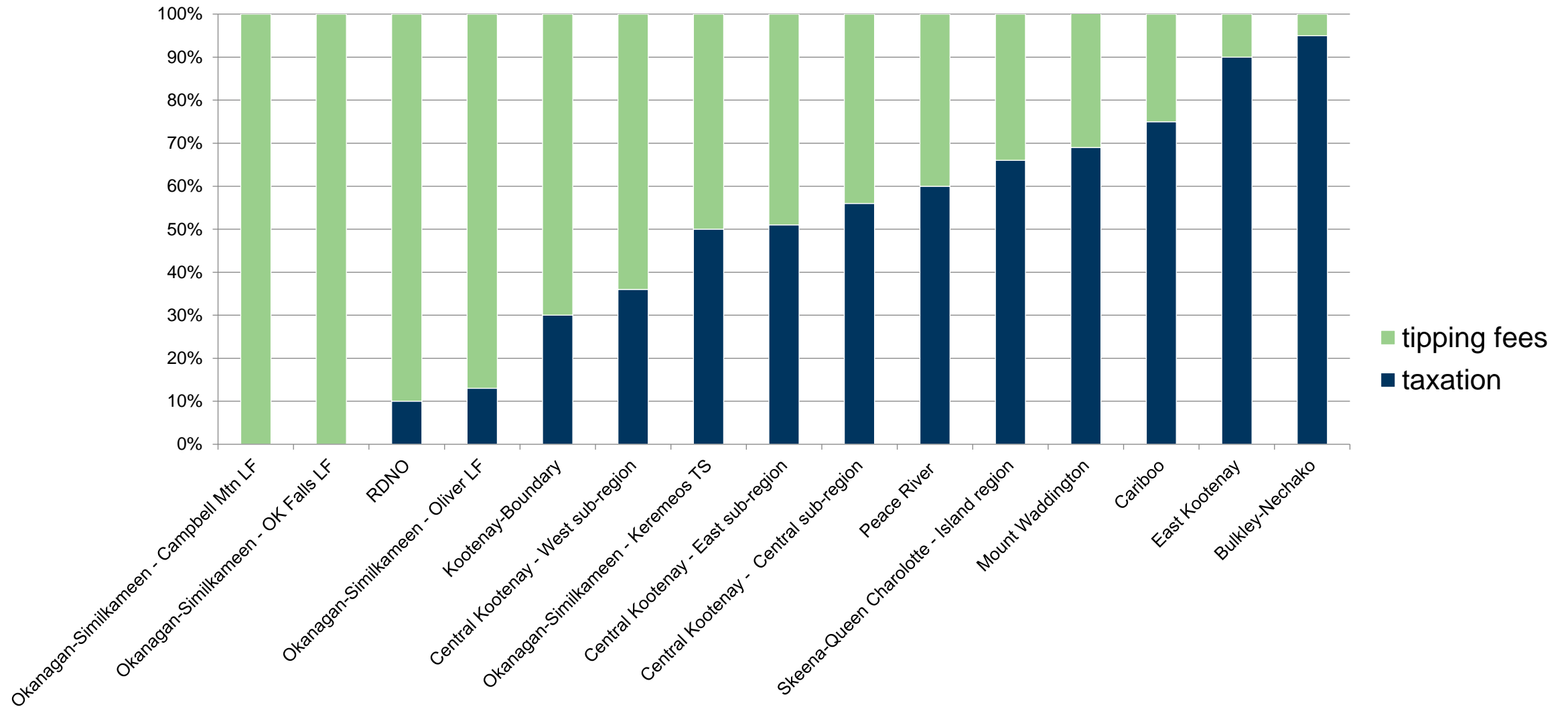
Development
Financing

Local
Government
Latecomer
Agreements

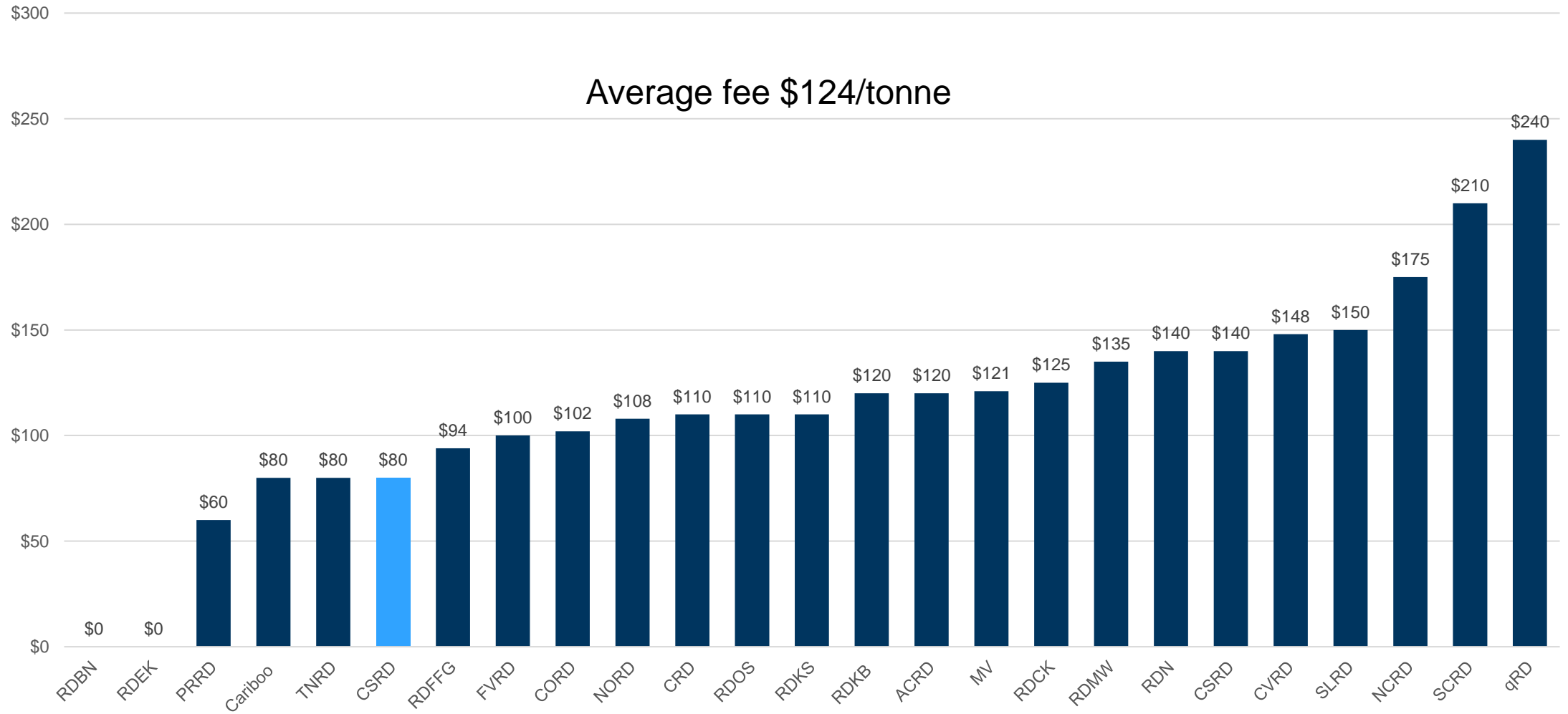
Grants and
Transfers

Asset
Acquisition and
Disposal

Cost Recovery in Select Regional Districts



BC Tipping Fees 2022



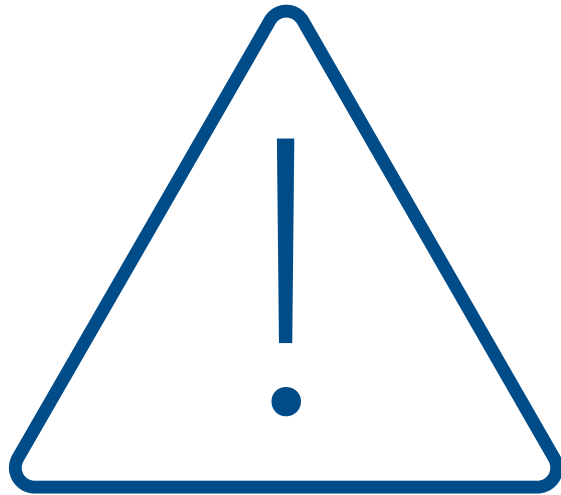
The Problem with Tipping Fees

- Funding programs entirely from tipping fees may be unsustainable if the goal is high waste diversion
- The more you divert waste the less revenue you get
- Environmental protection costs are constant
- Need to find balance between tipping fees taxes, and borrowing



STRATEGIES TO AVOID THE "DEATH SPIRAL"
THE MORE YOU REDUCE TRASH,
THE MORE YOUR REVENUES DECLINE
THE MORE YOUR CUSTOMERS' RATES GO UP

Why are borrowing costs important?



Local Government Act & Community Charter require approval of electors for borrowing of funds necessary to finance capital works



Environmental Management Act provisions allow local governments to borrow money without the approval of the electors for implementation of an **approved SWMP**

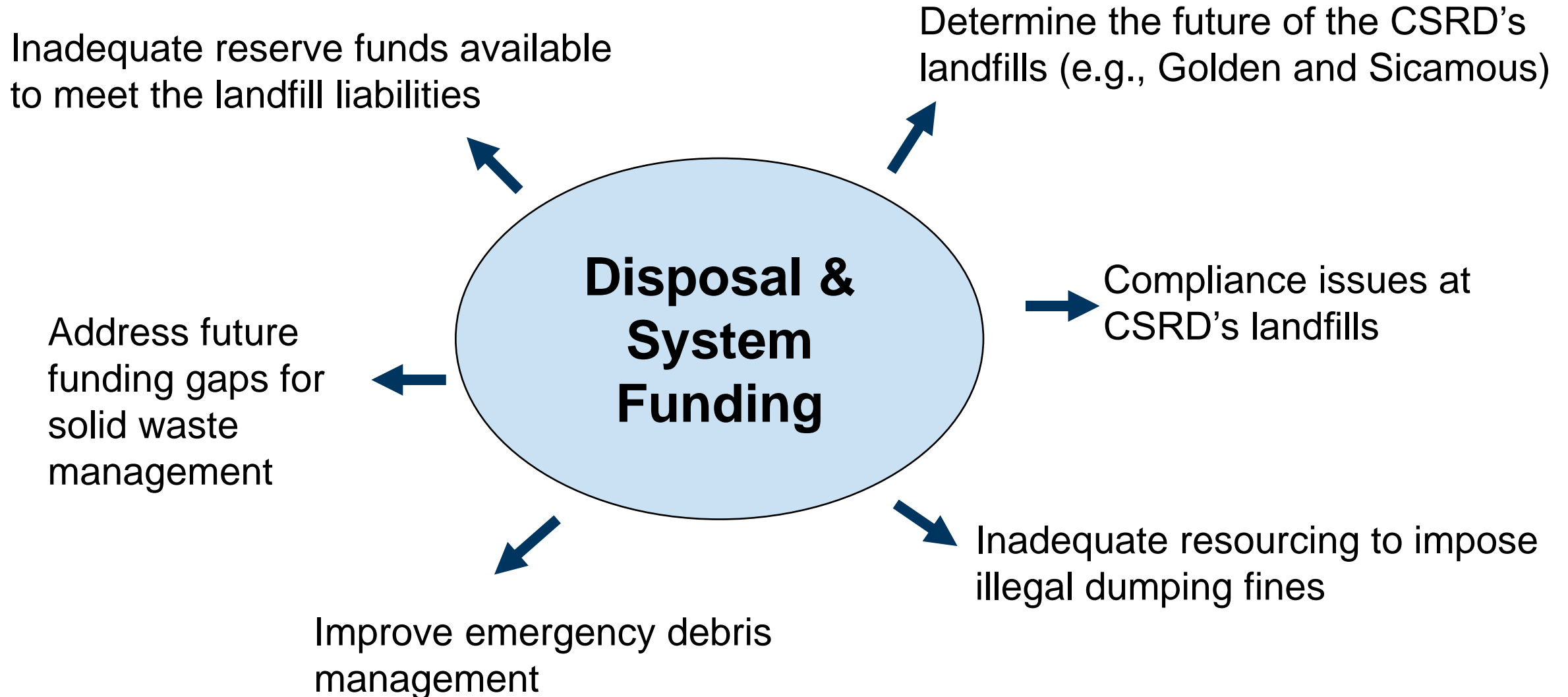


Ministry responsible for community development may approve loan authorization bylaws under a plan, provided that:

Capital projects being borrowed for are identified in the SWMP

Capital costs related to these projects are identified in the Plan

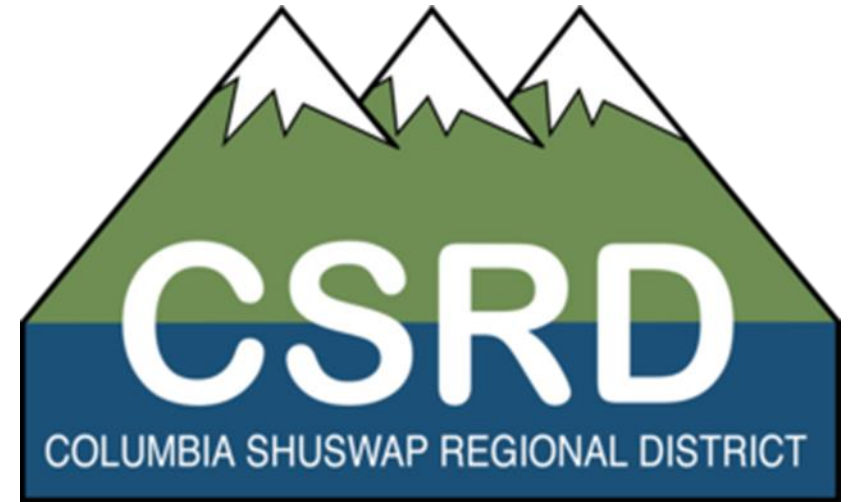
Summary of Identified Issues & Opportunities



Discussion Session

- Emerging Issues & Opportunities
- Questions:
 - Do you have anything to add to these topics?
 - Have we missed anything significant?





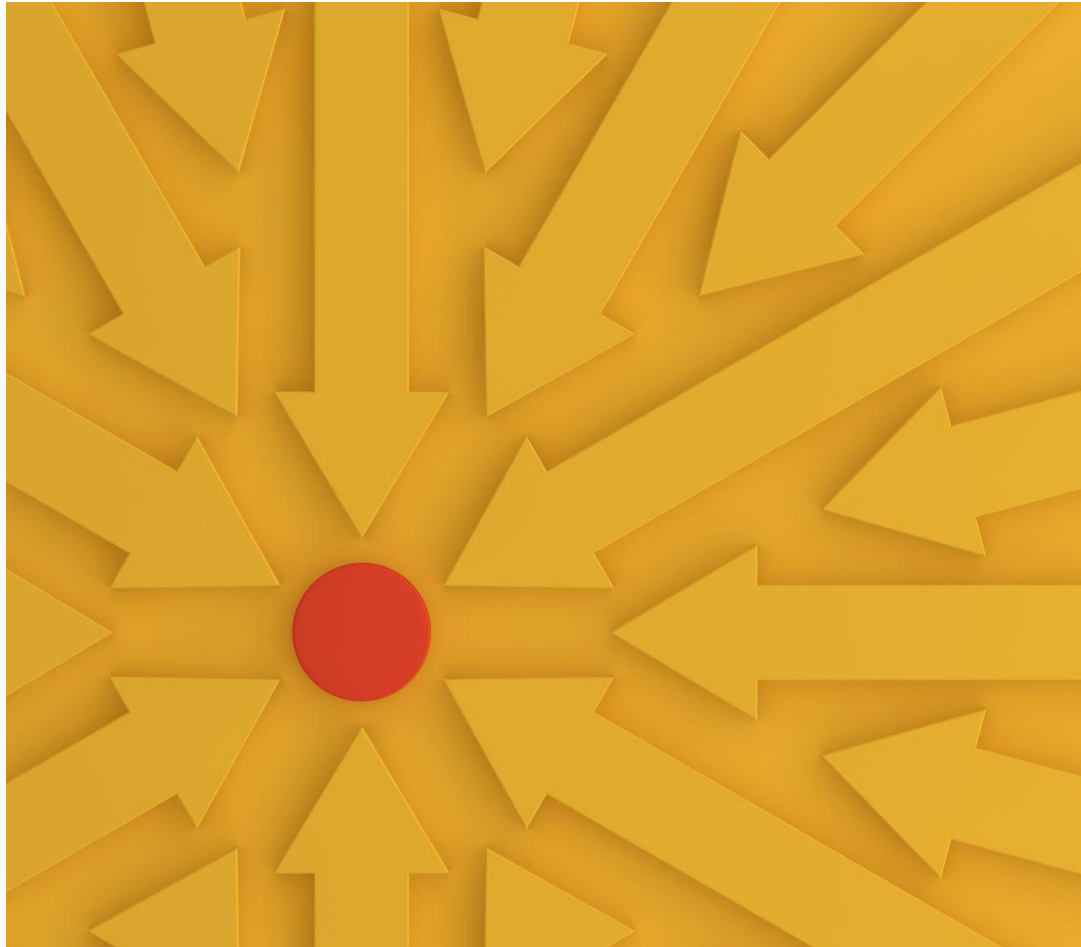
Guiding Principles, Vision, Goals

Current Waste Management System Review

Committee of the Whole

June 22, 2023

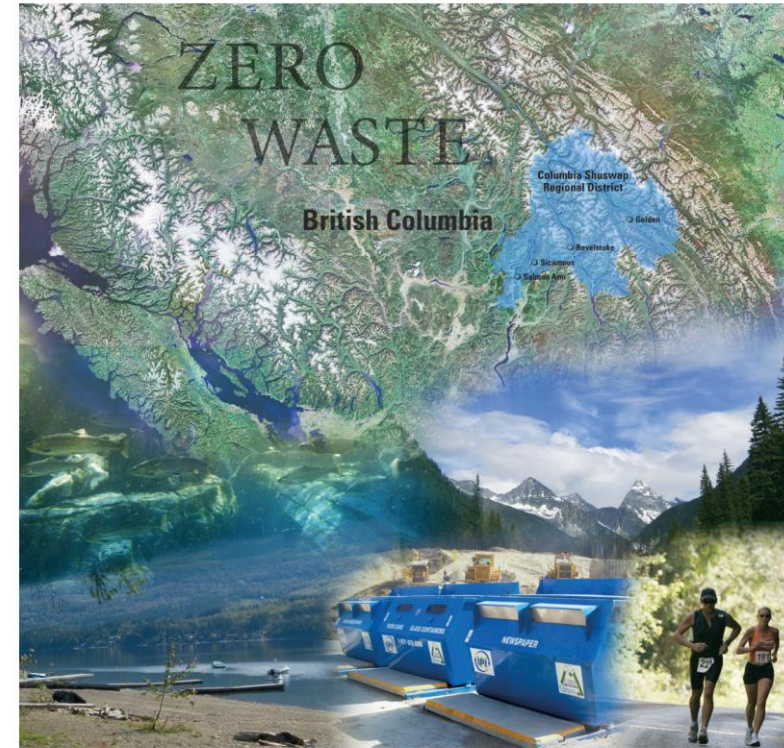
The Vision and Goals in CSRD's Previous Plans



- Since 1992 - Provincial guidelines for preparation of SWMP's have required development of environmental guiding principles and regional objectives
- Since 2016 - Updates to the guide established new guiding principles

2009 Vision Statement

All economic activities in the Columbia Shuswap Regional District will be consistent with a “Zero Waste” community



**Columbia Shuswap Regional District
Solid Waste Management Plan
Executive Summary 2009 – 2029**

CH2MHILL

2009 Guiding Principles

**Keeping an Eye
on the Big Picture**



1

Base all solid waste management decisions on a Zero Waste approach

2

All initiatives are done in partnership with all sectors of the community

3

The Plan is a living and learning document

4

Encourage the 6R Hierarchy (Rethink, Reduce, Reuse, Recycle, Recover, Manage Residuals)

5

Use Community-Based Social Marketing techniques wherever possible

6

Finance the cost of residual waste disposal through a Region-wide User Pay system

Provincial Guiding Principles 2016

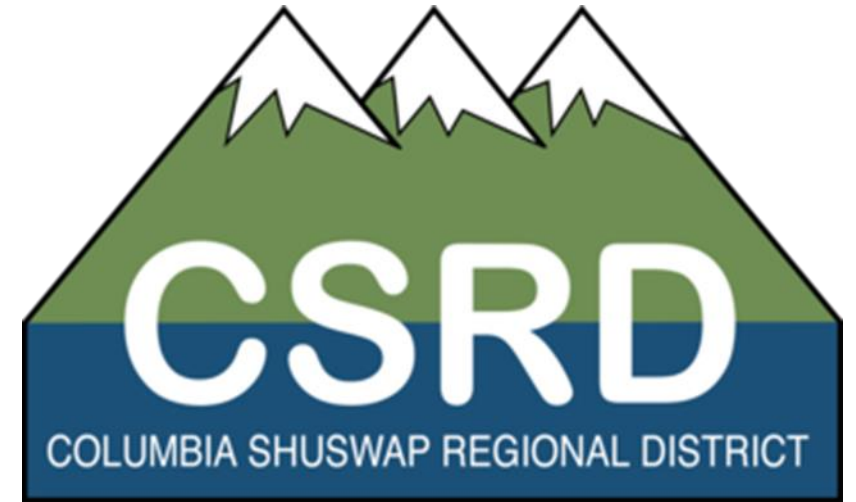


1	Promote zero waste approaches and support a circular economy
2	Promote the first 3Rs (Reduce, Reuse, Recycle)
3	Maximize the beneficial use of waste materials and manage residuals appropriately
4	Support polluter and user-pay approaches and manage incentives to maximize behavior outcomes
5	Prevent organics and recyclable from going into garbage wherever practical
6	Collaborate with other regional districts wherever practical
7	Develop collaborative partnerships with interested parties to achieve regional targets set in plans
8	Level the playing field within regions for private and public solid waste management

Guiding Principles, Vision, Goals



- Feedback from PTAC June 21 on a vision, goals & suitable guiding principles for the planning process



Next Steps

Current Waste Management System Review

Committee of the Whole

June 22, 2023

Consultation & Engagement

- The Communication & Engagement Plan identifies the proposed consultation approach
- Stakeholder engagement = public consultation
- Four main stakeholder groups



PTAC



First Nation
Communities

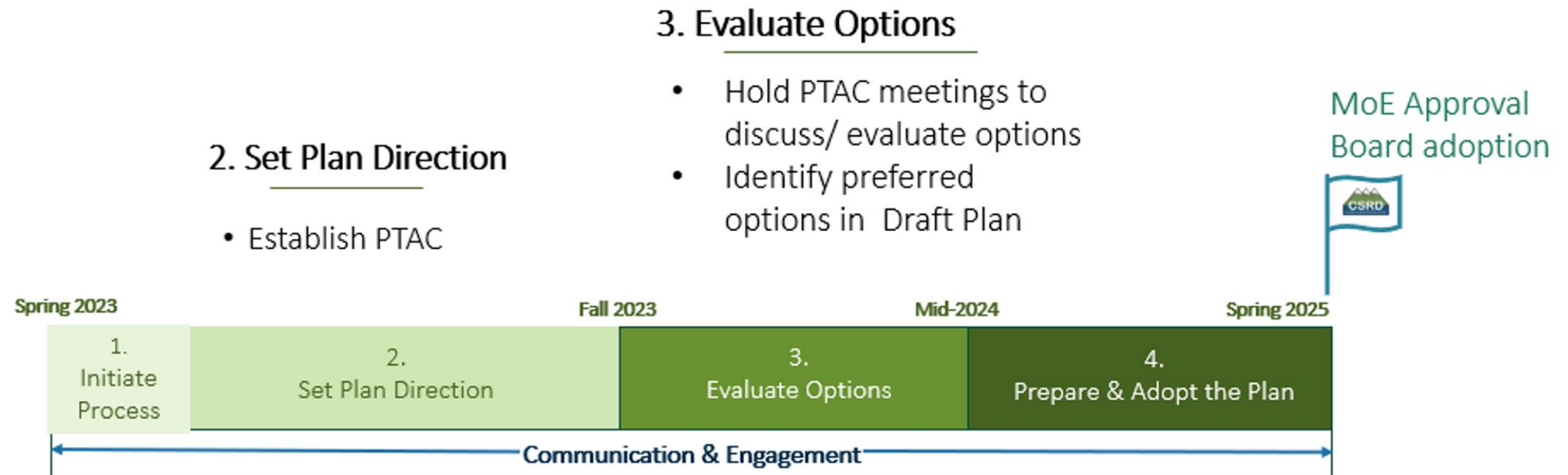


Public and Interested
Parties



CSRD Committee of
the Whole

Consultation Approach



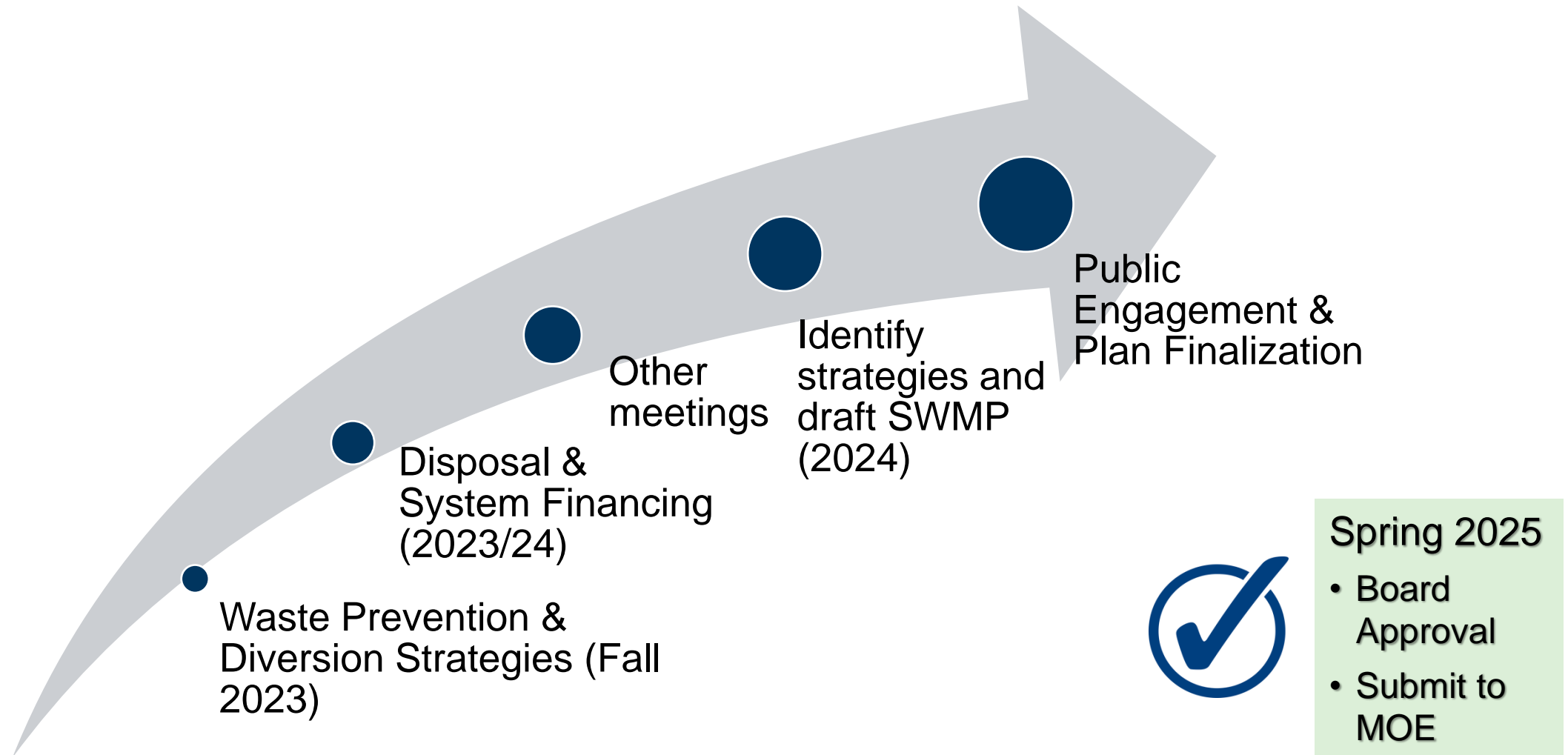
1. Initiate Process

- Assess the current system
- Develop Communications and Engagement Plan

4. Prepare & Adopt the Plan

- Undertake public consultation on Draft Plan via survey, meetings, etc.,
- Address feedback and finalize the Plan

Next Steps – Future PTAC Meetings



Next Steps

Future Committee of the Whole Meetings

- Meeting twice per year
- Report on PTAC feedback and obtain buy-in on specific aspects



Thank you!



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People • Culture • Capabilities

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